

Advancing UN Reform

In the 2005 World Summit, Heads of State and Government reaffirmed their commitment to strengthen the United Nations so that it could rise to the new challenges of the 21st century. Since then there have been some major accomplishments, such as the establishment of the Peacebuilding Commission and of the Human Rights Council. However, there is much that remains to be done. During the 62nd Session, the General Assembly will continue efforts to advance management reform, improve the coherence of the UN system, revitalize the General Assembly, and reform the Security Council.

- Mandate Review
- Management Reform
- System-Wide Coherence
- Revitalization of the General Assembly
- Security Council reform

Advancing UN Reform – Mandate Review

An important part of the management reform process concerns the review of all mandates older than five years originating from resolutions of the General Assembly and other organs. The objective of the review is to strengthen and update the programme of work of the United Nations. In the 62nd session, Member States will continue to work towards making progress on this issue and other issues.

Mandate Review: 'Development of Africa'

Recommendations

(Specific recommendations are highlighted in bold for easy reference)

Recommendations for Red Mandates

'United Nations New Agenda for the Development of Africa in the 1990s'

Mandate 18307: *'Reaffirms the high priority attached, in the medium-term plan for the period 1992-1997, to Africa's economic recovery and development, including the effective implementation of the United Nations New Agenda for the Development of Africa in the 1990s as integrated in Programme 45'* (resolution: '48/214).

Mandate 18327: *'Decides also to take full account of the conclusions of those consultations in determining, during its resumed forty-eighth session, the appropriate actions to be taken to strengthen support for the diversification of African economies, including the proposed establishment of new funding arrangements, together with the organization of follow-up activities, such as seminars or expert workshops'* (resolution: '48/214).

Mandate 18310: *'Notes with appreciation the establishment of a panel of high-level personalities to advise and assist the Secretary-General on African development, in particular on the implementation of the New Agenda, and requests that this panel continue to meet regularly under the chairmanship of the Secretary-General and that its recommendations be made available to the Member States'* (resolution: '48/214).

Mandate 18312: *'Urges all United Nations organs, organizations and programmes to integrate the priorities of the New Agenda in their mandates, to allocate sufficient resources for their operation and to improve further the use of available resources'* (resolution: '48/214).

Mandate 18316: *'Recommends that, as part of capacity-building assistance, interested African countries be assisted in the monitoring of the impact of the work being undertaken in the context of the implementation of the New Agenda and in ensuring the participation of community-based groups, particularly women'* (resolution: '48/214).

Mandate 18318: *'Recognizes the importance and high priority to be given to African regional and sub regional cooperation and integration, and urges the United Nations system and its organizations to allocate sufficient technical and financial support to African regional economic groupings, including the African Economic Community, in*

order to contribute to their effectiveness in the process of African economic development' (resolution: '48/214).

Mandate 18319: *'Invites the preparatory bodies of all forthcoming conferences of the United Nations system to take into account the specific needs, requirements and priorities of the African countries, as outlined in the New Agenda'* (resolution: '48/214).

'Implementation of the United Nations New Agenda for the Development of Africa in the 1990s'

Mandate 4335: *'Calls upon the United Nations system ... to ensure that development assistance activities in Africa are carried out in a more coordinated manner for greater efficiency, impact and tangible results under the leadership of recipient countries'* (resolution: '55/216).

Recommendation: **These Mandates should be discontinued** as they do not reflect current need. They have been superseded by A/RES/57/7, which "Decides to bring the United Nations New Agenda for the Development of Africa in the 1990s to a close" (para. 4). Policy expressed in this Mandate is now implemented through NEPAD.

Recommendations for Completed Mandates

'Final review and appraisal of the implementation of the United Nations Programme of Action for African Economic Recovery and Development 1986-1990'

Mandate 6188: *'Requests the Secretary-General to report to the General Assembly at its forty-eighth session on the implementation of the New Agenda'* (resolution: '46/151).

Recommendation: **The General Assembly should recognize that this Mandate has become inactive.** This reporting requirement was fulfilled (A/48/336), and the mandate was subsequently superseded by UN-NADAF.

'United Nations New Agenda for the Development of Africa in the 1990s'

Mandate 18321: *'Invites the Secretary-General to strengthen the capacity and capability of the Secretariat to raise international awareness of the urgent international and African actions needed to overcome the economic crisis in Africa, and to reinforce the capabilities of the Office of the Special Coordinator for Africa and the least developed countries to follow up, monitor and evaluate implementation of the New Agenda and, in the process, provide an effective framework for the Economic and Social Council to consider the implementation of the New Agenda in 1995 as part of its high-level segment, as well as for the General Assembly to conduct a mid-term review of the implementation of the New Agenda in 1996, in accordance with paragraph 43 (b and c) thereof'* (resolution: '48/214).

Recommendation: **The General Assembly should recognize that this Mandate has become inactive.** The request for the Secretary-General to strengthen the capacity and capability of the Secretariat has been executed through the establishment of OHRLLS and OSAA.

'The causes of conflict and the promotion of durable peace and sustainable development in Africa'

Mandate 8621: *'Requests the President of the General Assembly, in preparation for the discussion at the fifty-fourth session of the General Assembly, to establish an open-ended ad hoc working group of the General Assembly to monitor the implementation of the present resolution and, in particular, the recommendations contained in the report of the Secretary-General to the Security Council and the General Assembly on the causes of conflict and the promotion of durable peace and sustainable development in Africa; in this regard, the Working Group shall determine its mandate and modalities, taking into account the outcome of the deliberations of the Economic and Social Council on this matter'* (resolution: '53/92).

Mandate 16508: *'Requests the President of the General Assembly to establish the open-ended ad hoc working group to monitor the implementation of the recommendations made by the Secretary-General in his report to the General Assembly and the Security Council on the causes of conflict and the promotion of durable peace and sustainable development in Africa, 5 to prepare for discussions at the fifty-fifth session of the General Assembly'* (resolution: '54/234).

Mandate 10440: *'Requests the Secretary-General to provide the ad hoc working group with all necessary assistance to ensure the accomplishment of its mandate Assembly'* (resolution: '54/234).

'Causes of conflict and the promotion of durable peace and sustainable development in Africa'

Mandate 4336: *'Decides to extend the mandate of the Working Group on the Causes of Conflict and the Promotion of Durable Peace and Sustainable Development in Africa until the fifty-sixth session of the General Assembly, to enable it to continue to monitor the implementation of all of the recommendations made by the Secretary-General in his report'* (resolution: '55/217).

Mandate 4337: *'Requests the Working Group, in devising the modalities for its work, to consider the need for a comprehensive follow-up to the recommendations of the Secretary-General and the necessity of ensuring efficiency by focusing on selected thematic areas'* (resolution: '55/217).

Recommendation: **The General Assembly should recognize that these Mandates have become inactive.** The Working group to which these Mandates refer to worked on the

specific resolution A/53/92. OSAA continues to prepare annual reports on behalf of the SG on the Causes of Conflict report.

Mandates set aside because no agreement was reached

Mandate 18317: *'Renews its call upon the international community to pursue vigorously its responsibilities and commitments under the New Agenda in order to provide full and tangible support to the African efforts'* (resolution: '48/214).

Mandate 18329: *'Encourages African countries to establish national diversification councils, as recommended in the report transmitted by the Secretary- General, including representatives from the Government and the private sector'* (resolution: '48/214).

Mandate 18333: *'Reaffirms the recommendations stipulated in paragraphs 23 to 28 of the New Agenda concerning Africa's debt problem, and in that context invites the international community to address Africa's external debt crisis and debt problems of African countries, including continuing to give serious consideration to the proposal for the convening of an international conference on Africans external indebtedness'* (resolution: '48/214).

Recommendations for 'Mandate Registry Errors'

The Co-Chairs have found that there are a number of errors in the Mandate Registry. There were nine Mandates which the implementing entities listed were incorrect. There were also twelve Mandates which could not be analyzed because of faulty data. These can be seen in Annex 1. Removing errors and updating the Mandate Registry would better enable it to serve its purpose of allowing Member States to assess the benefit of proposing a new Mandate with full understanding of existing Mandates on the issue.

Recommendation: **The General Assembly should request the Secretariat to update and correct the Mandate Registry.**

Other Observations

OSAA has identified that there are gaps and challenges in implementation due mainly to resource constraints.

Recommendation: **The General Assembly should note this observation and may wish to address it in the due time it deems appropriate.**

mandate registry Errors - Anne 1

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments	Error justification
8621	53/92	14		The causes of conflict and the promotion of durable peace and sustainable development in Africa	Requests the President of the General Assembly, in preparation for the discussion at the fifty-fourth session of the General Assembly, to establish an open-ended ad hoc working group of the General Assembly to monitor the implementation of the present resolution and, in particular, the recommendations contained in the report of the Secretary-General to the Security Council and the General Assembly on the causes of conflict and the promotion of durable peace and sustainable development in Africa; in this regard, the Working Group shall determine its mandate and modalities, taking into account the outcome of the deliberations of the Economic and Social Council on this matter.	Operational	ECA	This Working group worked on the specific resolution A/53/92. OSAA continues to prepare annual reports on behalf of the SG on the Causes of Conflict report.	OSAA should be listed as implementing entity
16508	54/234	6	A/RES/53/92	The causes of conflict and the promotion of durable peace and sustainable development in Africa	6. Requests the President of the General Assembly to establish the open-ended ad hoc working group to monitor the implementation of the recommendations made by the Secretary-General in his report to the General Assembly and the Security Council on the causes of conflict and the promotion of durable peace and sustainable development in Africa,5 to prepare for discussions at the fifty-fifth session of the General Assembly;	Operational	ECA	This Working group worked on the specific resolution A/53/92. OSAA continues to prepare annual reports on behalf of the SG on the Causes of Conflict report.	OSAA should be listed as implementing entity
10440	54/234	9	A/RES/53/92	The causes of conflict and the promotion of durable peace and sustainable development in Africa	Requests the Secretary-General to provide the ad hoc working group with all necessary assistance to ensure the accomplishment of its mandate;	Operational	DM	This Working group worked on the specific resolution A/53/92. OSAA continues to prepare annual reports on behalf of the SG on the Causes of Conflict report.	OSAA should be listed as implementing entity
8616	53/92	14		The causes of conflict and the promotion of durable peace and sustainable development in Africa	Requests the Secretary-General to submit a progress report on the implementation of the recommendations contained in his report to the General Assembly at its fifty-fourth session;	Reporting	ECA	This mandate is renewed annually; the latest resolution was A/RES/61/230. OSAA is responsible for the preparation of this report. <i>(implementing entity listed in the mandate registry "ECA" is incorrect.)</i>	OSAA should be listed as implementing entity
10442	54/234	10	A/RES/53/92	The causes of conflict and the promotion of durable peace and sustainable development in Africa	Also requests the Secretary-General to report to the General Assembly at its fifty-fifth session on the implementation of the present resolution.	Reporting	DPA, DESA	This mandate is renewed annually; the latest resolution was A/RES/61/230. OSAA is responsible for the preparation of this report. <i>(implementing entity listed in the mandate registry "DPA;DESA" is incorrect.)</i>	OSAA should be listed as implementing entity
4339	55/217	8	A/RES/53/92	Causes of conflict and the promotion of durable peace and sustainable development in Africa	Requests that, where applicable, benchmarks be developed by the Secretary-General to assess the impact of and measure performance in the implementation of the recommendations contained in his report and that he submit them to the Working Group for its consideration;	Reporting	ECA, UNHCR, UNDP, DGACM, DDA, OHCHR, UNICEF, UNAIDS, DPA, UNFPA, DESA, UNCTAD, DPKO	While this working group no longer exists, OSAA continues to monitor the implementation of the recommendations contained in the Causes of Conflict report.	OSAA should be listed as implementing entity

ID	Resolution	Para.	Originating Mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments	Error justification
18321	48/214	10	A/RES/46/151	United Nations New Agenda for the Development of Africa in the 1990s	10. Invites the Secretary-General to strengthen the capacity and capability of the Secretariat to raise international awareness of the urgent international and African actions needed to overcome the economic crisis in Africa, and to reinforce the capabilities of the Office of the Special Coordinator for Africa and the least developed countries to follow up, monitor and evaluate implementation of the New Agenda and, in the process, provide an effective framework for the Economic and Social Council to consider the implementation of the New Agenda in 1995 as part of its high-level segment, as well as for the General Assembly to conduct a mid-term review of the implementation of the New Agenda in 1996, in accordance with paragraph 43 (b and c) thereof;	Operational	ECA, WFP	This Mandate has been superseded by A/RES/57/7, which "Decides to bring the United Nations New Agenda for the Development of Africa in the 1990s to a close" (para. 4). Policy expressed in this Mandate is now implemented through NEPAD.	OSAA should be listed as implementing entity
4336	55/217	4	A/RES/53/92	Causes of conflict and the promotion of durable peace and sustainable development in Africa	Decides to extend the mandate of the Working Group on the Causes of Conflict and the Promotion of Durable Peace and Sustainable Development in Africa until the fifty-sixth session of the General Assembly, to enable it to continue to monitor the implementation of all of the recommendations made by the Secretary-General in his report	Operational	ECA, UNHCR, UNDP, DGACM, DDA, OHCHR, DM, DPA, UNAIDS, UNICEF, UNFPA, DESA, DPKO	This Working group no longer exists. Since its inception OSAA monitors the implementation of the recommendations contained in the Causes of Conflict report.	OSAA should be listed as implementing entity
4337	55/217	5	A/RES/53/92	Causes of conflict and the promotion of durable peace and sustainable development in Africa	Requests the Working Group, in devising the modalities for its work, to consider the need for a comprehensive follow-up to the recommendations of the Secretary-General and the necessity of ensuring efficiency by focusing on selected thematic areas;	Policy	ECA, OHCHR, DPA, UNAIDS, UNHCR, UNICEF, UNFPA, UNCTAD, UNDP, DGACM, DPKO, DDA	This Working group no longer exists. Since its inception OSAA monitors the implementation of the recommendations contained in the Causes of Conflict report.	OSAA should be listed as implementing entity
17862	58/235	14	A/RES/53/92	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	Requests the Secretary-General to submit to the General Assembly at its fifty-ninth session a report on the implementation of the present resolution, taking into account recent developments related to the cooperation of Africa with the international community on these matters.	Reporting	OSAA	The mandate continues to reflect current need, and implementation is ongoing. Although the specific report (A/59/285) was submitted, this mandate is renewed every year.	Mandate falls out of the scope because originating Mandate is not older than five years. Data must be corrected in the registry.
9925	59/255	12	A/RES/53/92	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	Decides to continue to monitor the implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa;	Declaration	ECA, OSAA	The mandate continues to reflect current need, and implementation is ongoing. The latest report was issued in the 62nd session (A/62/204)	Mandate falls out of the scope because originating Mandate is not older than five years. Data must be corrected in the registry.
9927	59/255	13	A/RES/53/92	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	Requests the Secretary-General to submit to the General Assembly at its sixtieth session a progress report on the implementation of the present resolution.	Reporting	ECA, OSAA	The mandate continues to reflect current need, and implementation is ongoing. Although the specific report (A/60/182) was submitted, this mandate is renewed every year.	Mandate falls out of the scope because originating Mandate is not older than five years. Data must be corrected in the registry.

ID	Resolution	Para.	Originating Mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments	Error justification
14106	58/235	9	A/RES/53/92	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	Notes that conflict prevention and peace consolidation efforts, in particular efforts to eradicate poverty, promote respect for human rights, strengthen rule-of-law institutions, re-establish transparent and accountable public administration, encourage democratic reform and demobilize, disarm and reintegrate ex-combatants should be supported by Member States and the United Nations system through enhanced coordination, coherence and sustained financial and political support	Declaration	OSAA	Mandate reflects current needs and implementation is ongoing. OSAA is responsible for monitoring the implementation of recommendations on the Causes of Conflict and Promotion of Durable Peace and Sustainable Development	Mandate falls out of the scope because originating Mandate is not older than five years. Data must be corrected in the registry.
21793	59/255	10	A/RES/53/92	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	Notes the support offered by the United Nations system in the context of conflict prevention and peace consolidation, and in this regard calls upon Member States, in particular donor countries, as well as other development partners and relevant regional and sub regional organizations as appropriate, to continue to provide financial and technical assistance, in a coordinated and sustained manner, to support activities in Africa, inter alia, to eradicate poverty, promote respect for human rights and strengthen the rule of law and transparent and accountable public administration;	Declaration	OSAA	Mandate reflects current needs and implementation is ongoing. OSAA is responsible for monitoring the implementation of recommendations on the Causes of Conflict and Promotion of Durable Peace and Sustainable Development	Mandate falls out of the scope because originating Mandate is not older than five years. Data must be corrected in the registry.
21784	58/235	13	A/RES/53/92	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	Encourages the Secretary-General to explore and recommend suitable arrangements and mechanisms through which Member States could more effectively address the multidisciplinary causes of conflict, including their regional dimensions, and strengthen the coordinated and sustained manner in which they could provide financial and technical assistance in preventive action as well as post-conflict peace building;	Policy	OSAA	The mandate reflects current needs and implementation is ongoing. The establishment of the PBC is an example of such mechanism.	Mandate falls out of the scope because originating Mandate is not older than five years. Data must be corrected in the registry.
9923	59/255	11	A/RES/53/92	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	Requests the Secretary-General to explore and recommend suitable arrangements and mechanisms through which Member States could more effectively support Africa's efforts to address the multiple causes of conflict in Africa, including their regional dimensions, and to strengthen, in a coordinated and sustained manner, preventive action as well as post-conflict peace building;	Policy	ECA, OSAA	Mandate reflects current needs and implementation is ongoing. OSAA is responsible for monitoring the implementation of recommendations on the Causes of Conflict and Promotion of Durable Peace and Sustainable Development	Mandate falls out of the scope because originating Mandate is not older than five years. Data must be corrected in the registry.
3035	57/7	19	A/RES/53/92	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	19. Calls upon developed countries that have not yet done so to work towards the objective of duty-free and quota-free access for all exports of the least developed countries, as envisaged in the Programme of Action for the Least Developed Countries for the Decade 2001-2010;	Declaration	OSAA	This Mandate reflects current needs and implementation is ongoing. OSAA advocates on behalf of NEPAD for duty-free and quota-free access for all exports of the LDCs in Africa	Mandate falls out of the scope because originating Mandate is not older than five years. Data must be corrected in the registry.

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17823	57/7	20	A/RES/53/92	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	20. Also calls upon developed countries to encourage and facilitate investment by their private sectors in Africa, to help African countries to attract investments and promote policies conducive to attracting investment, to encourage and facilitate the transfer of the technology needed to African countries on favorable terms, including on concessional and preferential terms, as mutually agreed, and to assist in building human and institutional capacities for the implementation of the New Partnership consistent with its priorities and objectives;	Operational	OSAA	This Mandate reflects current needs and implementation is ongoing; OSAA advocates on behalf of NEPAD to encourage and facilitate investment by the private sector in Africa. The Office takes the lead in the preparation of Africa-related reports and inputs on the NEPAD.	Mandate falls out of the scope because originating Mandate is not older than five years. Data must be corrected in the registry.
17824	57/7	21	A/RES/53/92	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	21. Further calls upon developed countries to channel financial, technical and other types of resources towards the priorities of the New Partnership, in particular infrastructural development, health services, education, water and agriculture, in accordance with the priorities determined by each African country, and to explore ways of generating new public and private innovative sources of finance for development purposes, provided that those sources do not unduly burden developing countries, particularly in Africa, and in this regard notes the proposal for the use of special drawing rights allocations for development purposes;	Declaration	OSAA	This Mandate reflects current needs and implementation is ongoing; OSAA advocates on behalf of NEPAD by calling on developed countries to channel financial, technical and other types of resources towards the priorities of the New Partnership for Africa.	Mandate falls out of the scope because originating Mandate is not older than five years. Data must be corrected in the registry.
3036	57/7	22	A/RES/53/92	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	22. Recognizes the importance of South-South cooperation and the contribution that it can make to the implementation of the New Partnership, encourages in this regard other partners to support this type of cooperation, including, as appropriate, through triangular cooperation, and considers that South-South cooperation should be viewed not as a substitute for, but rather as a complement to, the support provided by developed countries;	Operational	OSAA	The mandate reflects current need and its implementation is ongoing. OSAA participated at the TICAD Asia-Africa Trade and Investment Conference held in November 2004 in Tokyo as a major follow-up to TICAD III. TICAD IV will happen on 28 May 2008.	Mandate falls out of the scope because originating Mandate is not older than five years. Data must be corrected in the registry.
3037	57/7	23	A/RES/53/92	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	23. Calls upon the private sector and civil society outside Africa to participate in and contribute to the implementation of the New Partnership in all its aspects, including through effective partnerships between the public and private sectors;	Policy	OSAA	This Mandate reflects current needs and implementation is ongoing; OSAA advocates on behalf of NEPAD to mobilize the private sector and civil society outside Africa to participate in and contribute to the implementation of NEPAD.	Mandate falls out of the scope because originating Mandate is not older than five years. Data must be corrected in the registry.

mandate review Development of Africa

summary of findings

This report sets out the findings of the preliminary analysis conducted by the co-chairs of the mandate review process on the 'Development of Africa' cluster.

The purpose of this report is to provide a basis for Member States to make their own assessment of mandates. Any information Member States have that sheds new light on the analysis of mandates will be welcomed by the Co-Chairs.

Aims and objectives

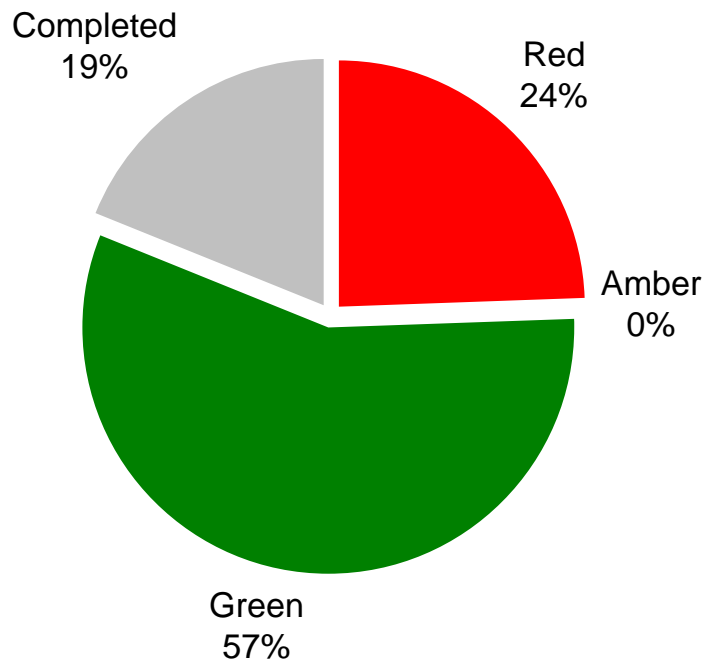
The Development of Africa is the second cluster to be examined by the Permanent Representatives of Namibia and New Zealand since the President of the General Assembly tasked them with Mandate Review in October 2007.

The Mandate Review process continues to be guided by the mutually agreed parameters set out in the letter of the President to Member States in November 2007, and, to follow the methodology developed for the Effective Coordination of Humanitarian Affairs cluster.

This report presents the initial analysis based on input from implementing entities and Member States. The Co-Chairs hope that this initial report will aid Member States in conducting their own analysis of the cluster and facilitate provision of feedback to inform recommendations.

Initial findings

The preliminary analysis shows that of the 52 mandates related to the “Development of Africa” cluster, 21 mandates fall into the Green category, and 8 in the Red. A further 7 are Grey or Completed. No amber mandates were identified for this cluster.



In order to make the preliminary analysis accessible, mandates are presented in this report divided in three different categories (red, green and completed) with information showing whether their primary purpose is: Operational, Reporting, Policy or a Declaration. It also includes the resolution number, the mandate title, description, and relevant implementing entities of each mandate *exactly as stated in the Mandate Registry*. We also refer to the Mandate ID, which can be used to draw out a complete account of every mandate in the Mandate registry.

www.un.org/mandatereview/registry.html

Mandate Review: 'Development of Africa'

Recommendations

(Specific recommendations are highlighted in bold for easy reference)

Recommendations for Red Mandates

'United Nations New Agenda for the Development of Africa in the 1990s'

Mandate 18307: *'Reaffirms the high priority attached, in the medium-term plan for the period 1992-1997, to Africa's economic recovery and development, including the effective implementation of the United Nations New Agenda for the Development of Africa in the 1990s as integrated in Programme 45'* (resolution: '48/214).

Mandate 18327: *'Decides also to take full account of the conclusions of those consultations in determining, during its resumed forty-eighth session, the appropriate actions to be taken to strengthen support for the diversification of African economies, including the proposed establishment of new funding arrangements, together with the organization of follow-up activities, such as seminars or expert workshops'* (resolution: '48/214).

Mandate 18329: *'Encourages African countries to establish national diversification councils, as recommended in the report transmitted by the Secretary-General, including representatives from the Government and the private sector'* (resolution: '48/214).

Mandate 18310: *'Notes with appreciation the establishment of a panel of high-level personalities to advise and assist the Secretary-General on African development, in particular on the implementation of the New Agenda, and requests that this panel continue to meet regularly under the chairmanship of the Secretary-General and that its recommendations be made available to the Member States'* (resolution: '48/214).

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Mandate 18316: *'Recommends that, as part of capacity-building assistance, interested African countries be assisted in the monitoring of the impact of the work being undertaken in the context of the implementation of the New Agenda and in ensuring the participation of community-based groups, particularly women'* (resolution: '48/214).

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Mandate 18319: *'Invites the preparatory bodies of all forthcoming conferences of the United Nations system to take into account the specific needs, requirements and priorities of the African countries, as outlined in the New Agenda'* (resolution: '48/214).

'Implementation of the United Nations New Agenda for the Development of Africa in the 1990s'

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‘United Nations New Agenda for the Development of Africa in the 1990s’

Mandate 18321: *‘Invites the Secretary-General to strengthen the capacity and capability of the Secretariat to raise international awareness of the urgent international and African actions needed to overcome the economic crisis in Africa, and to reinforce the capabilities of the Office of the Special Coordinator for Africa and the least developed countries to follow up, monitor and evaluate implementation of the New Agenda and, in the process, provide an effective framework for the Economic and Social Council to consider the implementation of the New Agenda in 1995 as part of its high-level segment, as well as for the General Assembly to conduct a mid-term review of the implementation of the New Agenda in 1996, in accordance with paragraph 43 (b and c) thereof’* (resolution: ‘48/214).

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‘The causes of conflict and the promotion of durable peace and sustainable development in Africa’

Mandate 8621: *‘Requests the President of the General Assembly, in preparation for the discussion at the fifty-fourth session of the General Assembly, to establish an open-ended ad hoc working group of the General Assembly to monitor the implementation of the present resolution and, in particular, the recommendations contained in the report of the Secretary-General to the Security Council and the General Assembly on the causes of conflict and the promotion of durable peace and sustainable development in Africa; in this regard, the Working Group shall determine its mandate and modalities, taking into account the outcome of the deliberations of the Economic and Social Council on this matter’* (resolution: ‘53/92).

Mandate 16508: *‘Requests the President of the General Assembly to establish the open-ended ad hoc working group to monitor the implementation of the recommendations made by the Secretary-General in his report to the General Assembly and the Security Council on the causes of conflict and the promotion of durable peace and sustainable development in Africa, 5 to prepare for discussions at the fifty-fifth session of the General Assembly’* (resolution: ‘54/234).

Mandate 10440: *‘Requests the Secretary-General to provide the ad hoc working group with all necessary assistance to ensure the accomplishment of its mandate Assembly’* (resolution: ‘54/234).

‘Causes of conflict and the promotion of durable peace and sustainable development in Africa’

Mandate 4336: *'Decides to extend the mandate of the Working Group on the Causes of Conflict and the Promotion of Durable Peace and Sustainable Development in Africa until the fifty-sixth session of the General Assembly, to enable it to continue to monitor the implementation of all of the recommendations made by the Secretary-General in his report'* (resolution: '55/217).

Mandate 4337: *'Requests the Working Group, in devising the modalities for its work, to consider the need for a comprehensive follow-up to the recommendations of the Secretary-General and the necessity of ensuring efficiency by focusing on selected thematic areas'* (resolution: '55/217).

Recommendation: **The General Assembly should recognize that these Mandates have become inactive.** The Working group to which these Mandates refer to worked on the specific resolution A/53/92. OSAA continues to prepare annual reports on behalf of the SG on the Causes of Conflict report.

Recommendations for 'Mandate Registry Errors'

The Co-Chairs have found that there are a number of errors in the Mandate Registry. There were nine Mandates which the implementing entities listed were incorrect. There were also twelve Mandates which could not be analyzed because of faulty data. These can be seen in Annex 1. Removing errors and updating the Mandate Registry would better enable it to serve its purpose of allowing Member States to assess the benefit of proposing a new Mandate with full understanding of existing Mandates on the issue.

Recommendation: **The General Assembly should request the Secretariat to update and correct the Mandate Registry,** and to build on existing monitoring of resolutions by uploading Mandates into the Registry as they are approved. This would provide transparent records which Member States could easily access.

mandate registry Errors - Annex 1

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments	Error justification
8621	53/92	14		The causes of conflict and the promotion of durable peace and sustainable development in Africa	Requests the President of the General Assembly, in preparation for the discussion at the fifty-fourth session of the General Assembly, to establish an open-ended ad hoc working group of the General Assembly to monitor the implementation of the present resolution and, in particular, the recommendations contained in the report of the Secretary-General to the Security Council and the General Assembly on the causes of conflict and the promotion of durable peace and sustainable development in Africa; in this regard, the Working Group shall determine its mandate and modalities, taking into account the outcome of the deliberations of the Economic and Social Council on this matter.	Operational	ECA	This Working group worked on the specific resolution A/53/92. OSAA continues to prepare annual reports on behalf of the SG on the Causes of Conflict report.	OSAA should be listed as implementing entity
16508	54/234	6	A/RES/53/92	The causes of conflict and the promotion of durable peace and sustainable development in Africa	6. Requests the President of the General Assembly to establish the open-ended ad hoc working group to monitor the implementation of the recommendations made by the Secretary-General in his report to the General Assembly and the Security Council on the causes of conflict and the promotion of durable peace and sustainable development in Africa, ⁵ to prepare for discussions at the fifty-fifth session of the General Assembly;	Operational	ECA	This Working group worked on the specific resolution A/53/92. OSAA continues to prepare annual reports on behalf of the SG on the Causes of Conflict report.	OSAA should be listed as implementing entity
10440	54/234	9	A/RES/53/92	The causes of conflict and the promotion of durable peace and sustainable development in Africa	Requests the Secretary-General to provide the ad hoc working group with all necessary assistance to ensure the accomplishment of its mandate;	Operational	DM	This Working group worked on the specific resolution A/53/92. OSAA continues to prepare annual reports on behalf of the SG on the Causes of Conflict report.	OSAA should be listed as implementing entity
8616	53/92	14		The causes of conflict and the promotion of durable peace and sustainable development in Africa	Requests the Secretary-General to submit a progress report on the implementation of the recommendations contained in his report to the General Assembly at its fifty-fourth session;	Reporting	ECA	This mandate is renewed annually; the latest resolution was A/RES/61/230. OSAA is responsible for the preparation of this report. <i>(implementing entity listed in the mandate registry "ECA" is incorrect.)</i>	OSAA should be listed as implementing entity

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments	Error justification
10442	54/234	10	A/RES/53/92	The causes of conflict and the promotion of durable peace and sustainable development in Africa	Also requests the Secretary-General to report to the General Assembly at its fifty-fifth session on the implementation of the present resolution.	Reporting	DPA, DESA	This mandate is renewed annually; the latest resolution was A/RES/61/230. OSAA is responsible for the preparation of this report. <i>(implementing entity listed in the mandate registry "DPA;DESA" is incorrect.)</i>	OSAA should be listed as implementing entity
4339	55/217	8	A/RES/53/92	Causes of conflict and the promotion of durable peace and sustainable development in Africa	Requests that, where applicable, benchmarks be developed by the Secretary-General to assess the impact of and measure performance in the implementation of the recommendations contained in his report and that he submit them to the Working Group for its consideration;	Reporting	ECA, UNHCR, UNDP, DGACM, DDA, OHCHR, UNICEF, UNAIDS, DPA, UNFPA, DESA, UNCTAD, DPKO	While this working group no longer exists, OSAA continues to monitor the implementation of the recommendations contained in the Causes of Conflict report.	OSAA should be listed as implementing entity
18321	48/214	10	A/RES/46/151	United Nations New Agenda for the Development of Africa in the 1990s	10. Invites the Secretary-General to strengthen the capacity and capability of the Secretariat to raise international awareness of the urgent international and African actions needed to overcome the economic crisis in Africa, and to reinforce the capabilities of the Office of the Special Coordinator for Africa and the least developed countries to follow up, monitor and evaluate implementation of the New Agenda and, in the process, provide an effective framework for the Economic and Social Council to consider the implementation of the New Agenda in 1995 as part of its high-level segment, as well as for the General Assembly to conduct a mid-term review of the implementation of the New Agenda in 1996, in accordance with paragraph 43 (b and c) thereof;	Operational	ECA, WFP	This Mandate has been superseded by A/RES/57/7, which "Decides to bring the United Nations New Agenda for the Development of Africa in the 1990s to a close" (para. 4). Policy expressed in this Mandate is now implemented through NEPAD.	OSAA should be listed as implementing entity
4336	55/217	4	A/RES/53/92	Causes of conflict and the promotion of durable peace and sustainable development in Africa	Decides to extend the mandate of the Working Group on the Causes of Conflict and the Promotion of Durable Peace and Sustainable Development in Africa until the fifty-sixth session of the General Assembly, to enable it to continue to monitor the implementation of all of the recommendations made by the Secretary-General in his report	Operational	ECA, UNHCR, UNDP, DGACM, DDA, OHCHR, DM, DPA, UNAIDS, UNICEF, UNFPA, DESA, DPKO	This Working group no longer exists. Since its inception OSAA monitors the implementation of the recommendations contained in the Causes of Conflict report.	OSAA should be listed as implementing entity
4337	55/217	5	A/RES/53/92	Causes of conflict and the promotion of durable peace and sustainable development in Africa	Requests the Working Group, in devising the modalities for its work, to consider the need for a comprehensive follow-up to the recommendations of the Secretary-General and the necessity of ensuring efficiency by focusing on selected thematic areas;	Policy	ECA, OHCHR, DPA, UNAIDS, UNHCR, UNICEF, UNFPA, UNCTAD, UNDP, DGACM, DPKO, DDA	This Working group no longer exists. Since its inception OSAA monitors the implementation of the recommendations contained in the Causes of Conflict report.	OSAA should be listed as implementing entity

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments	Error justification
17862	58/235	14	A/RES/53/92	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	Requests the Secretary-General to submit to the General Assembly at its fifty-ninth session a report on the implementation of the present resolution, taking into account recent developments related to the cooperation of Africa with the international community on these matters.	Reporting	OSAA	The mandate continues to reflect current need, and implementation is ongoing. Although the specific report (A/59/285) was submitted, this mandate is renewed every year.	Mandate falls out of the scope because originating Mandate is not older than five years. Data must be corrected in the registry.
9925	59/255	12	A/RES/53/92	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	Decides to continue to monitor the implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa;	Declaration	ECA, OSAA	The mandate continues to reflect current need, and implementation is ongoing. The latest report was issued in the 62nd session (A/62/204)	Mandate falls out of the scope because originating Mandate is not older than five years. Data must be corrected in the registry.
9927	59/255	13	A/RES/53/92	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	Requests the Secretary-General to submit to the General Assembly at its sixtieth session a progress report on the implementation of the present resolution.	Reporting	ECA, OSAA	The mandate continues to reflect current need, and implementation is ongoing. Although the specific report (A/60/182) was submitted, this mandate is renewed every year.	Mandate falls out of the scope because originating Mandate is not older than five years. Data must be corrected in the registry.
14106	58/235	9	A/RES/53/92	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	Notes that conflict prevention and peace consolidation efforts, in particular efforts to eradicate poverty, promote respect for human rights, strengthen rule-of-law institutions, re-establish transparent and accountable public administration, encourage democratic reform and demobilize, disarm and reintegrate ex-combatants should be supported by Member States and the United Nations system through enhanced coordination, coherence and sustained financial and political support	Declaration	OSAA	Mandate reflects current needs and implementation is ongoing. OSAA is responsible for monitoring the implementation of recommendations on the Causes of Conflict and Promotion of Durable Peace and Sustainable Development	Mandate falls out of the scope because originating Mandate is not older than five years. Data must be corrected in the registry.
21793	59/255	10	A/RES/53/92	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	Notes the support offered by the United Nations system in the context of conflict prevention and peace consolidation, and in this regard calls upon Member States, in particular donor countries, as well as other development partners and relevant regional and sub regional organizations as appropriate, to continue to provide financial and technical assistance, in a coordinated and sustained manner, to support activities in Africa, inter alia, to eradicate poverty, promote respect for human rights and strengthen the rule of law and transparent and accountable public administration;	Declaration	OSAA	Mandate reflects current needs and implementation is ongoing. OSAA is responsible for monitoring the implementation of recommendations on the Causes of Conflict and Promotion of Durable Peace and Sustainable Development	Mandate falls out of the scope because originating Mandate is not older than five years. Data must be corrected in the registry.

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments	Error justification
21784	58/235	13	A/RES/53/92	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	Encourages the Secretary-General to explore and recommend suitable arrangements and mechanisms through which Member States could more effectively address the multidisciplinary causes of conflict, including their regional dimensions, and strengthen the coordinated and sustained manner in which they could provide financial and technical assistance in preventive action as well as post-conflict peace building;	Policy	OSAA	The mandate reflects current needs and implementation is ongoing. The establishment of the PBC is an example of such mechanism.	Mandate falls out of the scope because originating Mandate is not older than five years. Data must be corrected in the registry.
9923	59/255	11	A/RES/53/92	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	Requests the Secretary-General to explore and recommend suitable arrangements and mechanisms through which Member States could more effectively support Africa's efforts to address the multiple causes of conflict in Africa, including their regional dimensions, and to strengthen, in a coordinated and sustained manner, preventive action as well as post-conflict peace building;	Policy	ECA, OSAA	Mandate reflects current needs and implementation is ongoing. OSAA is responsible for monitoring the implementation of recommendations on the Causes of Conflict and Promotion of Durable Peace and Sustainable Development	Mandate falls out of the scope because originating Mandate is not older than five years. Data must be corrected in the registry.
3035	57/7	19	A/RES/53/92	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	19. Calls upon developed countries that have not yet done so to work towards the objective of duty-free and quota-free access for all exports of the least developed countries, as envisaged in the Programme of Action for the Least Developed Countries for the Decade 2001-2010;	Declaration	OSAA	This Mandate reflects current needs and implementation is ongoing. OSAA advocates on behalf of NEPAD for duty-free and quota-free access for all exports of the LDCs in Africa	Mandate falls out of the scope because originating Mandate is not older than five years. Data must be corrected in the registry.
17823	57/7	20	A/RES/53/92	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	20. Also calls upon developed countries to encourage and facilitate investment by their private sectors in Africa, to help African countries to attract investments and promote policies conducive to attracting investment, to encourage and facilitate the transfer of the technology needed to African countries on favorable terms, including on concessional and preferential terms, as mutually agreed, and to assist in building human and institutional capacities for the implementation of the New Partnership consistent with its priorities and objectives;	Operational	OSAA	This Mandate reflects current needs and implementation is ongoing; OSAA advocates on behalf of NEPAD to encourage and facilitate investment by the private sector in Africa. The Office takes the lead in the preparation of Africa-related reports and inputs on the NEPAD.	Mandate falls out of the scope because originating Mandate is not older than five years. Data must be corrected in the registry.

ID	Resolution	Para.	Originating Mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments	Error justification
17824	57/7	21	A/RES/53/92	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	21. Further calls upon developed countries to channel financial, technical and other types of resources towards the priorities of the New Partnership, in particular infrastructural development, health services, education, water and agriculture, in accordance with the priorities determined by each African country, and to explore ways of generating new public and private innovative sources of finance for development purposes, provided that those sources do not unduly burden developing countries, particularly in Africa, and in this regard notes the proposal for the use of special drawing rights allocations for development purposes;	Declaration	OSAA	This Mandate reflects current needs and implementation is ongoing; OSAA advocates on behalf of NEPAD by calling on developed countries to channel financial, technical and other types of resources towards the priorities of the New Partnership for Africa.	Mandate falls out of the scope because originating Mandate is not older than five years. Data must be corrected in the registry.
3036	57/7	22	A/RES/53/92	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	22. Recognizes the importance of South-South cooperation and the contribution that it can make to the implementation of the New Partnership, encourages in this regard other partners to support this type of cooperation, including, as appropriate, through triangular cooperation, and considers that South-South cooperation should be viewed not as a substitute for, but rather as a complement to, the support provided by developed countries;	Operational	OSAA	The mandate reflects current need and its implementation is ongoing. OSAA participated at the TICAD Asia-Africa Trade and Investment Conference held in November 2004 in Tokyo as a major follow-up to TICAD III. TICAD IV will happen on 28 May 2008.	Mandate falls out of the scope because originating Mandate is not older than five years. Data must be corrected in the registry.
3037	57/7	23	A/RES/53/92	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	23. Calls upon the private sector and civil society outside Africa to participate in and contribute to the implementation of the New Partnership in all its aspects, including through effective partnerships between the public and private sectors;	Policy	OSAA	This Mandate reflects current needs and implementation is ongoing; OSAA advocates on behalf of NEPAD to mobilize the private sector and civil society outside Africa to participate in and contribute to the implementation of NEPAD.	Mandate falls out of the scope because originating Mandate is not older than five years. Data must be corrected in the registry.



Permanent Mission of New Zealand
to the United Nations



Permanent Mission of the Republic
of Namibia to the United Nations

21 July 2008

All Permanent Representatives and
Permanent Observers to the United Nations
NEW YORK

Excellency,

Mandate review Africa development cluster

Please find attached as background for tomorrow's informal informals at 3pm responses to questions posed by the JCC. As noted in today's Journal, and following tomorrow's discussion, it is our intention to hold informal consultations on Thursday afternoon to draw our consideration of this cluster to a close.

You will recall that the co-chairs' preliminary analysis of the Development of Africa cluster is available on the website of the President of the General Assembly at <http://www.un.org/ga/president/62/issues/MandateReview.shtml>

Yours sincerely,

Rosemary Banks

Kaire Mbuende

Mandate Review: Development of Africa

This document provides a written response to questions submitted to the Co-Chairs by the Joint Coordinating Committee of the Non Aligned Movement and the Group of 77 and China on July 15 2008.

General question

1. What is meant by the policy expressed in the mandate is now implemented through NEPAD?

Response: This means that member states have given a new mandate in support of the implementation of NEPAD and that this has superseded or replaced the earlier one in support of UN-NADAF.

Green mandates

1. Mandate 18336: What is the role WFP and UNCTAD? What are the other implementing entities? How far the Mandate is implemented? What are the gaps and challenges in implementation? What are the lines of responsibility and accountability?

Response: Their respective roles depend on their areas of competence .WFP focuses on food security while UNCTAD deals with international trade, aid and debt. There are several other implementing entities depending on the particular theme or subject in question. The mandate has been implemented to some extent though it is difficult to express this in figures. Gaps and challenges in implementation arise mainly from limitations in availability of resources of manpower and finances .Lines of responsibility and accountability vary depending on the theme; in the specific case of OSAA these run from the office to the EOSG, as well as from the Secretary-General to the inter-governmental bodies such as the CPC.

2. Mandates 8616 and 10442: The implementing entity should be replaced in the registry by OSAA. How far the Mandate is implemented? What are the gaps and challenges in implementation?

Response: The mandate has been implemented to some extent though it is difficult to give a quantitative assessment. The gaps are mainly due to limitations of capacity, availability of resources, and issues of co-ordination.

3. Mandates 3038, 3040, 17825, 17826, 17827, 3041, 3033, 3034, 17859, 18864, 18865, 14107: What are the other implementing entities? How far have the Mandates been implemented? What are the gaps and challenges in implementation? What are the lines of responsibility and accountability?

Mandates are executed/implemented through different entities (Resident coordinator, Regional Consultation Mechanism, UNDG, OSAA...etc) how far these activities are coordinated? By Whom?

Response: These vary depending on subject and theme. Mandate has been implemented to some extent though it is difficult to quote statistics. The main gaps and challenges are due mainly to resource constraints as well as co-ordination constraints. Lines of responsibility and accountability vary according to the subject. Overall, one could mention the CPC the ACABQ, Fifth Committee and UNGA in terms of the intergovernmental processes. Internally, ie within the Secretariat, these lines of responsibility and accountability focus on the EOSG.

4. Mandate 3042: what is the role of the Ad Hoc Working Group of the SC in this mandate? Why it is included in the comments? Why the Ad Hoc advisory group of the ECOSOC not mentioned? What are the implementing entities? How far the Mandate is implemented? What are the gaps and challenges in implementation? What are the lines of responsibility and accountability?

Response: Because it lies outside the mandate of the General Assembly. There are several, varying according to the subject. Due to various factors, mandate has been implemented to an extent. The main challenges and gaps are the limitations of manpower, resources and problems of co-ordination. Some of these are the structures of the intergovernmental process (UNGA, Fifth Committee, CPC) while others are internal to the Secretariat and the UN system (EOSG; Inter-Departmental task Force on Africa; the Regional Consultation Mechanism).

5. Mandate 3043: What is the impact of the proposed change of the structure of OSAA on the implementation of the mandate? Is the current structure enough? What are the gaps and challenges in implementation? What are the lines of responsibility and accountability? What is the role of DPA, DM, OSG? What other entities involved? How far the Mandate is implemented?

Response: No substantive change since OSAA programme and budget remain distinct and separate. A proposal was made the 2004-2005 budget to complete this Mandate. Constraints of co-ordination and limitations of availability of manpower and resources. The lines of responsibility and accountability belong to Intergovernmental structures (eg UNGA, Fifth Committee and CPC) and internal UN Secretariat arrangements (eg EOSG, department of management, DGACM). In the context of mandates relating to the causes of conflict and the promotion of durable peace and sustainable development in Africa, OSAA works closely with DPA. OSG provides overall policy guidance and supervision to the Secretariat.

6. Mandate 3045: What is the role of the listed implementing entities in preparation of the report? What are the gaps and challenges in implementation? What are the lines of responsibility and accountability?

Response: They supply appropriate inputs. Several others involved, and this varies according to respective areas of competence. Further details available on specific request. The mandate is implemented to some extent. Several challenges are found due largely to constraints of co-ordination, as well as limitations of manpower and resources. There are those of the inter-governmental process, (eg UNGA, Fifth Committee, CPC) and then those internal to the UN Secretariat (eg EOSG, etc).

7. Mandate 4339: What are the roles of the mentioned implementing entities? How far this mandate (development of benchmarks) is implemented? What are the challenges? How can OSAA monitor the implementation of the recommendations of the Secretariat? Isn't there a conflict of interest? This mandate should be either in the green or the completed categories? What recommendation can be made? The Secretariat can't take over the mandate of an intergovernmental working group.

Response: Each has its distinctive role and responsibilities. This is a work in progress, much remains to be done. The main gaps and constraints are mainly those of resources and manpower.

Answers to General and Thematic questions on Mandates

1. The transition from NADA to NEPAD

Answer for questions regarding Mandates: 18321, 18322, 18327, 18312, 18316, 18318, 18319, 4335. All these mandates carry the same comments on the recommendation and are classified under "Red Mandates", because they were part of the old framework NADA that has been superseded by NEPAD (see resolution below).

A/RES/57/7

On 20 November 2002 during the 57th session the following resolution was adopted by the General Assembly: **Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development.**

On paragraph 4 of this resolution it is stated: Decides to **bring the United Nations New Agenda for the Development of Africa in the 1990s to a close**, and endorses the recommendation of the Secretary-General that the New Partnership for Africa's Development, as decided by the Assembly of Heads of State and Government of the Organization of African Unity at its thirty-seventh ordinary session, held in Lusaka from 9 to 11 July 2001, **should be the framework within which the international community, including the United Nations system, should concentrate its efforts for Africa's development;**

2. Question regarding Mandate 3042: Ad Hoc Working Group

Further recalling its resolution 56/218 of 21 December 2001, by which it **established the Ad Hoc Committee of the Whole of the General Assembly for the Final Review and Appraisal of the Implementation of the United Nations New Agenda for the Development of Africa in the 1990s to conduct**, during the fifty seventh session of the Assembly, the final review and appraisal of the New Agenda and related initiatives on the basis of the report of the Secretary-General on the independent high-level quality evaluation, as well as on proposals by the Secretary- General on the modalities of the future engagement of the United Nations with the New Partnership for Africa's Development, and resolution 56/508 of 27 June 2002, by which it decided that the Ad Hoc Committee should meet in substantive session for three working days, from 24 to 26 September 2002,

3. Implementing entities

In an effort to make the review manageable for Member States, the Co-Chairs have stated on frequent occasions that the review has been based upon the Mandate Review registry. Over the course of the review, the Co-Chairs and/or Member States have from time to time observed inaccurate implementing entities listed next to mandates. These errors have been noted and will feed into any future updating of the mandates registry.

Implementing entities listed next to Red Mandates no longer have any role in implementation as Mandates classified red are inactive.

4. Budget

In regards to the Budget column of the Co-Chairs preliminary analysis; this was an attempt to indicate which Sub-Programme in the budget document the Mandates were being resourced from. This information was included in the preliminary analysis for indicative purposes only.

5. Mandate scope

The definition of Mandates was agreed by Member States in the beginning of this process in 2006. The Mandate Registry is the one and only source of consultation of Mandates. All the information has been sourced from the registry. If the Mandate is on the registry, then it has fallen into our scope of analysis.

21 July 2008



Permanent Mission of New Zealand
to the United Nations



Permanent Mission of the Republic
of Namibia to the United Nations

09 June 2008

All Permanent Representatives and
Permanent Observers to the United Nations
NEW YORK

Excellency,

Mandate Review Co-Chairs recommendations

We present for your consideration recommendations on the Development of Africa cluster of mandates. These recommendations are based on our preliminary analysis as co-chairs, and on feedback provided by Member States. At our next informal consultations, scheduled for 14 July in the Trusteeship Chamber, we shall seek your response and agreement to these.

As we foreshadowed in our last meeting, a 'Questions and Answers' paper has now been prepared and is available on the website of the President of the General Assembly:
<http://www.un.org/ga/president/62/issues/MandateReview.shtml>

In keeping with the established process of the last cluster, once there is agreement by Member States, we propose to submit a report (attaching the recommendations) to the President of the General Assembly. We would ask him to convey this to the Secretary-General, requesting him to report back on any financial and operational implications of the recommendations. This would allow Member States at a later stage to take a final decision on the basis of both the recommendations and any additional information provided by the Secretary-General.

We take this opportunity to thank Member States for their support and cooperation to date in this important exercise of mandate review.

Yours sincerely,

Rosemary Banks

Kaire Mbuende

Mandate Review: ‘Development of Africa’

Recommendations

(Specific recommendations are highlighted in bold for easy reference)

Recommendations for Red Mandates

‘Final review and appraisal of the implementation of the United Nations Programme of Action for African Economic Recovery and Development 1986-1990’

Mandate 6188: *‘Requests the Secretary-General to report to the General Assembly at its forty-eighth session on the implementation of the New Agenda’* (resolution: ‘46/151).

Recommendation: **This Mandate should be discontinued.** This reporting requirement was fulfilled (A/48/336), and the mandate was subsequently superseded by UN-NADA.

‘United Nations New Agenda for the Development of Africa in the 1990s’

Mandate 18307: *‘Reaffirms the high priority attached, in the medium-term plan for the period 1992-1997, to Africa's economic recovery and development, including the effective implementation of the United Nations New Agenda for the Development of Africa in the 1990s as integrated in Programme 45’* (resolution: ‘48/214).

Mandate 18321: *‘Invites the Secretary-General to strengthen the capacity and capability of the Secretariat to raise international awareness of the urgent international and African actions needed to overcome the economic crisis in Africa, and to reinforce the capabilities of the Office of the Special Coordinator for Africa and the least developed countries to follow up, monitor and evaluate implementation of the New Agenda and, in the process, provide an effective framework for the Economic and Social Council to consider the implementation of the New Agenda in 1995 as part of its high-level segment, as well as for the General Assembly to conduct a mid-term review of the implementation of the New Agenda in 1996, in accordance with paragraph 43 (b and c) thereof’* (resolution: ‘48/214).

Mandate 18327: *‘Decides also to take full account of the conclusions of those consultations in determining, during its resumed forty-eighth session, the appropriate actions to be taken to strengthen support for the diversification of African economies, including the proposed establishment of new funding arrangements, together with the organization of follow-up activities, such as seminars or expert workshops’* (resolution: ‘48/214).

Mandate 18329: *‘Encourages African countries to establish national diversification councils, as recommended in the report transmitted by the Secretary- General, including representatives from the Government and the private sector’* (resolution: ‘48/214).

Mandate 18310: *'Notes with appreciation the establishment of a panel of high-level personalities to advise and assist the Secretary-General on African development, in particular on the implementation of the New Agenda, and requests that this panel continue to meet regularly under the chairmanship of the Secretary-General and that its recommendations be made available to the Member States'* (resolution: '48/214).

Mandate 18333: *'Reaffirms the recommendations stipulated in paragraphs 23 to 28 of the New Agenda concerning Africa's debt problem, and in that context invites the international community to address Africa's external debt crisis and debt problems of African countries, including continuing to give serious consideration to the proposal for the convening of an international conference on Africans external indebtedness'* (resolution: '48/214).

Mandate 18312: *'Urges all United Nations organs, organizations and programmes to integrate the priorities of the New Agenda in their mandates, to allocate sufficient resources for their operation and to improve further the use of available resources'* (resolution: '48/214).

Mandate 18316: *'Recommends that, as part of capacity-building assistance, interested African countries be assisted in the monitoring of the impact of the work being undertaken in the context of the implementation of the New Agenda and in ensuring the participation of community-based groups, particularly women'* (resolution: '48/214).

Mandate 18317: *'Renews its call upon the international community to pursue vigorously its responsibilities and commitments under the New Agenda in order to provide full and tangible support to the African efforts'* (resolution: '48/214).

Mandate 18318: *'Recognizes the importance and high priority to be given to African regional and sub regional cooperation and integration, and urges the United Nations system and its organizations to allocate sufficient technical and financial support to African regional economic groupings, including the African Economic Community, in order to contribute to their effectiveness in the process of African economic development'* (resolution: '48/214).

Mandate 18319: *'Invites the preparatory bodies of all forthcoming conferences of the United Nations system to take into account the specific needs, requirements and priorities of the African countries, as outlined in the New Agenda'* (resolution: '48/214).

'Implementation of the United Nations New Agenda for the Development of Africa in the 1990s'

Mandate 4335: *'Calls upon the United Nations system ... to ensure that development assistance activities in Africa are carried out in a more coordinated manner for greater efficiency, impact and tangible results under the leadership of recipient countries'* (resolution: '55/216).

Recommendation: **These Mandates should be discontinued** as they do not reflect current need. They have been superseded by A/RES/57/7, which "Decides to bring the United Nations New Agenda for the Development of Africa in the 1990s to a close" (para. 4). Policy expressed in this Mandate is now implemented through NEPAD.

'Causes of conflict and the promotion of durable peace and sustainable development in Africa'

Mandate 4336: *'Decides to extend the mandate of the Working Group on the Causes of Conflict and the Promotion of Durable Peace and Sustainable Development in Africa until the fifty-sixth session of the General Assembly, to enable it to continue to monitor the implementation of all of the recommendations made by the Secretary-General in his report'* (resolution: '55/217).

Mandate 4337: *'Requests the Working Group, in devising the modalities for its work, to consider the need for a comprehensive follow-up to the recommendations of the Secretary-General and the necessity of ensuring efficiency by focusing on selected thematic areas'* (resolution: '55/217).

Recommendation: **These Mandates should be discontinued** as they do not reflect current need. The Working Group to which these two mandates reference no longer exists. Since its inception OSAA monitors the implementation of the recommendations contained in the Causes of Conflict report.

Recommendations for Completed Mandates

'The causes of conflict and the promotion of durable peace and sustainable development in Africa'

Mandate 8621: *'Requests the President of the General Assembly, in preparation for the discussion at the fifty-fourth session of the General Assembly, to establish an open-ended ad hoc working group of the General Assembly to monitor the implementation of the present resolution and, in particular, the recommendations contained in the report of the Secretary-General to the Security Council and the General Assembly on the causes of conflict and the promotion of durable peace and sustainable development in Africa; in this regard, the Working Group shall determine its mandate and modalities, taking into account the outcome of the deliberations of the Economic and Social Council on this matter'* (resolution: '53/92).

Mandate 16508: *'Requests the President of the General Assembly to establish the open-ended ad hoc working group to monitor the implementation of the recommendations made by the Secretary-General in his report to the General Assembly and the Security Council on the causes of conflict and the promotion of durable peace and sustainable development in Africa, 5 to prepare for discussions at the fifty-fifth session of the General Assembly'* (resolution: '54/234).

Mandate 10440: *‘Requests the Secretary-General to provide the ad hoc working group with all necessary assistance to ensure the accomplishment of its mandate Assembly’* (resolution: ‘54/234).

Recommendation: **The General Assembly should recognize that the these Mandates have become inactive.** The Working group to which these Mandates refer to worked on the specific resolution A/53/92. OSAA continues to prepare annual reports on behalf of the SG on the Causes of Conflict report.

Mandate Review: Development of Africa

This document provides a written response to questions submitted to the Co-Chairs.

Response to other questions arising during the consultation process

General questions

1. How can we better allocate resources?

Allocation of resources is a Member States process, so improvements in this sphere would depend upon their political will. Since Africa is a top priority among Member States themselves, as well as for the Secretary-General, hopefully agreement can be reached on ways of improving allocation of resources, inter alia by review of mandates.

2. What would be the recommendations for the red mandates, regarding further actions? Shouldn't we be focusing on the Mandates implemented by the secretariat?

Regarding the red mandates, we will be doing what we did in the Humanitarian cluster. We will go to the Secretariat and get agreement on the action of discontinuing the mandates. The scope of our analysis is to respond to all the mandates from the General Assembly.

Questions related to Red Mandates

3. What exactly did OSAA or the other implementing stop doing after the mandates were superseded?

When mandates were superseded, OSAA began executing the new mandates which had replaced the earlier ones; for instance, OSAA is currently executing the NEPAD mandate which has superseded (and replaced) the earlier mandate on UN – NADAF. The precise activities which OSAA stopped doing included, advocacy, organization of expert group meetings, and other forms of support for the implementation of UN - NADAF.

4. Are other entities implementing the Mandates that OSAA is no longer implementing?

Generally speaking, the other entities are also answerable to Member States through their respective governing boards and management structures. These entities generally are given mandates to execute programmes and activities by the same Member States. When the General Assembly formally brings to an end one set of mandates (e.g. UN – NADAF) and replaces them with a new set (e.g. NEPAD), the entities are then authorized by their structures to do the same.

Questions related to Green mandates

5. If there are any questions on these mandates, would they go directly to implementing entities to ask?

Initially will take the questions and discuss with OSAA. With the humanitarian cluster we took the questions directly to OCHA. Member States can approach OSAA for answers as appropriate, but can also directly approach the relevant implementing entity.

6. On Mandate 18336: how can we measure its implementation? How is this Mandate being implemented? Why are UNCTAD and WFP listed as implementing entities?
7. On Mandate 3036: this Mandate regards TICAD (same as the above) and on this one OSAA is listed as implementing entity. Why? Who is really implementing TICAD?

These mandates reflect current need. TICAD has been held every 5 years since its inception in 1993. The most recent conference (TICAD IV) was held in May 2008, resulting in a Declaration, Plan of Action for Africa, and a following mechanism. The main organizers of the TICAD process are the Government of Japan, OSAA UNDP and the World Bank. Mandate 3036 recognizes the importance of South-South Cooperation, at large. This is much bigger than the TICAD process. Here again, OSAA works with various developing and/or emerging economies, together with various UN agencies, on South-South Cooperation activities. Implementing entities listed in the chart were provided in the registry.

8. How do we trust that the information on the Registry is correct and updated? How do we overcome this challenge?

The difficulty of this exercise is the fact that not all the information on the registry is entirely consistent. The Department of Management, working with the Department of General Assembly and Conference Management currently have interns cleaning up the Registry in order to make it more efficient as a tool for Member States.

9. On Mandates 17825, 17826, and 17827: JCC believed that these mandates should not be analyzed in this discussion. What is OSAA's role?

OSAA's role at the regional and sub-regional level are limited to attending and contributing to meetings such as the AU summits, RCM, HSGIC, APRM etc. OSAA is not involved in operational activities at the regional or national level. OSAA's role is at a global level, that is, advocacy for NEPAD through briefings and constant interactions with various interlocutors at the international level.

10. How are Mandates 3043 and 3044 related to the current structure of OSAA?

Resolution 57/7 brought an end to UN-NADAF and endorsed NEPAD as the framework through which the UN system would support Africa. Resolution 57/300 called for the creation of OSAA. The office was designated as the focal point for NEPAD at headquarters. OSAA is mandated to produce the Secretary-General's annual report on international support for NEPAD: progress and implementation. OSAA participates in the Ad-Hoc Working Group on countries emerging from conflict. This Working Group is part of ECOSOC.

11. Mandate 14107: Does this interdepartmental task force exist? Which departments are involved in this task force? How far is this task force functioning?

The inter-departmental Task Force exists. Its membership is open to all UN agencies working on African issues. Currently, the Task Force is meeting in preparation for the high-level meeting on Africa's development needs; challenges and the way forward, scheduled to take place in September 2008.

mandate review Development of Africa

summary of findings

This report sets out the findings of the preliminary analysis conducted by the co-chairs of the mandate review process on the 'Development of Africa' cluster.

The purpose of this report is to provide a basis for Member States to make their own assessment of mandates. Any information Member States have that sheds new light on the analysis of mandates will be welcomed by the Co-Chairs.

Aims and objectives

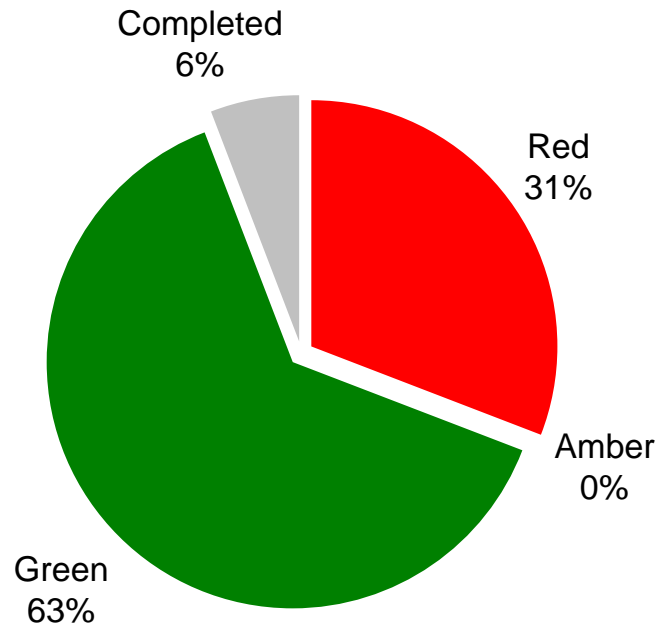
The Development of Africa is the second cluster to be examined by the Permanent Representatives of Namibia and New Zealand since the President of the General Assembly tasked them with Mandate Review in October 2007.

The Mandate Review process continues to be guided by the mutually agreed parameters set out in the letter of the President to Member States in November 2007, and, to follow the methodology developed for the Effective Coordination of Humanitarian Affairs cluster.

This report presents the initial analysis based on input from implementing entities and Member States. The Co-Chairs hope that this initial report will aid Member States in conducting their own analysis of the cluster and facilitate provision of feedback to inform recommendations.

Initial findings

The preliminary analysis shows that of the 52 mandates related to the “Development of Africa” cluster, 33 mandates fall into the Green category, and 16 in the Red. A further 3 are Grey or Completed. No amber mandates were identified for this cluster.



In order to make the preliminary analysis accessible, mandates are presented in this report divided in three different categories (red, green and completed) with information showing whether their primary purpose is: Operational, Reporting, Policy or a Declaration. It also includes the resolution number, the mandate title, description, and relevant implementing entities of each mandate *exactly as stated in the Mandate Registry*. We also refer to the Mandate ID, which can be used to draw out a complete account of every mandate in the Mandate registry.

www.un.org/mandatereview/registry.html

Mandates									
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments	Programme Budget for the biennium 2008-2009
6188	46/151	4	A/RES/44/237	Final review and appraisal of the implementation of the United Nations Programme of Action for African Economic Recovery and Development 1986-1990	Requests the Secretary-General to report to the General Assembly at its forty-eighth session on the implementation of the New Agenda.	Reporting	DPA, DESA	This reporting requirement was fulfilled (A/48/336), and the mandate was subsequently superseded by UN-NADA.	
18307	48/214	1	A/RES/46/151	United Nations New Agenda for the Development of Africa in the 1990s	1. Reaffirms the high priority attached, in the medium-term plan for the period 1992-1997, to Africa's economic recovery and development, including the effective implementation of the United Nations New Agenda for the Development of Africa in the 1990s as integrated in Programme 45;	Policy	ECA, WFP, OSAA	This Mandate has been superseded by A/RES/57/7, which "Decides to bring the United Nations New Agenda for the Development of Africa in the 1990s to a close" (para. 4). Policy expressed in this Mandate is now implemented through NEPAD.	Section 11, Subprogramme 1 and 2
18321	48/214	10	A/RES/46/151	United Nations New Agenda for the Development of Africa in the 1990s	10. Invites the Secretary-General to strengthen the capacity and capability of the Secretariat to raise international awareness of the urgent international and African actions needed to overcome the economic crisis in Africa, and to reinforce the capabilities of the Office of the Special Coordinator for Africa and the least developed countries to follow up, monitor and evaluate implementation of the New Agenda and, in the process, provide an effective framework for the Economic and Social Council to consider the implementation of the New Agenda in 1995 as part of its high-level segment, as well as for the General Assembly to conduct a mid-term review of the implementation of the New Agenda in 1996, in accordance with paragraph 43 (b and c) thereof;	Operational	ECA, WFP	This Mandate has been superseded by A/RES/57/7, which "Decides to bring the United Nations New Agenda for the Development of Africa in the 1990s to a close" (para. 4). Policy expressed in this Mandate is now implemented through NEPAD.	Section 11, Subprogramme 2

Mandates									
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments	Programme Budget for the biennium 2008-2009
18322	48/214	11	A/RES/46/151	United Nations New Agenda for the Development of Africa in the 1990s	11. Calls upon the Secretary-General of the United Nations to work in close coordination and cooperation with the Secretary-General of the Organization of African Unity, in particular, on the follow-up to and review and evaluation of the implementation of the New Agenda;	Policy	ECA, WFP	This Mandate has been superseded by A/RES/57/7, which "Decides to bring the United Nations New Agenda for the Development of Africa in the 1990s to a close" (para. 4). Policy expressed in this Mandate is now implemented through NEPAD.	Section 11, Subprogramme 2
18327	48/214	18	A/RES/46/151	United Nations New Agenda for the Development of Africa in the 1990s	18. Decides also to take full account of the conclusions of those consultations in determining, during its resumed forty-eighth session, the appropriate actions to be taken to strengthen support for the diversification of African economies, including the proposed establishment of new funding arrangements, together with the organization of follow-up activities, such as seminars or expert workshops;	Policy	ECA, WFP, UNCTAD	This Mandate has been superseded by A/RES/57/7, which "Decides to bring the United Nations New Agenda for the Development of Africa in the 1990s to a close" (para. 4). Policy expressed in this Mandate is now implemented through NEPAD.	Section 11, Subprogramme 2
18329	48/214	19	A/RES/46/151	United Nations New Agenda for the Development of Africa in the 1990s	19. Encourages African countries to establish national diversification councils, as recommended in the report transmitted by the Secretary-General, including representatives from the Government and the private sector;	Declaration	ECA, WFP, UNCTAD	This Mandate has been superseded by A/RES/57/7, which "Decides to bring the United Nations New Agenda for the Development of Africa in the 1990s to a close" (para. 4). Policy expressed in this Mandate is now implemented through NEPAD.	Section 11, Subprogramme 2

Mandates									
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments	Programme Budget for the biennium 2008-2009
18310	48/214	2	A/RES/46/151	United Nations New Agenda for the Development of Africa in the 1990s	2. Notes with appreciation the establishment of a panel of high-level personalities to advise and assist the Secretary-General on African development, in particular on the implementation of the New Agenda, and requests that this panel continue to meet regularly under the chairmanship of the Secretary-General and that its recommendations be made available to the Member States;	Policy	ECA, WFP, UNCTAD, UNDP	This Mandate has been superseded by A/RES/57/7, which "Decides to bring the United Nations New Agenda for the Development of Africa in the 1990s to a close" (para. 4). Policy expressed in this Mandate is now implemented through NEPAD.	Section 11, Subprogramme 2
18333	48/214	21	A/RES/46/151	United Nations New Agenda for the Development of Africa in the 1990s	21. Reaffirms the recommendations stipulated in paragraphs 23 to 28 of the New Agenda concerning Africa's debt problem, and in that context invites the international community to address Africa's external debt crisis and debt problems of African countries, including continuing to give serious consideration to the proposal for the convening of an international conference on Africa's external indebtedness;	Declaration	WFP, UNCTAD	This Mandate has been superseded by A/RES/57/7, which "Decides to bring the United Nations New Agenda for the Development of Africa in the 1990s to a close" (para. 4). Policy expressed in this Mandate is now implemented through NEPAD.	
18312	48/214	4	A/RES/46/151	United Nations New Agenda for the Development of Africa in the 1990s	Urges all United Nations organs, organizations and programmes to integrate the priorities of the New Agenda in their mandates, to allocate sufficient resources for their operation and to improve further the use of available resources;	Operational	ECA, WFP, UNCTAD	This Mandate has been superseded by A/RES/57/7, which "Decides to bring the United Nations New Agenda for the Development of Africa in the 1990s to a close" (para. 4). Policy expressed in this Mandate is now implemented through NEPAD.	Section 11, Subprogramme 2

Mandates									
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments	Programme Budget for the biennium 2008-2009
18316	48/214	5	A/RES/46/151	United Nations New Agenda for the Development of Africa in the 1990s	5. Recommends that, as part of capacity-building assistance, interested African countries be assisted in the monitoring of the impact of the work being undertaken in the context of the implementation of the New Agenda and in ensuring the participation of community-based groups, particularly women;	Policy	ECA, WFP, UNCTAD	This Mandate has been superseded by A/RES/57/7, which "Decides to bring the United Nations New Agenda for the Development of Africa in the 1990s to a close" (para. 4). Policy expressed in this Mandate is now implemented through NEPAD.	Section 11, Subprogramme 2
18317	48/214	6	A/RES/46/151	United Nations New Agenda for the Development of Africa in the 1990s	6. Renews its call upon the international community to pursue vigorously its responsibilities and commitments under the New Agenda in order to provide full and tangible support to the African efforts;	Declaration	ECA, WFP, UNCTAD	This Mandate has been superseded by A/RES/57/7, which "Decides to bring the United Nations New Agenda for the Development of Africa in the 1990s to a close" (para. 4). Policy expressed in this Mandate is now implemented through NEPAD.	Section 11, Subprogramme 2
18318	48/214	7	A/RES/46/151	United Nations New Agenda for the Development of Africa in the 1990s	7. Recognizes the importance and high priority to be given to African regional and sub regional cooperation and integration, and urges the United Nations system and its organizations to allocate sufficient technical and financial support to African regional economic groupings, including the African Economic Community, in order to contribute to their effectiveness in the process of African economic development;	Policy	ECA, WFP, UNCTAD	This Mandate has been superseded by A/RES/57/7, which "Decides to bring the United Nations New Agenda for the Development of Africa in the 1990s to a close" (para. 4). Policy expressed in this Mandate is now implemented through NEPAD.	Section 11, Subprogramme 2

Mandates									
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments	Programme Budget for the biennium 2008-2009
18319	48/214	9	A/RES/46/151	United Nations New Agenda for the Development of Africa in the 1990s	9. Invites the preparatory bodies of all forthcoming conferences of the United Nations system to take into account the specific needs, requirements and priorities of the African countries, as outlined in the New Agenda;	Policy	ECA, WFP, UNCTAD	This Mandate has been superseded by A/RES/57/7, which "Decides to bring the United Nations New Agenda for the Development of Africa in the 1990s to a close" (para. 4). Policy expressed in this Mandate is now implemented through NEPAD.	Section 11, Subprogramme 2
4335	55/216	8	A/RES/46/151	Implementation of the United Nations New Agenda for the Development of Africa in the 1990s	Calls upon the United Nations system ... to ensure that development assistance activities in Africa are carried out in a more coordinated manner for greater efficiency, impact and tangible results under the leadership of recipient countries;	Policy	DPA, UNAIDS, UNHCR, UNFPA, WFP, DESA, UNHABITAT, UNDP	This Mandate has been superseded by A/RES/57/7, which "Decides to bring the United Nations New Agenda for the Development of Africa in the 1990s to a close" (para. 4). Policy expressed in this Mandate is now implemented through NEPAD.	
4336	55/217	4	A/RES/53/92	Causes of conflict and the promotion of durable peace and sustainable development in Africa	Decides to extend the mandate of the Working Group on the Causes of Conflict and the Promotion of Durable Peace and Sustainable Development in Africa until the fifty-sixth session of the General Assembly, to enable it to continue to monitor the implementation of all of the recommendations made by the Secretary-General in his report	Operational	ECA, UNHCR, UNDP, DGACM, DDA, OHCHR, DM, DPA, UNAIDS, UNICEF, UNFPA, DESA, DPKO	This Working group no longer exists. Since its inception OSAA monitors the implementation of the recommendations contained in the Causes of Conflict report.	Section 11, Subprogramme 2
4337	55/217	5	A/RES/53/92	Causes of conflict and the promotion of durable peace and sustainable development in Africa	Requests the Working Group, in devising the modalities for its work, to consider the need for a comprehensive follow-up to the recommendations of the Secretary-General and the necessity of ensuring efficiency by focusing on selected thematic areas;	Policy	ECA, OHCHR, DPA, UNAIDS, UNHCR, UNICEF, UNFPA, UNCTAD, UNDP, DGACM, DPKO, DDA	This Working group no longer exists. Since its inception OSAA monitors the implementation of the recommendations contained in the Causes of Conflict report.	Section 11, Subprogramme 2

Green mandates									
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments	Programme Budget for the biennium 2008-2009
18336	48/214	25	A/RES/46/151	United Nations New Agenda for the Development of Africa in the 1990s	25. Requests Governments and organs, organizations and bodies of the United Nations system and intergovernmental and non-governmental organizations, within their respective spheres of competence, to take appropriate measures in order to implement the commitments contained in the Tokyo Declaration of 6 October 1993 and to take other initiatives, as may be necessary, with the participation of interested parties from Africa and the international community, to ensure an effective follow-up of the Tokyo International Conference on African Development;	Policy	WFP, UNCTAD	The mandate reflects current needs as TICAD continues to happen every 5 years. TICAD IV took place in 28 May 2008.	
8616	53/92	14		The causes of conflict and the promotion of durable peace and sustainable development in Africa	Requests the Secretary-General to submit a progress report on the implementation of the recommendations contained in his report to the General Assembly at its fifty-fourth session;	Reporting	ECA	This mandate is renewed annually; the latest resolution was A/RES/61/230. OSAA is responsible for the preparation of this report. <i>(implementing entity listed in the mandate registry "ECA" is incorrect.)</i>	Section 11, Subprogramme 2
10442	54/234	10	A/RES/53/92	The causes of conflict and the promotion of durable peace and sustainable development in Africa	Also requests the Secretary-General to report to the General Assembly at its fifty-fifth session on the implementation of the present resolution.	Reporting	DPA, DESA	This mandate is renewed annually; the latest resolution was A/RES/61/230. OSAA is responsible for the preparation of this report. <i>(implementing entity listed in the mandate registry "DPA;DESA" is incorrect.)</i>	Section 11, Subprogramme 2
3035	57/7	19	A/RES/53/92	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	19. Calls upon developed countries that have not yet done so to work towards the objective of duty-free and quota-free access for all exports of the least developed countries, as envisaged in the Programme of Action for the Least Developed Countries for the Decade 2001-2010;	Declaration	OSAA	This Mandate reflects current needs and implementation is ongoing. OSAA advocates on behalf of NEPAD for duty-free and quota-free access for all exports of the LDCs in Africa	Section 11, Subprogramme 1

Green mandates									
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments	Programme Budget for the biennium 2008-2009
17823	57/7	20	A/RES/53/92	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	20. Also calls upon developed countries to encourage and facilitate investment by their private sectors in Africa, to help African countries to attract investments and promote policies conducive to attracting investment, to encourage and facilitate the transfer of the technology needed to African countries on favorable terms, including on concessional and preferential terms, as mutually agreed, and to assist in building human and institutional capacities for the implementation of the New Partnership consistent with its priorities and objectives;	Declaration	OSAA	This Mandate reflects current needs and implementation is ongoing; OSAA advocates on behalf of NEPAD to encourage and facilitate investment by the private sector in Africa. The Office takes the lead in the preparation of Africa-related reports and inputs on the NEPAD.	Section 11, Subprogramme 1
17824	57/7	21	A/RES/53/92	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	21. Further calls upon developed countries to channel financial, technical and other types of resources towards the priorities of the New Partnership, in particular infrastructural development, health services, education, water and agriculture, in accordance with the priorities determined by each African country, and to explore ways of generating new public and private innovative sources of finance for development purposes, provided that those sources do not unduly burden developing countries, particularly in Africa, and in this regard notes the proposal for the use of special drawing rights allocations for development purposes;	Declaration	OSAA	This Mandate reflects current needs and implementation is ongoing; OSAA advocates on behalf of NEPAD by calling on developed countries to channel financial, technical and other types of resources towards the priorities of the New Partnership for Africa.	Section 11, Subprogramme 1
3036	57/7	22	A/RES/53/92	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	22. Recognizes the importance of South-South cooperation and the contribution that it can make to the implementation of the New Partnership, encourages in this regard other partners to support this type of cooperation, including, as appropriate, through triangular cooperation, and considers that South-South cooperation should be viewed not as a substitute for, but rather as a complement to, the support provided by developed countries;	Declaration	OSAA	The mandate reflects current need and its implementation is ongoing. OSAA participated at the TICAD Asia-Africa Trade and Investment Conference held in November 2004 in Tokyo as a major follow-up to TICAD III. TICAD IV will happen on 28 May 2008.	Section 11, Subprogramme 1

Green mandates									
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments	Programme Budget for the biennium 2008-2009
3037	57/7	23	A/RES/53/92	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	23. Calls upon the private sector and civil society outside Africa to participate in and contribute to the implementation of the New Partnership in all its aspects, including through effective partnerships between the public and private sectors;	Declaration	OSAA	This Mandate reflects current needs and implementation is ongoing; OSAA advocates on behalf of NEPAD to mobilize the private sector and civil society outside Africa to participate in and contribute to the implementation of NEPAD.	Section 11, Subprogramme 1
3038	57/7	24	A/RES/53/92	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	Calls upon the United Nations system, within respective mandates, to align its activities in Africa with the priorities of the New Partnership, in accordance with the priorities determined by each African country, and urges the scaling up of resources for this purpose;	Policy	OSAA	This Mandate reflects current needs and implementation is ongoing. It is a core function of OSAA to coordinate the UN system support to Africa through the NEPAD agenda.	Section 11, Subprogramme 1
3039	57/7	25	A/RES/53/92	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	Also calls upon the United Nations system to enhance its advocacy role and public information activities in support of Africa's development;	Policy	OSAA	This Mandate reflects current needs and implementation is ongoing. It is a core function of OSAA to enhance international support for Africa's development and security through its advocacy and analytical work.	Section 11, Subprogramme 1
3040	57/7	26	A/RES/53/92	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	26. Urges the United Nations system, in coordinating its activities at the national, regional and global levels, to foster a coherent response, including through close collaboration with bilateral donors in the implementation of the New Partnership in response to the needs of individual countries within the larger framework of the New Partnership;	Policy	UN, OSAA	This Mandate reflects current needs and implementation is ongoing. It is a core function of OSAA to coordinate the UN system support to Africa through the NEPAD agenda.	Section 11, Subprogramme 1

Green mandates									
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments	Programme Budget for the biennium 2008-2009
17825	57/7	28	A/RES/53/92	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	28. Calls upon the United Nations funds, programmes and specialized agencies to strengthen further their existing coordination and programming mechanisms, in particular the Common Country Assessment and the United Nations Development Assistance Framework, as a means of enhancing support to African countries in the implementation of the New Partnership and in support of national poverty reduction strategies and in particular, where appropriate, the Poverty Reduction Strategy Papers;	Policy	Funds/programmes, UNFPA, WFP, Specialized agencies, OSAA	This Mandate reflects current need and implementation is ongoing. UN funds and programmes coordinate executive activities in concerned countries through Resident Coordinators and UN Country Teams.	Section 11, Subprogramme 1
17826	57/7	29	A/RES/53/92	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	29. Urges the United Nations system to work closely with the African Union and other regional and sub regional intergovernmental organizations to ensure the implementation of the programmes and priorities of the New Partnership;	Policy	Funds/programmes, UNFPA, WFP, Specialized agencies, OSAA	Mandate reflects current priorities and is being implemented inter alia through the Regional Consultation Mechanism of UN system agencies.	Section 11, Subprogramme 1
17827	57/7	30	A/RES/53/92	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	30. Encourages the ongoing efforts of the United Nations system to enhance further the simplification and harmonization of its planning, programming, disbursement and reporting procedures at the national, sub regional and regional levels so as to ease the burden on the limited capacities of African countries;	Policy	Funds/programmes, UNFPA, WFP, Specialized agencies, UN, OSAA	This Mandate reflects current need and implementation is ongoing. Implementation is coordinated through the UNDG on an on-going basis at the national and regional levels.	Section 11, Subprogramme 1
3041	57/7	31	A/RES/53/92	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	31. Requests the United Nations system to assist in the implementation of the New Partnership through the provision of continuing support for the efforts of African countries in human and institutional capacity building at the national, sub regional and regional levels and the mobilization of financial resources;	Policy	OSAA	The mandate continues to reflect current need, and implementation is ongoing. OSAA works on the mobilization of financial resources for the implementation of the NEPAD.	Section 11, Subprogramme 1

Green mandates									
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments	Programme Budget for the biennium 2008-2009
3042	57/7	33	A/RES/53/92	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	33. Calls upon the United Nations system to strengthen its cooperation with the African Union and its Peace and Security Council and other African mechanisms in their efforts to resolve and prevent conflicts at the sub regional and continental levels in order to ensure a solid basis for the implementation of the New Partnership, and in this regard welcomes the establishment of the Ad Hoc Working Group of the Security Council on Conflict Prevention and Resolution in Africa and of an ad hoc advisory group on African countries emerging from conflict, within the framework of the Economic and Social Council;	Policy	OSAA	The mandate continues to reflect current need, and implementation is ongoing. The Ad Hoc Working Group of the SC on Conflict Prevention and Resolution in Africa is still active. OSAA continues to work to strengthen cooperation of the UN system with the African Union.	Section 11, Subprogramme 1
3043	57/7	35	A/RES/53/92	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	Underscores the need for a structure in the Secretariat in New York, at an appropriate level, which will review and report on support provided by the United Nations system and the international community for the New Partnership and on the coordinated implementation of outcomes of summit meetings and conferences as they relate to Africa, as well as coordinate global advocacy in support of the New Partnership, and in this context requests the Secretary-General to make proposals on the organization of such a structure within the framework of his proposals for the programme budget for the biennium 2004-2005;	Operational	DPA, DM, OSG, OSAA	This Mandate reflects current needs and implementation is ongoing. This represents the core work of OSAA.	Section 11, Subprogramme 1
3044	57/7	36	A/RES/53/92	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	Invites the Economic and Social Council, pursuant to its role in respect of system-wide coordination, to consider how to support the objectives of the present resolution;	Policy	DGACM, OSAA	This Mandate reflects current needs and implementation is ongoing. ECOSOC continues to support the implementation of the NEPAD agenda.	Section 11, Subprogramme 1

Green mandates									
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments	Programme Budget for the biennium 2008-2009
3045	57/7	38	A/RES/53/92	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	Requests the Secretary-General to submit the first consolidated report on the implementation of the present resolution to the General Assembly at its fifty-eighth session on the basis of input from Governments, organizations of the United Nations system and the other stakeholders in the New Partnership, such as the private sector and civil society.	Reporting	ECA, UNICEF, DPA, UNFPA, WFP, UNHABITAT, DESA, UNCTAD, UNDP, OSAA, UNEP	This Mandate reflects current needs and implementation is ongoing. This Mandate is renewed annually.	Section 11, Subprogramme 1
3033	57/7	4	A/RES/53/92	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	Decides to bring the United Nations New Agenda for the Development of Africa in the 1990s to a close, and endorses the recommendation of the Secretary-General that the New Partnership for Africa's Development, as decided by the Assembly of Heads of State and Government of the Organization of African Unity at its thirty-seventh ordinary session, held in Lusaka from 9 to 11 July 2001, should be the framework within which the international community, including the United Nations system, should concentrate its efforts for Africa's development;	Policy	OSAA	This Mandate reflects current needs and implementation is ongoing. This is a core mandate of OSAA.	Section 11, Subprogramme 1
3034	57/7	7	A/RES/53/92	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	Urges the international community and the United Nations system to organize support for African countries in accordance with the principles, objectives and priorities of the New Partnership in the new spirit of partnership;	Policy	OSAA	The mandate reflects current need, and implementation is ongoing. OSAA works towards advocating and mobilizing international support for NEPAD.	Section 11, Subprogramme 1
17859	57/296	5	A/RES/53/92	Causes of conflict and the promotion of durable peace and sustainable development in Africa	Requests the Secretary-General to continue monitoring progress in the effective and timely implementation of the recommendations contained in his report on the causes of conflict and the promotion of durable peace and sustainable development in Africa and to submit a comprehensive report on the sub-item to the General Assembly at its fifty-eight session.	Reporting	OSAA	The mandate continues to reflect current need, and implementation is ongoing. Although the specific report was submitted (A/58/352), this mandate is renewed every year.	Section 11, Subprogramme 1

Green mandates									
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments	Programme Budget for the biennium 2008-2009
18864	57/297	4	A/RES/47/177	Second Industrial Development Decade for Africa	calls upon ... the United Nations system, to channel its support for Africa's industrialization effort within the framework of the New Partnership for Africa's Development;	Policy	DESA, UNIDO, OSAA	This Mandate reflects current needs and the implementation is ongoing as it was incorporated into NEPAD.	Section 11, Subprogramme 1
18865	57/297	5	A/RES/47/177	Second Industrial Development Decade for Africa	Requests the Secretary-General to include the topic of industrialization in Africa in his consolidated annual report to the General Assembly on the implementation of the New Partnership for Africa's Development.	Reporting	DESA, UNIDO, OSAA	This Mandate reflects current needs and the implementation is ongoing as it was incorporated into NEPAD.	Section 11, Subprogramme 1
14107	58/235	11	A/RES/53/92	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	Welcomes the designation of the Office of the Special Adviser on Africa as a focal point within the Secretariat which should continue to monitor, through the already established interdepartmental task force on Africa affairs, the implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa, with special regard being given to preventive action and post-conflict peace consolidation, and make recommendations as to how the implementation of those recommendations could be further enhanced.	Policy	OSAA	Mandate reflects current needs and implementation is ongoing. OSAA is responsible for monitoring the implementation of recommendations on the Causes of Conflict and Promotion of Durable Peace and Sustainable Development	Section 11, Subprogramme 1
21784	58/235	13	A/RES/53/92	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	Encourages the Secretary-General to explore and recommend suitable arrangements and mechanisms through which Member States could more effectively address the multidisciplinary causes of conflict, including their regional dimensions, and strengthen the coordinated and sustained manner in which they could provide financial and technical assistance in preventive action as well as post-conflict peace building;	Policy	OSAA	The mandate reflects current needs and implementation is ongoing. The establishment of the PBC is an example of such mechanism.	Section 11, Subprogramme 1

Green mandates									
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments	Programme Budget for the biennium 2018-2019
17862	58/235	14	A/RES/53/92	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	Requests the Secretary-General to submit to the General Assembly at its fifty-ninth session a report on the implementation of the present resolution, taking into account recent developments related to the cooperation of Africa with the international community on these matters.	Reporting	OSAA	The mandate continues to reflect current need, and implementation is ongoing. Although the specific report (A/59/285) was submitted, this mandate is renewed every year.	Section 11, Subprogramme 1
9925	59/255	12	A/RES/53/92	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	Decides to continue to monitor the implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa;	Policy	ECA, OSAA	The mandate continues to reflect current need, and implementation is ongoing. The latest report was issued in the 62nd session (A/62/204)	Section 11, Subprogramme 1 and 2
9927	59/255	13	A/RES/53/92	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	Requests the Secretary-General to submit to the General Assembly at its sixtieth session a progress report on the implementation of the present resolution.	Reporting	ECA, OSAA	The mandate continues to reflect current need, and implementation is ongoing. Although the specific report (A/60/182) was submitted, this mandate is renewed every year.	Section 11, Subprogramme 1 and 2
14106	58/235	9	A/RES/53/92	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	Notes that conflict prevention and peace consolidation efforts, in particular efforts to eradicate poverty, promote respect for human rights, strengthen rule-of-law institutions, re-establish transparent and accountable public administration, encourage democratic reform and demobilize, disarm and reintegrate ex-combatants should be supported by Member States and the United Nations system through enhanced coordination, coherence and sustained financial and political support	Declaration	OSAA	Mandate reflects current needs and implementation is ongoing. OSAA is responsible for monitoring the implementation of recommendations on the Causes of Conflict and Promotion of Durable Peace and Sustainable Development	Section 11, Subprogramme 1

Green mandates									
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments	Programme Budget for the biennium 2018-2019
21793	59/255	10	A/RES/53/92	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	Notes the support offered by the United Nations system in the context of conflict prevention and peace consolidation, and in this regard calls upon Member States, in particular donor countries, as well as other development partners and relevant regional and sub regional organizations as appropriate, to continue to provide financial and technical assistance, in a coordinated and sustained manner, to support activities in Africa, inter alia, to eradicate poverty, promote respect for human rights and strengthen the rule of law and transparent and accountable public administration;	Declaration	OSAA	Mandate reflects current needs and implementation is ongoing. OSAA is responsible for monitoring the implementation of recommendations on the Causes of Conflict and Promotion of Durable Peace and Sustainable Development	Section 11, Subprogramme 1
9923	59/255	11	A/RES/53/92	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	Requests the Secretary-General to explore and recommend suitable arrangements and mechanisms through which Member States could more effectively support Africa's efforts to address the multiple causes of conflict in Africa, including their regional dimensions, and to strengthen, in a coordinated and sustained manner, preventive action as well as post-conflict peace building;	Policy	ECA, OSAA	Mandate reflects current needs and implementation is ongoing. OSAA is responsible for monitoring the implementation of recommendations on the Causes of Conflict and Promotion of Durable Peace and Sustainable Development	Section 11, Subprogramme 1 and 2
4339	55/217	8	A/RES/53/92	Causes of conflict and the promotion of durable peace and sustainable development in Africa	Requests that, where applicable, benchmarks be developed by the Secretary-General to assess the impact of and measure performance in the implementation of the recommendations contained in his report and that he submit them to the Working Group for its consideration;	Reporting	ECA, UNHCR, UNDP, DGACM, DDA, OHCHR, UNICEF, UNAIDS, DPA, UNFPA, DESA, UNCTAD, DPKO	While this working group no longer exists, OSAA continues to monitor the implementation of the recommendations contained in the Causes of Conflict report.	Section 11, Subprogramme 2

Completed mandates									
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments	Programme Budget for the biennium 2008-2009
8621	A/53/92	14		The causes of conflict and the promotion of durable peace and sustainable development in Africa	Requests the President of the General Assembly, in preparation for the discussion at the fifty-fourth session of the General Assembly, to establish an open-ended ad hoc working group of the General Assembly to monitor the implementation of the present resolution and, in particular, the recommendations contained in the report of the Secretary-General to the Security Council and the General Assembly on the causes of conflict and the promotion of durable peace and sustainable development in Africa; in this regard, the Working Group shall determine its mandate and modalities, taking into account the outcome of the deliberations of the Economic and Social Council on this matter.	Operational	ECA	This Working group worked on the specific resolution A/53/92. OSAA continues to prepare annual reports on behalf of the SG on the Causes of Conflict report.	Section 11, Subprogramme 2
16508	A/54/234	6	A/RES/53/92	The causes of conflict and the promotion of durable peace and sustainable development in Africa	6. Requests the President of the General Assembly to establish the open-ended ad hoc working group to monitor the implementation of the recommendations made by the Secretary-General in his report to the General Assembly and the Security Council on the causes of conflict and the promotion of durable peace and sustainable development in Africa,5 to prepare for discussions at the fifty-fifth session of the General Assembly;	Operational	ECA	This Working group worked on the specific resolution A/53/92. OSAA continues to prepare annual reports on behalf of the SG on the Causes of Conflict report.	Section 11, Subprogramme 2
10440	A/54/234	9	A/RES/53/92	The causes of conflict and the promotion of durable peace and sustainable development in Africa	Requests the Secretary-General to provide the ad hoc working group with all necessary assistance to ensure the accomplishment of its mandate;	Operational	DM	This Working group worked on the specific resolution A/53/92. OSAA continues to prepare annual reports on behalf of the SG on the Causes of Conflict report.	



Permanent Mission of New Zealand
to the United Nations



Permanent Mission of the Republic
of Namibia to the United Nations

16 May 2008

H.E. Srgjan Kerim
President of the 62nd Session of the General Assembly
United Nations Headquarters
NEW YORK

Excellency,

Mandates Review

We wish to report to you that at our informal consultations on 15 May on Mandates Review, there was agreement on recommendations on the "Effective Coordination of Humanitarian Assistance" thematic cluster of mandates. These are attached, along with accompanying tables. It was also agreed that we should report to you as Co-Chairs, to forward these agreed recommendations and to request that you in turn would convey this report to the Secretary-General. In doing so, would you please invite the Secretary-General to provide information on any resource or operational implications. It would be helpful to our ongoing process if this response could be provided as early as possible.

Once the Secretary-General's response is received, Member States will need to decide how to formalise decisions on this cluster of mandates.

We have also reached agreement in yesterday's consultations to proceed with initial analysis of the African Development cluster as our second cluster to address.

Please accept, Excellency, the assurances of our highest consideration.

Yours sincerely,



Rosemary Banks



Kaire Mbuende



**Permanent Mission of New Zealand
to the United Nations**



**Permanent Mission of the Republic
of Namibia to the United Nations**

12 May 2008

All Permanent Representatives and
Permanent Observers to the United Nations
NEW YORK

Excellency

Mandate Review : Co-Chairs' recommendations

We present for your consideration recommendations on the humanitarian cluster of mandates. These recommendations are based on our preliminary analysis as co-chairs, and on the feedback provided by Member States. At our next informal consultations we shall seek your response and agreement to these.

Once there is agreement, we propose to submit a report (attaching the recommendations) to the President of the General Assembly. We would ask him to convey this to the Secretary-General, requesting him to report back on any financial and operational implications of the recommendations. This would allow Member States at a later stage to take a final decision on the basis of both the recommendations and any additional information provided by the Secretary-General.

We take this opportunity to thank Member States for their support and cooperation to date in this important exercise of mandate review.

Yours sincerely,

Rosemary Banks

Kaire Mbuende

Mandate Review: Effective Coordination of Humanitarian Assistance

Recommendations

(Specific recommendations are highlighted in bold for easy reference)

Recommendations for Red Mandates

'Assistance for humanitarian relief, rehabilitation and development for East Timor':

Mandate 16930, *“Calls upon Member States, United Nations agencies and other international organizations to continue to collaborate, in full cooperation with the Indonesian Government, to ensure safe and unimpeded access for humanitarian assistance to the East Timorese in western Timor and other parts of Indonesia, including those who do not wish to return to East Timor, in accordance with national and international law”* (resolution: '54/96[H]).

Mandate 18397, *“Acknowledges the efforts of the Government of Indonesia, in cooperation with the Transitional Administration, the Office of the United Nations High Commissioner for Refugees, the International Organization for Migration and other humanitarian organizations, to facilitate organized and spontaneous returns of East Timorese refugees from West Timor, and encourages the Government of Indonesia to continue its efforts to establish effective security in and around the refugee camps in West Timor in order to facilitate safe and voluntary returns of refugees”* (resolution: '56/104).

Recommendation: These two Mandates should be discontinued. The refugee situation has changed; there is now an open border between West Timor (Indonesia) and Timor-Leste, and the Transitional Administration no longer exists. *Timor Leste and Indonesia agree with this recommendation.*

Assistance for the reconstruction and development of Djibouti / Economic assistance for the reconstruction and development of Djibouti:

Mandate 18729, *‘Calls upon the Secretary-General, in co-operation with the concerned organs and organizations of the United Nations system and in close collaboration with the Government authorities, to carry out an evaluation of the requirements of Djibouti with a view to drawing up an urgent programme of rehabilitation and reconstruction following the damage to the infrastructure of the country’* (resolution: '44/177).

Mandate 18730, *Also calls upon the Secretary-General to ensure that the international community is informed of those requirements in order that it may respond favourably to them* (resolution: '44/177).

Mandate 18731, *'Requests the Secretary-General to continue and intensify his efforts to mobilize all possible assistance within the United Nations system to help the Government of Djibouti in its construction and development efforts (resolution: '44/177)*.

Mandate 18732, *'Encourages the specialized agencies, organizations, and programmes of the United Nations system to intensify their programmes of assistance and to expand them in response to the needs of Djibouti (resolution: '44/177)*.

Mandate 8531, *'Requests the Secretary-General to continue, in close cooperation with the Government of Djibouti, his efforts to mobilize the resources necessary for an effective programme of financial, technical and material assistance to Djibouti (resolution: '53/1[J])*.

Mandate 15703, *'Requests the Secretary-General to continue, in close cooperation with the Government of Djibouti, his efforts to mobilize resources necessary for an effective programme of financial, technical and material assistance to Djibouti; (resolution: '54/96[C])*.

Mandate 18662, *Notes with satisfaction the implementation of a reform programme by Djibouti, and in that context appeals to all Governments, international financial institutions, the specialized agencies and non-governmental organizations to respond adequately to the financial and material needs of the country in line with the poverty reduction strategy paper; 5. Expresses its gratitude to the intergovernmental organizations and the specialized agencies of the United Nations for their contributions to the national rehabilitation of Djibouti, and invites them to continue their efforts (resolution: '58/116)*.

Mandate 18663, *'Requests the Secretary-General to continue, in close cooperation with the Government of Djibouti, his efforts to mobilize resources necessary for an effective programme of financial, technical and material assistance to Djibouti (resolution: '58/116)*.

Recommendation: These Mandates should be discontinued. They do not reflect current need as assistance for reconstruction of Djibouti has transitioned to development. *Djibouti agrees with these recommendations.*

Emergency assistance to the Sudan

Mandate 6706, *'Requests the Secretary-General to continue to mobilize and coordinate resources and support for Operation Lifeline Sudan (resolution: '53/1[O])*.

Recommendation: This Mandate should be discontinued as Operation Lifeline Sudan has been superseded by the integrated Sudanese country program. *Sudan agrees with this recommendation.*

Emergency international assistance for peace, normalcy and rehabilitation in Tajikistan:

Mandate 8535, *'Requests the Secretary-General to continue to monitor the humanitarian situation in Tajikistan and to report to the General Assembly at its fifty-fourth session on the progress made in the implementation of the present resolution;* (resolution: '53/1[K]).

Mandate 16854, '10. *Warmly welcomes the intention of the Secretary-General to continue the United Nations humanitarian programme in Tajikistan by issuing a consolidated inter-agency appeal for humanitarian assistance to Tajikistan for 2002, taking into account current developments in the region, and urges Member States to fund fully programmes included in the appeal;* (resolution: '56/10).

Mandate 16857, '11. *Calls upon the Secretary-General to continue to re-evaluate all United Nations humanitarian assistance activities in Tajikistan with a view to preparing a common humanitarian strategy that would support the relief and recovery operations during the transitional period from relief to development, with a major focus on promoting self-reliance and sustainable development;* (resolution: '56/10).

Mandate 16864, '12. *Stresses the need to ensure the security and freedom of movement of humanitarian personnel, and of United Nations and associated personnel, as well as the safety and security of their premises, equipment and supplies;* (resolution: '56/10).

Mandate 21827, *Encourages Member States and others concerned to continue to provide assistance to alleviate the urgent humanitarian needs of Tajikistan through the consolidated appeals process and to offer support to Tajikistan for the post-conflict rehabilitation and reconstruction of its economy;* (resolution: '57/103).

Mandate 21828, '8. *Emphasizes the importance of further cooperation and assistance from the authorities in facilitating the work of humanitarian organizations, including nongovernmental organizations, welcomes in this regard the establishment of the Aid Coordination Unit in the Executive Office of the President of Tajikistan for the purpose of tracking international humanitarian assistance, and urges the authorities to continue to simplify and streamline without delay the relevant internal bureaucratic procedures and requirements for the delivery of humanitarian assistance;* (resolution: '57/103).

Mandate 21830, '10. *Calls upon the Secretary-General to continue to re-evaluate all United Nations humanitarian assistance activities in Tajikistan with a view to preparing a common humanitarian strategy that would support the relief and recovery operations during the transitional period from relief to development, with a major focus on promoting self-reliance and sustainable development;* (resolution: '57/103).

Recommendation: **These Mandates should be discontinued** as they do not reflect current need: situation has shifted from humanitarian assistance to development. *Tajikistan agrees with these recommendations.*

Humanitarian assistance to the Federal Republic of Yugoslavia:

Mandate 3892, *'Calls upon the Secretary-General to continue to mobilize the timely provision of international humanitarian assistance to the Federal Republic of Yugoslavia; (resolution: '55/169).*

Mandate 22185, *'5. Calls upon the Secretary-General, as well as the Office of the United Nations High Commissioner for Refugees and other agencies, to continue to mobilize the timely provision of international humanitarian and development assistance to the Federal Republic of Yugoslavia; (resolution: '57/148).*

Mandate 22186, *'7. Requests the United Nations and the specialized agencies to continue their efforts to assess the humanitarian needs, in cooperation with the Government of the Federal Republic of Yugoslavia, relevant international and regional organizations and bodies and interested States, with a view to ensuring effective links between relief and longer-term assistance to the Federal Republic of Yugoslavia, taking into account the work already carried out in this field and the need to avoid duplication and the overlapping of efforts; (resolution: '57/148).*

Recommendation: These Mandates should be discontinued. They have been overtaken by events, and cannot be implemented as the Federal Republic of Yugoslavia no longer exists.

Assistance in cases of natural disaster and other disaster situations

Mandate 14024, *'Calls upon the Secretary-General to appoint a Disaster Relief Co-ordinator, who will report directly to him and who will be authorized, on his behalf; (resolution: '2816(XXVI)).*

Recommendation: This Mandate should be discontinued as it has been superseded by OCHA's principal framework resolution 46/182.

Office of the United Nations Disaster Relief Coordinator

Mandate 13822, *:'Reaffirms its belief that the strengthening and reinforcing of the Office of the United Nations Disaster Relief Co-ordinator offers the most efficient and economic means of effectively co-ordinating the relief activities of the United Nations system as a whole in the interest of the survivors of disasters, and requests the Secretary-General to assign a higher priority to strengthening, preferably within the means at his disposal, the financial and manpower resources of the Office; (resolution: '37/144).*

Mandate 13821, *'Endorses the measures taken by the Secretary-General and the Administrative Committee on Co-ordination to implement General Assembly resolution*

36/225 and calls upon the Secretary-General, who will normally be represented by the United Nations Disaster Relief Co-ordinator, to consult with the concerned agencies of the United Nations system in order to develop concerted relief programmes as a basis for united appeals for funds to be launched by the Coordinator on behalf of the Secretary-General; Urges all Governments and relevant organs and organizations to co-operate with the United Nations Disaster Relief Co-ordinator and to improve in particular their flow of information on relief assistance, actions and plans; Calls upon the specialized agencies and other constituent organizations of the United Nations system, in order to eliminate wasteful duplication of resources, to co-ordinate, in accordance with the provisions of paragraph 3 of General Assembly resolution 36/225, their efforts at all stages of the response of the international community to natural disasters and other disaster situations; (resolution: '37/144).

Recommendation: These Mandates should be discontinued as they have been superseded by OCHA's principal framework resolution 46/182.

Participation of volunteers, White Helmets, in the activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development

Mandate 22603, 'Requests the Secretary-General to take into consideration the ten years that will have passed since the adoption of its resolution 49/139 B, the first resolution on the White Helmets initiative, and, in view of the success of coordinated actions carried out since then with, inter alia, the United Nations Children's Fund, the World Food Programme, the Office for the Coordination of Humanitarian Affairs of the Secretariat, the United Nations Development Programme and the United Nations Volunteers, to consider their impact and to analyse possible steps and modalities to enhance the integration of the White Helmets initiative within the work of the United Nations system, suggesting appropriate mechanisms and areas, and to report thereon to the General Assembly at its sixtieth session. (resolution: '58/118).

Recommendation: This Mandate should be discontinued. The General Assembly has requested in the sixty-first session (A/RES/61/220) that this report be consolidated into the “strengthening of the coordination of emergency humanitarian assistance of the United Nations” report in the sixty-fourth session.

Recommendations for Amber Mandates

Improving Mandates' structure of coordination and line of responsibility

Questions have been raised over scope for improved coordination and/or designation of clearer lines of responsibility for the following Mandates. The details for each Mandate are outlined below. While we have been able to identify this need, the Secretariat's expertise is needed to establish the practical details of making these changes. We

therefore recommend that the Secretary-General report back to Member States with specific proposals in this regard.

Emergency international assistance for peace, normalcy and reconstruction of war-stricken Afghanistan

Mandate 8083, *'Calls upon all relevant organizations of the United Nations system to continue to coordinate closely their humanitarian assistance to Afghanistan on the basis of the Strategic Framework for Afghanistan, in particular to assure a consistent approach on matters of principle, human rights and security, and appeals to donor countries as well as other humanitarian organizations to cooperate closely with the United Nations, taking into account the inter-agency consolidated appeal for emergency humanitarian and rehabilitation assistance to Afghanistan for 2000; (resolution: '54/189[B]).*

Mandate 18202, *'Urgently appeals to all States, the United Nations system and international and non-governmental organizations to continue to provide, in close coordination with the Government of Afghanistan and in accordance with its national development strategy, all possible and necessary humanitarian, financial, technical and material assistance for Afghanistan (resolution: '59/112[B]).*

Mandate 18203, 23. *Invites all States and intergovernmental and non-governmental organizations providing assistance to Afghanistan to emphasize capacity-building, institution-building and local employment generation in their work and to ensure that such work complements and contributes to the development of an economy characterized by sound macroeconomic policies, the development of a financial sector that provides services, inter alia, to micro enterprises, small and medium-sized enterprises and households, transparent business regulations, accountability, good governance and the rule of law; 24. Requests that existing capacity-building programmes and projects be sufficiently funded in order to strengthen, inter alia, the capacity of Afghanistan to respond to natural disasters, in particular long-term drought (resolution: '59/112[B]).*

Recommendation: The General Assembly should request the Secretary-General to report with a proposal to define responsibilities for clearer coordination and implementation of this Mandate among UN entities. UNAMA, UNHCR, UNDP and OCHA all have roles in the delivery of these Mandates, but the division of responsibility and accountability is not clear. For Mandate 18202, UNCHR is wrongly indicated as the sole implementing entity. *Afghanistan agrees with these recommendations.*

Safety and security of humanitarian personnel and protection of United Nations personnel

Mandate 15840, *'Further requests the Secretary-General to take the necessary measures to ensure that United Nations and other personnel carrying out activities in fulfillment of the Mandate of a United Nations operation are properly informed about the conditions*

under which they are called to operate, including relevant customs and traditions in the host country, and the standards that they are required to meet, including those contained in relevant domestic and international law, and that adequate training in security, human rights and humanitarian law, as well as stress counseling, are provided so as to enhance their security and effectiveness in accomplishing their functions, and reaffirms the necessity for all other humanitarian organizations to provide their personnel with similar support; (resolution: '54/192).

Mandate 3905, 'requests the Secretary-General to take the necessary measures to ensure that United Nations and other personnel carrying out activities in fulfillment of the Mandate of a United Nations operation are properly informed about the conditions under which they are called to operate, including relevant customs and traditions in the host country, and the standards that they are required to meet, including those contained in relevant domestic and international law, and that adequate training in security, human rights and humanitarian law is provided so as to enhance their security and effectiveness in accomplishing their functions, and reaffirms the necessity for all other humanitarian organizations to provide their personnel with similar support; (resolution: '55/175).

Recommendation: The General Assembly should request the Secretary-General to report to the General Assembly on possible means of clarifying responsibilities for the implementation of these Mandates. These Mandates predate the creation of DSS and DFS and some coordination difficulties persist. Division of responsibility should be formalized in consultation with the executive offices of DSS and DFS.

Mandate 22668, '24. Stresses the need to ensure that all United Nations staff members receive adequate security training, including physical and psychological training, prior to their deployment to the field, the need to attach a high priority to the improvement of stress and trauma counselling services available to United Nations staff members, including through the implementation of a comprehensive security and stress and trauma management training, support and assistance programme for United Nations staff throughout the system, before, during and after missions, and the need to make available to the Secretary-General the means for that purpose; (resolution: '58/122).

Mandate 22669, '26. Requests the Office of the United Nations Security Coordinator to continue to play a central role in promoting increased cooperation and collaboration among agencies, funds and programmes in the planning and implementation of measures aimed at improving staff security training and awareness and in strengthening the Inter-Agency Security Management Network, and calls upon all relevant United Nations agencies, funds and programmes to support these efforts; (resolution: '58/122).

Recommendation: The General Assembly should request the Secretary-General to report on possible means of clarifying responsibilities for the implementation of these Mandates. These Mandates predate the creation of DSS and some coordination difficulties persist. Division of responsibility should be formalized in consultation with the executive offices of DSS and DPKO.

Following up on insufficient implementation

We wish to draw to the attention of Member States to the following Mandates that reflect ongoing need, but there is a gap, or a declining level of implementation.

Special emergency economic assistance to the Comoros

Mandate 4200, *'Requests all Member States and donor bodies, as well as the specialized agencies and other organizations of the United Nations system, to grant to Comoros all necessary financial, economic and technical assistance, in order to enable it to achieve national reconstruction and sustainable development; (resolution: '53/1[F]).*

Recommendation: UNDP has noted that there is a delivery gap in the implementation of this Mandate. The level of financial, economic and technical assistance to Comoros has declined. **The General Assembly should note that further response is required.**

Comoros agrees with this recommendation.

Recommendations for Completed (Grey) Mandates

The General Assembly should recognize that the following Mandates have become inactive.

For details on each of these Mandates, please see the Annex 1.

Recommendations for 'Mandate Registry Errors'

The Co-Chairs have found that there are a number of errors in the Mandate Registry. There were nine Mandates which could not be analyzed because of faulty data. These can be seen in Annex 2. Removing errors and updating the Mandate Registry would better enable it to serve its purpose of allowing Member States to assess the benefit of proposing a new Mandate with full understanding of existing Mandates on the issue.

The General Assembly should request the Secretariat to update and correct the Mandate Registry, and, to build on existing monitoring of resolutions by uploading Mandates into the Registry as they are approved. This would provide transparent records which Member States could easily access.

Recommendations for Red Mandates for which no response has been forthcoming from the affected Member State

'Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo.

Mandate 15905, *'Requests the appropriate organizations and programmes of the United Nations system to review regularly their current and future programmes of assistance to the Democratic Republic of the Congo and to cooperate closely in organizing an effective international programme of assistance (resolution: '52/169[A]).*

Mandate 15910, *'9. Requests the Secretary-General:*

(a) To promote participation in and support for a programme of financial and material assistance to the Democratic Republic of the Congo to enable it to meet its urgent needs for economic recovery and reconstruction; (resolution: '52/169[A]).

Mandate 15535, *'Requests the Secretary-General: (c) To keep under review the economic situation in the Democratic Republic of the Congo with a view to promoting participation in and support for a programme of financial and material assistance to the country in order to enable it to address its urgent need for economic recovery and reconstruction (resolution: '54/96[B]).*

Mandate 3705, *'8. Requests the Secretary-General: (c) To keep under review the economic situation in the Democratic Republic of the Congo with a view to promoting participation in and support for a programme of financial and material assistance to the country to enable it to meet its urgent needs in terms of economic recovery and reconstruction; (resolution: '55/166).*

Mandate 18896, *'16. Requests the Secretary-General: (c) To keep under review the economic situation in the Democratic Republic of the Congo with a view to promoting participation in and support for a programme of financial and material assistance to the country to enable it to meet its urgent needs in terms of economic recovery and reconstruction; (resolution: '57/146).*

Mandate 22676, *'27. Requests the Secretary-General: (b) To continue to consult with regional leaders, in coordination with the President of the African Union, about ways to bring about a peaceful and durable solution to the conflict;*
(c) To continue to consult with regional leaders, in coordination with the President of the African Union, in order to prepare an international conference on peace, security and development in Central Africa and in the Great Lakes region, under the auspices of the United Nations and the African Union, to address the problems of the region in a comprehensive manner; (resolution: 52/169).

Mandate 22679, *'27. Requests the Secretary-General: (d) To keep under review the humanitarian and economic situation in the Democratic Republic of the Congo with a view to promoting participation in and support for a programme of financial and*

material assistance to the country to enable it to meet urgent needs in terms of economic recovery and reconstruction; (resolution: 52/169).

Recommendation: The evidence suggests that these Mandates should be discontinued as they have been updated through the Consolidated Appeals process. However, **the Co-Chairs are not yet in a position to recommend discontinuation because a response from the Democratic Republic of Congo is still pending.**

Mandate 15537, *Requests the Secretary-General:*

(a) To continue to consult urgently with regional leaders, in coordination with the Secretary-General of the Organization of African Unity, about ways to bring about a peaceful and durable solution to the conflict;

(b) To continue to consult with regional leaders in coordination with the Secretary-General of the Organization of African Unity in order to convene, when appropriate, an international conference on peace, security and development in the Great Lakes region, under the auspices of the United Nations and the Organization of African Unity, to address the problems of the region in a comprehensive manner; (resolution: '54/96[B]).

Mandate 3703, *Requests the Secretary-General:*

(a) To continue to consult urgently with regional leaders, in coordination with the Secretary-General of the Organization of African Unity, about ways to bring about a peaceful and durable solution to the conflict; (resolution: '55/166).

Mandate 3704, *'8. Requests the Secretary-General:(b) To continue to consult with regional leaders, in coordination with the Secretary-General of the Organization of African Unity, in order to convene, when appropriate, an international conference on peace, security and development in Central Africa and in the Great Lakes region, under the auspices of the United Nations and the Organization of African Unity, to address the problems of the region in a comprehensive manner; (resolution: '55/166).*

Mandate 18884, *'16. Requests the Secretary-General:*

(a) To continue to consult urgently with regional leaders, in coordination with the Interim President of the African Union, on ways to bring about a peaceful and durable solution to the conflict, in accordance with the Lusaka Ceasefire Agreement and relevant Security Council resolutions; (resolution: '57/146).

Mandate 18885, *'16. Requests the Secretary-General:*

(b) To continue to consult with regional leaders, in coordination with the Interim President of the African Union, in order to convene, when appropriate, an international conference on peace, security and development in Central Africa and in the Great Lakes region, under the auspices of the United Nations and the African Union, to address the problems of the region in a comprehensive manner; (resolution: '57/146).

Mandate 18896, *'16. Requests the Secretary-General: (c) To keep under review the economic situation in the Democratic Republic of the Congo with a view to promoting participation in and support for a programme of financial and material assistance to the*

country to enable it to meet its urgent needs in terms of economic recovery and reconstruction; (resolution: '57/146).

Recommendation: Evidence suggests these Mandates should be discontinued. No Resolution has been adopted on ‘the Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo’ since the 58th Session (A/RES/58/123). However, **the Co-Chairs are not yet in a position to recommend discontinuation because a response from the Democratic Republic of Congo is still pending.**

Anne 1 - Completed mandates

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
15706	54/96[D]	12	A/RESS/43/206	Assistance for humanitarian relief and the economic and social rehabilitation of Somalia	Requests the Secretary-General, in view of the critical situation in Somalia, to take all necessary measures for the implementation of the present resolution and to report thereon to the General Assembly at its fifty-fifth session.	Reporting	OSG	Reporting requirement has been met. Mandate has not been renewed since the 60th session.
18173	59/218	15	A/RES/43/206	Assistance for humanitarian relief and the economic and social rehabilitation of Somalia	Requests the Secretary-General, in view of the critical situation in Somalia, to take all necessary and practicable measures for the implementation of the present resolution and to report thereon to the General Assembly at its sixtieth session	Reporting	OCHA, UNFPA, WFP	Reporting requirement has been met. Mandate has not been renewed since the 60th session.
18406	56/106	12	A/RES/43/206	Assistance for humanitarian relief and the economic and social rehabilitation of Somalia	Requests the Secretary-General, in view of the critical situation in Somalia, to take all necessary measures for the implementation of the present resolution and to report thereon to the General Assembly at its fifty-seventh session.	Reporting	OCHA, UNFPA, WFP	Reporting requirement has been met. Mandate has not been renewed since the 60th session.

Anne 1 - Completed mandates

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
22602	58/115	13	A/RES/43/206	Assistance for humanitarian relief and the economic and social rehabilitation of Somalia	Requests the Secretary-General, in view of the critical situation in Somalia, to take all necessary and practicable measures for the implementation of the present resolution and to report thereon to the General Assembly at its fifty-ninth session.	Reporting	OCHA, DPA, UNDP	Reporting requirement has been met. Mandate has not been renewed since the 60th session.
16932	54/96[H]	14		Assistance for humanitarian relief, rehabilitation and development for East Timor	Requests the Secretary-General to report to the General Assembly at its fifty-fifth session on the implementation of the present resolution.	Reporting	OSG	Mandate request completed.
18672	58/121	15	A/RES/54/96[H]	Assistance for humanitarian relief, rehabilitation and development for Timor-Leste	Requests the Secretary-General to submit a report on the implementation of the present resolution to the General Assembly for consideration at its sixtieth session	Reporting	OCHA, DPA, UNDP, DGACM	Reporting requirement has been fulfilled, and mandate has not been renewed
18733	44/177	7		Assistance for the reconstruction and development of Djibouti	Requests the Secretary-General to report to the General Assembly at its forty-fifth session, through the Economic and Social Council at its second regular session of 1990, on the progress made in the implementation of the present resolution	Reporting	OCHA	Mandate was not renewed after the 58th session.

Anne 1 - Completed mandates

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
8532	53/1[J]	9	A/RES/44/177	Assistance for the reconstruction and development of Djibouti	Also requests the Secretary-General to report to the General Assembly at its fifty-fourth session, through the Economic and Social Council at the humanitarian affairs segment of its substantive session of 1999, on the progress made with regard to economic assistance to Djibouti and the implementation of the present resolution.	Reporting	DPA, UNICEF, WFP, UNDP	Reporting requirement has been fulfilled and mandate has not been renewed.
15704	54/96[C]	11	A/RES/44/177	Assistance for the reconstruction and development of Djibouti : resolution	Also requests the Secretary-General to report to the General Assembly at its fifty-sixth session on the progress made with regard to economic assistance to Djibouti and the implementation of the present resolution.	Reporting	DPA, UNICEF, OSG, UNDP	Reporting requirement has been fulfilled and mandate has not been renewed.

Anne 1 - Completed mandates

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
3709	55/167	6	A/RES/31/43	Assistance to Mozambique	requests the Secretary-General to report to it, for consideration at its fifty-seventh session, under the item on strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance, through the Economic and Social Council at the humanitarian segment of its substantive session in 2002, on the implementation of the present resolution.	Reporting	UNAIDS, UNHCR, UNICEF, UNFPA, WFP, UNDP	Reporting requirement has been fulfilled. Although the resolution has been renewed (A/RES/59/214) there is no mention of this mandate.
4201	53/1[G]	9 c)		Assistance to Mozambique	Requests the Secretary-General, in close cooperation with the Government of Mozambique: c) To prepare a report on the implementation of the present resolution for consideration by the General Assembly at its fifty-fifth session.	Reporting	UNDP	Reporting requirement has been fulfilled, and mandate has not been renewed

Anne 1 - Completed mandates

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
21838	57/104	9	A/RES/31/43	Assistance to Mozambique	9. Also requests the Secretary-General to report to it, for consideration at its fifty-ninth session, under the item on strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance, through the Economic and Social Council at the humanitarian segment of its substantive session in 2004, on the implementation of the present resolution.	Reporting	DPKO	Reporting requirement has been fulfilled, and the mandate does not reoccur in renewals of the resolution.
18664	58/116	8	A/RES/44/177	Economic assistance for the reconstruction and development of Djibouti	Also requests the Secretary-General to report to the General Assembly at its sixtieth session on the humanitarian situation of Djibouti and on the progress made with regard to economic assistance to Djibouti and the implementation of the present resolution	Reporting	DESA, DGACM	Reporting requirement has been fulfilled, and mandate has not been renewed
3895	55/170	8	A/RES/54/96[G]	Economic assistance to the Eastern European States affected by the developments in the Balkans	Requests the Secretary-General to report to the General Assembly at its fifty-sixth session on the implementation of the present resolution.	Reporting	ECA, DPA, ECLAC, ECE, UNDP	Reporting requirement has been fulfilled, and mandate has not been renewed since the 56th session.

Anne 1 - Completed mandates

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
18761	43/206	5		Emergency assistance to Somalia	Requests the Secretary-General to apprise the Economic and Social Council at its first regular session of 1989 of his efforts and to report to the General Assembly at its forty-fourth session on the implementation of the present resolution	Reporting	OCHA	Reporting requirement has been fulfilled, and the mandate was not renewed after the 59th session.
18963	56/112	15	A/RES/43/8	Emergency assistance to the Sudan	Requests the Secretary-General ... to report to the General Assembly at its fifty-eighth session on the emergency situation in the affected areas and the recovery, rehabilitation and development of the Sudan.	Reporting	OCHA	Reporting requirement has been fulfilled, and mandate has not been renewed
21125	58/26	3	A/RES/46/182	Emergency humanitarian assistance to Malawi	Requests the Office for the Coordination of Humanitarian Affairs to continue to seek ways and means of improving the effectiveness of the United Nations consolidated appeals process;	Policy	OCHA	Mandate has not been renewed and is non-recurrent.
21127	58/26	9	A/RES/46/182	Emergency humanitarian assistance to Malawi	Requests the Secretary-General to submit to the General Assembly for consideration at its fifty-ninth session a report on the implementation of the present resolution.	Reporting	OCHA	Reporting requirement has been fulfilled, and mandate has not been renewed

Anne 1 - Completed mandates

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
16867	56/10	13	A/RES/52/169	Emergency international assistance for peace, normalcy and rehabilitation in Tajikistan	13. Requests the Secretary-General to continue to monitor the humanitarian situation in Tajikistan and to report to the General Assembly at its fifty-seventh session on the progress made in the implementation of the present resolution;	Reporting	OCHA, DPA, UNHCR, UNFPA, WFP, UNDP, DPKO, All Member States	Reporting requirement has been fulfilled, and mandate has not been renewed
21831	57/103	12	A/RES/52/169	Emergency international assistance for peace, normalcy and rehabilitation in Tajikistan	12. Requests the Secretary-General to continue to monitor the humanitarian situation in Tajikistan and to report to the General Assembly at its fifty-ninth session on the progress made in the implementation of the present resolution;	Reporting	Member State	Reporting requirement has been fulfilled, and mandate has not been renewed
8165	54/30	5		Emergency response to disasters	Requests the Secretary-General to report to the General Assembly at its fifty-fifth session on the progress made in the implementation of the present resolution.	Reporting	OSG	Reporting requirement has been met. Mandate has not been renewed.

Anne 1 - Completed mandates

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
18392	56/101	8	A/RES/54/96[F]	Humanitarian assistance to the Federal Republic of Yugoslavia	8. Requests the Secretary-General to submit to it at its fifty-seventh session, under the item entitled "Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance", a report on the implementation of the present resolution.	Reporting	UNFPA	Reporting requirement has been fulfilled, and mandate has not been renewed
22187	57/148	8	A/RES/54/96[F]	Humanitarian assistance to the Federal Republic of Yugoslavia	8. Requests the Secretary-General to submit to it at its fifty-ninth session, under the item entitled "Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance", a report on the implementation of the present resolution.	Reporting	OCHA	Reporting requirement has been fulfilled, and mandate has not been renewed
15036	44/168	3		International assistance for the economic rehabilitation of Angola	Requests the Secretary-General to enter into consultation with the Government of Angola for the purpose of determining the level of assistance required by Angola and to report to Member States and the relevant United Nations bodies on the results of those consultations;	Reporting	ECA, UNDP	Reporting requirement has been fulfilled, and the latest resolution (A/RES/59/216) does not make reference to this mandate.

Anne 1 - Completed mandates

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
15037	44/168	4		International assistance for the economic rehabilitation of Angola	Also requests the Secretary-General to report to the General Assembly at its forty fifth session on the implementation of the present resolution;	Reporting	ECA, UNDP	Reporting requirement has been fulfilled, and the mandate was not renewed after the 59th session. The latest resolution (A/61/209) does not make reference to this mandate.
21819	57/102	4	A/RES/44/168	International assistance for the economic rehabilitation of Angola	4. Appeals to Member States and in particular the donor community to support the projects foreseen in the mid-term review of the United Nations Consolidated Inter-Agency Appeal for 2002, estimated at 171,057,107 United States dollars, which are to be completed between September and December 2002 in order to assist, inter alia, the 4 million internally displaced people, 1.54 million of whom have critical food needs, and to be especially generous in their support for the United Nations Consolidated Inter-Agency Appeal for 2003;	Declaration	OCHA, OHCHR, UNHCR, DPA, DESA, UNDP	The situation in Angola has changed from Humanitarian assistance to rehabilitation, development and reconstruction. This non-recurrent mandate did not feature in the latest resolution (A/RES/61/219).

Anne 1 - Completed mandates

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
21822	57/102	9	A/RES/44/168	International assistance for the economic rehabilitation of Angola	9. Requests the Government of Angola, the United Nations and the international financial institutions to take all necessary steps for the preparation and successful organization of an international donors conference in order to strengthen humanitarian and disaster relief assistance, including special economic assistance;	Declaration	IFI, Member State, UN	The situation in Angola has changed from Humanitarian assistance to rehabilitation, development and reconstruction. This non-recurrent mandate did not feature in the latest resolution (A/RES/61/219).
21824	57/102	10	A/RES/44/168	International assistance for the economic rehabilitation of Angola	10. Expresses its appreciation to the international community, the United Nations system, funds and programmes, and the governmental and nongovernmental organizations that are participating in humanitarian assistance programmes in Angola, including in mine-action activities, and appeals for their continued contribution in a manner complementary to that of the Government to humanitarian mine-action activities;	Declaration	Funds/programmes, IFI, All Member States, DDA	The situation in Angola has changed from Humanitarian assistance to rehabilitation, development and reconstruction. This non-recurrent mandate did not feature in the latest resolution (A/RES/61/219).

Anne 1 - Completed mandates

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
21825	57/102	11	A/RES/44/168	International assistance for the economic rehabilitation of Angola	11. Urges the Government of Angola to take the lead in mobilizing funding for the expansion of programmes for humanitarian mine-action activities, and encourages international donors to contribute to these efforts;	Declaration	Funds/programmes	The situation in Angola has changed from Humanitarian assistance to rehabilitation, development and reconstruction. This non-recurrent mandate did not feature in the latest resolution (A/RES/61/219).
21826	57/102	13	A/RES/44/168	International assistance for the economic rehabilitation of Angola	13. Requests the Secretary-General to submit to the General Assembly at its fifty-ninth session a report on the implementation of the present resolution.	Reporting	DDA	The situation in Angola has changed from Humanitarian assistance to rehabilitation, development and reconstruction. This non-recurrent mandate did not feature in the latest resolution (A/RES/61/219).

Anne 1 - Completed mandates

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
14423	58/117	10	A/RES/49/21[]	International assistance to and cooperation with the Alliance for the Sustainable Development of Central America	Requests the Secretary-General to report to the General Assembly at its sixtieth session on the implementation of the present resolution as part of a consolidated report under the item entitled "The situation in Central America: progress in fashioning a region of peace, freedom, democracy and development".	Reporting	OCHA, Funds/programmes, ECLAC, DESA UNDP, UNEP	Reporting requirement has been fulfilled, and mandate has not been renewed
4206	53/1[H]	8	A/RES/52/169 [M]	International cooperation and coordination for the human and ecological rehabilitation and economic development of the Semipalatinsk region of Kazakhstan	Requests the Secretary-General to report to the General Assembly at its fifty-fifth session on progress made in the implementation of the present resolution under the item entitled "Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance".	Reporting	OCHA	Specific reporting requirement has been fulfilled, and the mandate does not feature in the latest resolution (A/RES/60/216)

Anne 1 - Completed mandates

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
17948	56/102	11	A/RES/49/139 B	Participation of volunteers, White Helmets, in the activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development	Requests the Secretary-General to continue the consideration of the possible strengthening and broadening of consultative mechanisms to promote further and operationalize the concept, as referred to in paragraphs 9 and 10 above, and to report to the General Assembly at its fifty-eighth session, under the item entitled "Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance", on the actions taken in conformity with the present resolution.	Reporting	WFP	Reporting requirement has been completed.

Anne 1 - Completed mandates

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
3906	55/175	23	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	Requests the Secretary-General to submit to it at its fifty-sixth session a comprehensive, updated report on the safety and security situation of humanitarian personnel and protection of United Nations personnel and on the implementation of the present resolution, including an account of the measures taken by Governments and the United Nations to prevent and respond to all individual security incidents that involve United Nations and its associated personnel.	Reporting	OCHA, OHCHR, DM, DPKO, UNSSC	Reporting requirement has been fulfilled, and mandate has not been renewed
15842	54/192	17	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	...requests the Secretary-General to submit by May 2000, for its consideration during its fifty-fourth session, a report containing a detailed analysis and recommendations addressing the scope of legal protection under the 1994 Convention on the Safety of United Nations and Associated Personnel...	Reporting	OCHA, OHCHR, DM, DPKO	Reporting requirement has been fulfilled. Mandate calls for no further action.

Anne 1 - Completed mandates

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
22670	58/122	30	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	30. Requests the Secretary-General to submit to the General Assembly at its fifty-ninth session a comprehensive and updated report on the safety and security situation of humanitarian personnel and protection of United Nations personnel and on the implementation of the present resolution, including the progress made by the Secretary-General in pursuing accountability and assessing responsibility for all individual security incidents that involve United Nations and its associated personnel at all levels throughout the United Nations system, as well as an account of the measures taken by Governments and the United Nations to prevent and respond to such incidents.	Reporting	DPA, DPKO	Reporting requirement has been fulfilled, and mandate has not been renewed

Anne 1 - Completed mandates

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
15898	52/167	7		Safety and security of humanitarian personnel.	7. Welcomes the opportunity to discuss the respect for and security of humanitarian personnel at the First Periodical Meeting on International Humanitarian Law, to be held at Geneva in January 1998, and invites all States parties to the Geneva Conventions of 12 August 1949 to take an active part in that meeting; (GA res 52/167)	Declaration	UNOSC, OLA	This mandate calls for engagement at specific meeting.
18241	54/96[B]	8d		Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	Requests the Secretary-General: (d) To submit to the General Assembly at its fifty-fifth session a report on the actions taken pursuant to the present resolution.	Reporting	UNFPA, WFP	Reporting requirement has been fulfilled (A/59/293), and mandate has not been renewed since the 58th session.
18897	57/146	16D	A/RES/52/169 [A]	Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	16. Requests the Secretary-General: (d) To submit to the General Assembly at its fifty-eighth session a report on the actions taken pursuant to the present resolution.	Reporting	DPA, DESA, DPKO	Reporting requirement has been fulfilled (A/59/293), and mandate has not been renewed since the 58th session.

Anne 1 - Completed mandates

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
22681	52/169	27 (e)	A/RES/52/169 A	Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	27. Requests the Secretary-General to: (e) To submit to the General Assembly at its fifty-ninth session a report on the actions taken pursuant to the present resolution.	Reporting	DPA, DPKO	Reporting requirement has been fulfilled (A/59/293), and mandate has not been renewed since the 58th session.
18271	52/169 [A]	9B		Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo.	9. Requests the Secretary-General: (b) To submit to the General Assembly at its fifty-third session a report on the actions taken pursuant to the present resolution;	Reporting	IBRD, OHRLDC, UNDP	Reporting requirement has been fulfilled (A/59/293), and mandate has not been renewed since the 58th session.
7934	53/1[N]	7		Special assistance to Central and East African countries receiving refugees, returnees and displaced persons	Requests the Secretary-General to submit to the General Assembly at its fifty-fourth session a report on the follow-up to the present resolution, with a view to continuing discussions under the item entitled Report of the United Nations High Commissioner for Refugees .	Reporting	UNHCR	Specific reporting requirement has been fulfilled.

Anne 1 - Completed mandates

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
7935	53/1[N]	7		Special assistance to Central and East African countries receiving refugees, returnees and displaced persons	Requests the Secretary-General to submit to the General Assembly at its fifty-fourth session a report on the follow-up to the present resolution, with a view to continuing discussions under the item entitled Report of the United Nations High Commissioner for Refugees .	Reporting	UNHCR	Specific reporting requirement has been fulfilled.
22607	58/120	11	A/RES/51/30 F	Special emergency economic assistance for the recovery and the development of the Comoros	Further requests the Secretary-General to report to the General Assembly at its fifty-ninth session on the implementation of the present resolution.	Reporting	OCHA	Reporting requirement has been fulfilled, and mandate has not been renewed
4199	53/1[F]	4		Special emergency economic assistance to the Comoros	Requests the Secretary-General to mobilize the above-mentioned assistance and to report to the General Assembly at its fifty-fifth session on the implementation of the present resolution.	Reporting	DPA, DESA, UNDP	Reporting requirement has been fulfilled, and mandate has not been renewed

Anne 1 - Completed mandates

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
20411	51/30[F]	4		Special emergency economic assistance to the Comoros	Requests the Secretary-General to furnish all necessary assistance in accordance with paragraph 3 above and asks him to dispatch to Moroni as soon as possible a multidisciplinary humanitarian and technical assessment mission in order to carry out a detailed study of the needs of the country in terms of assistance;	Reporting	OCHA, ECA, DPA, DESA	Mandate has been fulfilled, and has not been renewed.
20412	51/30[F]	6		Special emergency economic assistance to the Comoros	Requests the Secretary-General to report to the General Assembly at its fifty-third session on the implementation of the present resolution.	Reporting	OCHA, ECA, DPA, DESA	Reporting requirement has been fulfilled, and mandate has not been renewed.

Anne 1 - Completed mandates

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
18376	56/107	9	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	9. Requests the Secretary-General to inform Governments regularly about the use of the Revolving Fund and to report to the General Assembly at its fifty-seventh session on the utilization of the Fund and on further possible improvements in its terms of reference in order to enhance its functioning and utilization, inter alia, in relation to the great need for urgent assistance in many under funded, so-called forgotten emergencies;	Reporting	OCHA	Reporting requirement has been fulfilled. Mandate calls for no further action, and there is no reference to this mandate in the latest renewal of this mandate in the 57th Session.

Anne 1 - Completed mandates

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
17967	49/139 [B]	6		Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including economic assistance : strengthening of the coordination of emergency humanitarian assistance of the United Nations	Invites the Secretary-General, in this context, to include in his report for consideration at the next substantive session of the Economic and Social Council the results of his assessment of the potentials of: (a) The provision by the Department of Humanitarian Affairs and the United Nations Volunteers of coordination for activities to be undertaken by national volunteer corps, including the supportive role of the Resident Coordinator at the country level; (b) The establishment of a distinct window within the Special Voluntary Fund of the United Nations Volunteers for channelling funds for operational purposes; (c) The use of databases within the United Nations system to coordinate and facilitate the rapid provision of assistance by national volunteer corps to the United Nations system; (d) Experiences at the national	Reporting	OCHA, UNV	Reporting requirement has been fulfilled, and mandate has not been renewed

Anne 1 - Completed mandates

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
17968	49/139 [B]	5		Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including economic assistance : strengthening of the coordination of emergency humanitarian assistance of the United Nations	Requests the Secretary-General to submit a report to the Economic and Social Council at its next substantive session incorporating the views expressed by Governments and appropriate intergovernmental organizations and relevant entities within the United Nations system, in particular the Department of Humanitarian Affairs of the Secretariat and the United Nations Volunteers, on ways and means of strengthening national and regional stand-by arrangements, including the establishment and full utilization of national volunteer corps, in the area of emergency humanitarian assistance, as well as in the promotion of a smooth transition from relief to rehabilitation, reconstruction and development, taking into account existing mandates and activities of the United Nations system;	Reporting	OCHA, UNV	Reporting requirement has been fulfilled, and mandate has not been renewed

Anne 1 - Completed mandates

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
18769	50/88[A]	7		Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance : emergency international assistance for peace, normalcy and reconstruction of war-stricken Afghanistan : the situation in Afghanistan and its implications for international peace and security	Requests the Secretary-General to submit to the General Assembly at its fifty-first session a report on the actions taken pursuant to the present resolution	Reporting	OCHA	Reporting requirement has been fulfilled.

Anne 1 - Completed mandates

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
6707	53/1[O J]	13		<i>Emergency assistance to the Sudan</i>	<i>Requests the Secretary-General ... to report on the emergency situation in the affected areas and the recovery, rehabilitation and development of the country to the General Assembly at its fifty-fourth session.</i>	<i>Reporting</i>	OCHA	<i>Reporting requirement has been fulfilled, and mandate has not been renewed</i>
15713	54/98	9	A/RES/49/13 9 B	<i>Participation of volunteers, White Helmets, in activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development</i>	<i>Requests the Secretary-General to conclude his consideration of the possible strengthening and broadening of consultative mechanisms to promote further and operationalize the concept, as referred to in paragraph 14 of his report and to report to the General Assembly at its fifty-sixth session, under the item entitled Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance , on the actions taken in conformity with the present resolution.</i>	<i>Reporting</i>	OCHA, OSG, UNDP	<i>Mandate has been superseded by A/RES/61/220, which decides to report on this in the 64th in a coordinated report. It is non-recurrent and completed.</i>

Anne 2 - mandate registry Errors

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
16670	2816(XXVI)	1	A/RES/60/124	Assistance in cases of natural disaster and other disaster situations	Mandate is empty in registry		OCHA	Mandate is empty in registry. Since it is not clear which of the 11 paragraphs of Resolution 2816(XXVI) or the 24 paragraphs of A/RES/60/124 forms the Mandate in question, data must be corrected in the registry for further analysis to take place.
16671	2816(XXVI)	1	A/RES/60/124	Assistance in cases of natural disaster and other disaster situations	Mandate is empty in registry		OCHA	Mandate is empty in registry. Since it is not clear which of the 11 paragraphs of Resolution 2816(XXVI) or the 24 paragraphs of A/RES/60/124 forms the Mandate in question, data must be corrected in the registry for further analysis to take place.

Annex 2 - Mandate Registry Errors

ID	Resolution	Para.	Originating Mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
19374	41/197	4	A/RES/59/219	Assistance to Mozambique	<p>4. Requests the Secretary-General, in accordance with the provision of General Assembly resolution 41/192 of 8 December 1986:</p> <p>(a) to continue his efforts to mobilize the necessary financial, technical and material assistance to Mozambique;</p> <p>(b) to keep the situation Mozambique under constant review, to maintain close contact with Member States, the specialized agencies, regional and other intergovernmental organizations, international financial institutions and other bodies concerned, and to apprise the Economic and Social Council, at its second regular session of 1988 of the current status of the special programme of economic assistance to Mozambique</p>	Policy	OCHA	Mandate does not correspond to the renewal resolution which refers to the Assistance For the Rehabilitation and Reconstruction of Liberia. Data must be corrected in registry in order for the Mandate to be analyzed.

Annex 2 - Mandate Registry Errors

ID	Resolution	Para.	Originating Mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
19376	41/197	4 (c)	A/RES/59/219	Assistance to Mozambique	To prepare, on the basis of consultations with the Government of Mozambique, a report on the development of the economic situation and the implementation of the special programme of economic assistance for that country in time for the matter to be considered by the General Assembly at its forty-third session.	Reporting	DPA, DESA, DPKO	Mandate does not correspond to the renewal resolution which refers to the Assistance For the Rehabilitation and Reconstruction of Liberia. Data must be corrected in registry in order for the Mandate to be analyzed.
8774	47/42	5	A/RES/59/219	Assistance to Mozambique	Urges the international community, in particular the United Nations system, to extend its full support and contribute to the peace-building process in Mozambique in accordance with the General Peace Agreement, providing, inter alia, assistance for the electoral process, emergency and rehabilitation assistance for refugees and displaced persons and support for programmes of demobilization of armed forces;	Policy	OCHA	Mandate does not correspond to the renewal resolution which refers to the Assistance For the Rehabilitation and Reconstruction of Liberia. Data must be corrected in registry in order for the Mandate to be analyzed.

Annex 2 - Mandate Registry Errors

ID	Resolution	Para.	Originating Mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
8777	47/42	10	A/RES/59/219	Assistance to Mozambique	<p>Requests the Secretary-General, in close cooperation with the Government of Mozambique:</p> <p>(a) To continue his efforts to mobilize the international assistance required by Mozambique;</p> <p>(b) To ensure the coordination of the work of the United Nations system for an adequate response to the emergency, rehabilitation and development needs of Mozambique;</p> <p>(c) To prepare a report on assistance to Mozambique for submission to the General Assembly at its forty-ninth session.</p>	Reporting	OCHA	Mandate does not correspond to the renewal resolution which refers to the Assistance For the Rehabilitation and Reconstruction of Liberia. Data must be corrected in registry in order for the Mandate to be analyzed.

Annex 2 - Mandate Registry Errors

ID	Resolution	Para.	Originating Mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
8543	53/1[L]	6 a)	A/RES/59/2 19	Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	Requests the Secretary-General: (a) To continue to consult urgently with regional leaders, in coordination with the Secretary-General of the Organization of African Unity, about ways to bring about a peaceful and durable solution to the conflict;	Policy	OCHA, OHCHR, ECA, DPA, UNHCR, UNICEF, WFP, DESA	Mandate does not correspond to the renewal resolution which refers to the Assistance For the Rehabilitation and Reconstruction of Liberia. Data must be corrected in registry in order for the Mandate to be analyzed.
8545	53/1[L]	6 b)	A/RES/59/2 19 correction from OCHA: this is a Liberia resolution	Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	Requests the Secretary-General: (b) To keep under review the economic situation in the Democratic Republic of the Congo with a view to promoting participation in and support for a programme of financial and material assistance to the Democratic Republic of the Congo in order to enable it to meet its urgent need for economic recovery and reconstruction;	Policy	OCHA, ECA, DPA, UNHCR, UNICEF, WFP, DESA	Mandate does not correspond to the renewal resolution which refers to the Assistance For the Rehabilitation and Reconstruction of Liberia. Data must be corrected in registry in order for the Mandate to be analyzed.

Annex 2 - Mandate Registry Errors

ID	Resolution	Para.	Originating Mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
8546	53/1[L]	6 c)	A/RES/59/2 19 correction from OCHA: this is a Liberia resolution	Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	Requests the Secretary-General: (c) To submit to the General Assembly at its fifty-fourth session a report on the actions taken pursuant to the present resolution.	Reporting	OCHA	Mandate does not correspond to the renewal resolution which refers to the Assistance For the Rehabilitation and Reconstruction of Liberia. Data must be corrected in registry in order for the Mandate to be analyzed.

Mandate Review: Effective Coordination of Humanitarian Assistance

Questions and Answers

This document provides a written response to questions Member States raised during the Informal “Informal” meeting of April 4 2008, and, written questions submitted after the meeting.

Resources Questions

During the Informal “Informal” meeting of April 4, Member States asked the Controller questions on the issue of resources. These questions included:

1. If the process frees human resources, can these be reallocated?
2. How can the implications of PBIs be derived?
3. Does the suggested approach to establish resource implications involve looking at individual Mandates or sets of Mandates, and, what impact this might have on Mandates from after the 61st session?
4. Would the impact of recommendations on the sub-program level enable a view of actual activities, and would it help identify overlaps in activities?

The Controller has provided a written response, as agreed during the Informal “Informal”. This statement has been posted on the President of the General Assembly’s website, and can be found at:

<http://www.un.org/ga/president/62/issues/MandateReview.shtml>

Questions related to Recommendations

5. Is there any indication on when comments from the DRC and Timor Leste could be expected?

Response: Since the Informal “Informal” meeting, Timor Leste has stated that they agree with the Co-Chairs’ recommendations on the Mandates for which they are the affected Member States. This has been indicated on the updated version of the Recommendations document.

The Co-Chairs have also been in close contact with the Democratic Republic of Congo, but the Mission is not currently in a position to comment on the Mandates. The Co-Chairs, therefore, suggest that no action be taken on these Mandates until further guidance is received from the DRC. In the updated version of the Recommendations

document, these Mandates have been placed under a separate list and attributed the status of “pending”.

6. Would the recommendation for Mandate 4200, Comoros, lead to an increase in allocation of resources?

Response: Part of the agreed parameters of Mandate review is the identification of gaps in implementation. However, it is for Member States to decide on how to fill these gaps. With regard to the Comoros Mandate, the Co-Chairs have highlighted a gap in implementation. The Co-Chairs note that, in the response from Comoros agreeing with the recommendation, the Member State also requested a resolution. This request has been included in the updated Amber Preliminary Analysis table, and not in the Recommendations, since it goes beyond the scope of the Mandate Review exercise.

7. Were the Member States affected consulted on the review of the Grey Mandates?

Response: The Co-Chairs have actively sought the input from Affected Member States with Mandates in all categories. These States were contacted by letter on 15 February, attaching all the non-Green Mandates relevant to them. The Co-Chairs responded to all Affected Member States that sought further consultation. Express agreement with the classification has not been included in the comments on Grey Mandates because these Mandates have simply been completed: they request a certain action, which has been fulfilled, to be completed by a particular date, which has now past. It should be noted that Mandates in the Gray category are not recurrent and have not been consistently renewed by subsequent resolutions.

8. Can you provide further clarification on the views of affected Member States, potentially in written form?

Response: The position of affected Member States is reflected in the Recommendations document. The Co-Chairs did not seek a full written explanation from affected Member States on their reasons for concurring or disagreeing with the recommendations.

9. Why should the inactive Mandates be discontinued? Because if they are inactive, there is no need to discontinue them.

Response: The language used in the Recommendations document has now been altered to reflect this concern. Inactive Mandates do not need to be discontinued, as they have been completed and are not recurrent. The aim of the recommendation is to indicate to the Secretariat the common understanding of the membership that these Mandates are no longer active.

10. What will the impact be of Recommendations on Completed Mandates on: the work of implementing entities and later resolutions and Mandates?

Response: Completed Mandates are those which are no longer active. That is to say the request/action has been delivered within the timeframe specified, and the mandate has not been renewed. Recognizing that these Mandates are inactive should not have any impact on either implementing entities' activities or later resolutions.

11. Shouldn't we only be renewing the secretariat Mandates? Shouldn't the other Mandates be placed on a 'non-applicable' category?

Response: The Co-Chairs are conducting the Review of Mandates according to the agreed parameters set out in the President of the General Assembly's letter of November 2007. This stated that: the review of Mandates should be extended to all General Assembly Mandates older than five years, including those that have been renewed, and, that a process should be established which allows for a more systematic input of expertise from main committees and from within the UN system, including from regional organizations.

12. Has the DSS been consulted?

Response: DSS has been consulted in the information gathering, preliminary analysis, and recommendation forming stages of the process.

13. Why are there errors in the Mandate Registry, and how can they be fixed?

Response: Further explanation has been added as to the nature of the errors encountered in the Mandate registry, and why they prevent the Mandates from being analyzed and categorized. This can be seen in the Annex 2 of the Recommendations document. These errors could be corrected as part of a wider updating of the Mandate Registry.

14. Would the consolidation of reports require changing resolutions?

Response: The consolidation of reports would not change existing resolutions. Should Member States agree to consolidate the reports of two different resolutions, these resolutions would remain intact, but the reporting requirements would be modified.

15. With regard to the recommendation that the DRC Mandates, can Mandates of the General Assembly be overtaken by the MONUC, which is a Security Council Mandate?

Response: The Co-Chairs recognize that Mandates from the Security Council cannot overtake Mandates from the General Assembly. The purpose of comments in their Preliminary analysis was to draw attention to the fact that, although the implementing entities continue to respond to current need in the DRC, these Mandates have not been renewed since the 58th Session (A/RES/58/123). However, since the Co-Chairs have not received comments from the Affected Member State on the draft Recommendations, they

suggest that no action be taken on these mandates until further guidance is received from the Democratic Republic of Congo.

16. How do we deal with consolidation of reports that go to different committees?

Response: Current practice allows for reports to be simultaneously assigned to different agenda items, even if these items belong to different Committees. The same document can also be issued as an official document of more than one United Nations organ.

17. Why does the recommendation for Mandates 8869 and 15839 (Safety and security of humanitarian personnel and protection of United Nations Personnel) say there is a scope for consolidation with other Programme implementation reports?

Response: The implementing entity has highlighted that there is some duplication in requirements stemming from Resolution '59/211 on 'Safety and Security of Humanitarian Personnel and Protection of United Nations Personnel', and, the reporting requirement of the annual 'Strengthened and Unified Security Management System' resolution. These lead to duplication of efforts within DSS. However, during consultations with Member States, it was suggested that it would be preferable to keep these two reports separate, as they are of different nature and focus on different aspects of safety and security. Therefore, the Co-Chairs decided to remove this recommendation from the updated Recommendations document.

18. Why do the Recommendations request that the Secretary-General report on possible means to improve the structure of coordination and line of responsibility, or strengthen Mandates?

Response: The methodology developed by the Co-Chairs allows duplication, overlap, gaps and lack of clarity in lines of responsibility to be identified. These problems could lead to inefficient implementation of mandates, and lack of oversight. The Co-Chairs are not in a position to identify operational solutions to these problems. The Secretariat's expertise is needed to establish the practical details of making these changes. The responsibility for this should rest with the Secretary-General.

This response applies to particular questions on the impact of recommendations tied to Mandates: 8869, 15839, 15840, 3905, 15841, 18108, 22668, 4200.

19. What will the impact of consolidating or strengthening Mandates be on the work of the General Assembly Committees and/or Plenary?

Response: In the case of Mandates classified as Amber, the Co-Chairs suggest that the Secretary-General report back to General Assembly with specific proposals on how to strengthen the implementation by improving coordination and/or to designating clearer lines of responsibility. Any recommendation contained in the report of the Secretary-General could later be assessed by the committees or the plenary, as appropriate, when the membership will be able to make a final decision on the Mandates. This response

applies to questions related to Mandates 8869, 15839, 15840, 3905, 15841, 18108, 22668, 22669, 4200.

The Co-Chairs do not expect there to be any impact on the work of Committees and/or Plenary as a result of recommendations for Mandates to be discontinued or those that have been Completed. This response applies to questions on Mandates: 3704, 18896, 15535, 3892, 22185

22186 and Mandates relevant to the Democratic Republic of Congo identified to be Discontinued. It also applies to questions relating to the following Completed Mandates: 3906, 15842 as well as those Mandates related to Afghanistan and Somalia also identified as Completed.

20. What is the 'Originating Resolution' for Mandate 8165?

Response: The Mandate Registry database indicates that this Mandate is part of resolution A/RES/54/30 and there is no prior resolution related to this Mandate.

21. What is the current situation with regard to Mandates 17967 and 17968, and where they reported on?

Response: Reporting requirements stemming from resolution A/RES/49/139[B] were responded to in report A/50/203. Subsequent resolutions on this matter did not include similar mandates. Therefore these Mandates are considered to be 'Completed'.

22. Are all 46/182 mandates green?

Response: Yes, with the exception of: 21125, 21127 and 18376 which are Completed, and have not been renewed. In the case of Mandate 18376 latest renewal of the resolution (A/RES/57/153) does not make any mention of this Mandate.

Changes made to Recommendations and Preliminary Analysis following feedback

1) Reclassification from Grey (Completed) to Green Mandates

- Mandate 18185: This Mandate is from the Assistance to the Palestinian people (A/RES/33/147), and 'requests the Secretary-General to submit a report to the General Assembly at its sixtieth session, through the Economic and Social Council, on the implementation of the present resolution, containing: (a) An assessment of the assistance actually received by the Palestinian people; (b) An assessment of the needs still unmet and specific proposals for responding effectively to them'. Despite the fact that this resolution requests a report to be delivered by a specific date which has now past, it has been moved to Green because the resolution has been renewed frequently, including: A/RES/60/126; A/RES/59/56; A/RES/58/113; A/RES/57/147; A/RES/56/111.
- Mandate 18742: This Mandate is on the International cooperation and coordination for the human and ecological rehabilitation and economic development of the Semipalatinsk region of Kazakhstan (A/RES/52/169), and 'Requests the Secretary-General to report to the General Assembly at its sixty-third session, under a separate sub-item, on the progress made in the implementation of the present resolution.' The reporting requirement has been fulfilled, but this Mandate was renewed in A/RES/60/216, which requests a report on the implementation of the resolution in the sixty-third session.
- Mandate 3700: This Mandate is on Strengthening of the coordination of emergency humanitarian assistance of the United Nations (A/RES/46/182), and requests the Secretary-General to report to the General Assembly at its fifty-eighth session, through the Economic and Social Council at its substantive session of 2003, on the progress made in strengthening the coordination of emergency humanitarian assistance of the United Nations, including the implementation of and follow-up to Economic and Social Council resolution 2002/32 of 26 July 2002 and the present resolution. Although the specific reporting requirement has been fulfilled, the reporting requests have been renewed annually.

2) The request by Comoros that the General Assembly adopt a resolution has been taken out of the Recommendations and included in the Preliminary Analysis. Part of the agreed parameters of Mandate review is the identification of gaps in implementation. However, it is for Member States to decide on how to fill these gaps. Comoros' request has been included in the updated Amber Preliminary Analysis table, and not in the Recommendations, since it goes beyond the scope of the Mandate Review exercise.

3) The recommendation that reporting requirements stemming from Resolution '59/211 on 'Safety and Security of Humanitarian Personnel and Protection of United Nations Personnel', and, the reporting requirement of the annual 'Strengthened and Unified Security Management System' resolution be consolidated has been removed from the updated Recommendations documents. This is because, through consultations with Member States, it was suggested that it would be preferable to keep these two reports

separate, as they are of different nature and focus on different aspects of safety and security.

ed mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
16930	54/96[H]	9		Assistance for humanitarian relief, rehabilitation and development for East Timor	Calls upon Member States, United Nations agencies and other international organizations to continue to collaborate, in full cooperation with the Indonesian Government, to ensure safe and unimpeded access for humanitarian assistance to the East Timorese in western Timor and other parts of Indonesia, including those who do not wish to return to East Timor, in accordance with national and international law;	Declaration	OCHA, DPA, UNHCR, OSG, UNDP, DPKO	Mandate does not reflect current need. Refugee situation in West Timor has changed.
18397	56/104	13	A/RES/54/96[H]	Assistance for humanitarian relief, rehabilitation and development for East Timor	13. Acknowledges the efforts of the Government of Indonesia, in cooperation with the Transitional Administration, the Office of the United Nations High Commissioner for Refugees, the International Organization for Migration and other humanitarian organizations, to facilitate organized and spontaneous returns of East Timorese refugees from West Timor, and encourages the Government of Indonesia to continue its efforts to establish effective security in and around the refugee camps in West Timor in order to facilitate safe and voluntary returns of refugees;	Declaration	UNHCR, UNFPA, WFP	Mandate does not reflect current need. Refugee situation in West Timor has changed.
18729	44/177	3		Assistance for the reconstruction and development of Djibouti	Calls upon the Secretary-General, in co-operation with the concerned organs and organizations of the United Nations system and in close collaboration with the Government authorities, to carry out an evaluation of the requirements of Djibouti with a view to drawing up an urgent programme of rehabilitation and reconstruction following the damage to the infrastructure of the country	Policy	OCHA	OCHA
18730	44/177	4		Assistance for the reconstruction and development of Djibouti	Also calls upon the Secretary-General to ensure that the international community is informed of those requirements in order that it may respond favourably to them	Policy	OCHA	Mandate does not reflect current need. Assistance for reconstruction of Djibouti has transitioned to development. Reporting requirement has already been fulfilled.
18731	44/177	5		Assistance for the reconstruction and development of Djibouti	Requests the Secretary-General to continue and intensify his efforts to mobilize all possible assistance within the United Nations system to help the Government of Djibouti in its construction and development efforts	Policy	OCHA	Mandate does not reflect current need. Assistance for reconstruction of Djibouti has transitioned to development.
18732	44/177	6		Assistance for the reconstruction and development of Djibouti	Encourages the specialized agencies, organizations, and programmes of the United Nations system to intensify their programmes of assistance and to expand them in response to the needs of Djibouti	Policy	OCHA	Mandate does not reflect current need. Assistance for reconstruction of Djibouti has transitioned to development.

Mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
8531	53/1[J]	8	A/RES/44/177	Assistance for the reconstruction and development of Djibouti	Requests the Secretary-General to continue, in close cooperation with the Government of Djibouti, his efforts to mobilize the resources necessary for an effective programme of financial, technical and material assistance to Djibouti;	Policy	DPA, UNICEF, WFP, UNDP	Mandate does not reflect current need. Assistance for reconstruction of Djibouti has transitioned to development.
15703	54/96[C]	10	A/RES/44/177	Assistance for the reconstruction and development of Djibouti : resolution	Requests the Secretary-General to continue, in close cooperation with the Government of Djibouti, his efforts to mobilize resources necessary for an effective programme of financial, technical and material assistance to Djibouti;	Policy	DPA, UNICEF, UNDP	Mandate does not reflect current need. Assistance for reconstruction of Djibouti has transitioned to development.
14024	2816(XXVI)	1		Assistance in cases of natural disaster and other disaster situations	Calls upon the Secretary-General to appoint a Disaster Relief Co-ordinator, who will report directly to him and who will be authorized, on his behalf: ...	Operational	OCHA	This mandate has been superseded by OCHA's principle framework resolution 46/182.
18662	58/116	4 & 5	A/RES/44/177	Economic assistance for the reconstruction and development of Djibouti	4. Notes with satisfaction the implementation of a reform programme by Djibouti, and in that context appeals to all Governments, international financial institutions, the specialized agencies and non-governmental organizations to respond adequately to the financial and material needs of the country in line with the poverty reduction strategy paper; 5. Expresses its gratitude to the intergovernmental organizations and the specialized agencies of the United Nations for their contributions to the national rehabilitation of Djibouti, and invites them to continue their efforts	Declaration	DESA, DGACM	Mandate does not reflect current need. Assistance for reconstruction of Djibouti has transitioned to development.
18663	58/116	7	A/RES/44/177	Economic assistance for the reconstruction and development of Djibouti	Requests the Secretary-General to continue, in close cooperation with the Government of Djibouti, his efforts to mobilize resources necessary for an effective programme of financial, technical and material assistance to Djibouti	Policy	DESA, DGACM	Mandate does not reflect current need. Assistance for reconstruction of Djibouti has transitioned to development.
6706	53/1[O]	13		Emergency assistance to the Sudan	Requests the Secretary-General to continue to mobilize and coordinate resources and support for Operation Lifeline Sudan	Policy	OCHA	Mandate has been superseded by the integrated Sudanese country program.
8535	53/1[K]	13		Emergency international assistance for peace, normalcy and rehabilitation in Tajikistan	Requests the Secretary-General to continue to monitor the humanitarian situation in Tajikistan and to report to the General Assembly at its fifty-fourth session on the progress made in the implementation of the present resolution;	Reporting	OCHA, DPA, DM, UNHCR, UNDP, DPKO	Mandate does not reflect current need. Situation has shifted from humanitarian assistance to development.
16854	56/10	10	A/RES/52/169I	Emergency international assistance for peace, normalcy and rehabilitation in Tajikistan	10. Warmly welcomes the intention of the Secretary-General to continue the United Nations humanitarian programme in Tajikistan by issuing a consolidated inter-agency appeal for humanitarian assistance to Tajikistan for 2002, taking into account current developments in the region, and urges Member States to fund fully programmes included in the appeal;	Declaration	OCHA, DPA, UNHCR, UNODC, UNFPA, WFP, UNDP, DPKO	Mandate does not reflect current need. Situation has shifted from humanitarian assistance to development.

Mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
16857	56/10	11	A/RES/52/169I	Emergency international assistance for peace, normalcy and rehabilitation in Tajikistan	11. Calls upon the Secretary-General to continue to re-evaluate all United Nations humanitarian assistance activities in Tajikistan with a view to preparing a common humanitarian strategy that would support the relief and recovery operations during the transitional period from relief to development, with a major focus on promoting self-reliance and sustainable development;	Policy	OCHA, DPA, UNHCR, UNODC, UNFPA, WFP, UNDP, DPKO	Mandate does not reflect current need. Situation has shifted from humanitarian assistance to development.
16864	56/10	12	A/RES/52/169I	Emergency international assistance for peace, normalcy and rehabilitation in Tajikistan	12. Stresses the need to ensure the security and freedom of movement of humanitarian personnel, and of United Nations and associated personnel, as well as the safety and security of their premises, equipment and supplies;	Policy	OCHA, DPA, UNHCR, UNODC, UNFPA, WFP, UNDP, DPKO	Mandate does not reflect current need. Situation has shifted from humanitarian assistance to development.
21827	57/103	7	A/RES/52/169I	Emergency international assistance for peace, normalcy and rehabilitation in Tajikistan	7. Encourages Member States and others concerned to continue to provide assistance to alleviate the urgent humanitarian needs of Tajikistan through the consolidated appeals process and to offer support to Tajikistan for the post-conflict rehabilitation and reconstruction of its economy;	Declaration	OCHA, DPA, UNDP, All Member States	Mandate does not reflect current need. Situation has shifted from humanitarian assistance to development.
21828	57/103	8	A/RES/52/169I	Emergency international assistance for peace, normalcy and rehabilitation in Tajikistan	8. Emphasizes the importance of further cooperation and assistance from the authorities in facilitating the work of humanitarian organizations, including nongovernmental organizations, welcomes in this regard the establishment of the Aid Coordination Unit in the Executive Office of the President of Tajikistan for the purpose of tracking international humanitarian assistance, and urges the authorities to continue to simplify and streamline without delay the relevant internal bureaucratic procedures and requirements for the delivery of humanitarian assistance;	Policy	OCHA, Civil society, DPA, UNDP	Mandate does not reflect current need. Situation has shifted from humanitarian assistance to development.
21830	57/103	10	A/RES/52/169I	Emergency international assistance for peace, normalcy and rehabilitation in Tajikistan	10. Calls upon the Secretary-General to continue to re-evaluate all United Nations humanitarian assistance activities in Tajikistan with a view to preparing a common humanitarian strategy that would support the relief and recovery operations during the transitional period from relief to development, with a major focus on promoting self-reliance and sustainable development;	Operational	OCHA, DPA, UNDP	Mandate does not reflect current need. Situation has shifted from humanitarian assistance to development.
3892	55/169	4	A/RES/54/96F	Humanitarian assistance to the Federal Republic of Yugoslavia	Calls upon the Secretary-General to continue to mobilize the timely provision of international humanitarian assistance to the Federal Republic of Yugoslavia;	Policy	UNHCR, UNICEF, UNFPA, WFP, UNHABITAT, UNOPS	This mandates in now historical and has been overtaken by events.
22185	57/148	5	A/RES/54/96[F]	Humanitarian assistance to the Federal Republic of Yugoslavia	5. Calls upon the Secretary-General, as well as the Office of the United Nations High Commissioner for Refugees and other agencies, to continue to mobilize the timely provision of international humanitarian and development assistance to the Federal Republic of Yugoslavia;	Policy	UNHCR	This mandates in now historical and has been overtaken by events.

Mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
22186	57/148	7	A/RES/54/96[F]	Humanitarian assistance to the Federal Republic of Yugoslavia	7. Requests the United Nations and the specialized agencies to continue their efforts to assess the humanitarian needs, in cooperation with the Government of the Federal Republic of Yugoslavia, relevant international and regional organizations and bodies and interested States, with a view to ensuring effective links between relief and longer-term assistance to the Federal Republic of Yugoslavia, taking into account the work already carried out in this field and the need to avoid duplication and the overlapping of efforts;	Policy	Specialised agencies	This mandate is now historical and has been overtaken by events.
13821	37/144	9-12		Office of the United Nations Disaster Relief Coordinator	Endorses the measures taken by the Secretary-General and the Administrative Committee on Co-ordination to implement General Assembly resolution 36/225 and calls upon the Secretary-General, who will normally be represented by the United Nations Disaster Relief Co-ordinator, to consult with the concerned agencies of the United Nations system in order to develop concerted relief programmes as a basis for united appeals for funds to be launched by the Coordinator on behalf of the Secretary General; Urges all Governments and relevant organs and organizations to co-operate with the United Nations Disaster Relief Co-ordinator and to improve in particular their flow of information on relief assistance, actions and plans; Calls upon the specialized agencies and other constituent organizations of the United Nations system, in order to eliminate wasteful duplication of resources, to co-ordinate, in accordance with the provisions of paragraph 3 of General Assembly resolution 36/225, their efforts at all stages of the response of the international community to natural disasters and other disaster situations;	Policy	OCHA	This mandate has been superseded by OCHA's principle framework resolution 46/182.
13822	37/144	13		Office of the United Nations Disaster Relief Coordinator	Reaffirms its belief that the strengthening and reinforcing of the Office of the United Nations Disaster Relief Co-ordinator offers the most efficient and economic means of effectively co-ordinating the relief activities of the United Nations system as a whole in the interest of the survivors of disasters, and requests the Secretary General to assign a higher priority to strengthening, preferably within the means at his disposal, the financial and manpower resources of the Office;	Policy	OCHA	This mandate has been superseded by OCHA's principle framework resolution 46/182.
3704	55/166	8(b)	A/RES/52/169A	Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	8. Requests the Secretary-General: (b) To continue to consult with regional leaders, in coordination with the Secretary-General of the Organization of African Unity, in order to convene, when appropriate, an international conference on peace, security and development in Central Africa and in the Great Lakes region, under the auspices of the United Nations and the Organization of African Unity, to address the problems of the region in a comprehensive manner;	Policy	ECA, OHCHR, DPA, UNHCR, WFP, DESA, UNDP	This mandate does not fully correspond to the current situation. UN entities continue to operate in the country under the auspices of MONUC and other relevant General Assembly resolutions.

Mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
18896	57/146	16C	A/RES/52/169[A]	Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	16. Requests the Secretary-General: (c) To keep under review the economic situation in the Democratic Republic of the Congo with a view to promoting participation in and support for a programme of financial and material assistance to the country to enable it to meet its urgent needs in terms of economic recovery and reconstruction;	Policy	DPA, DESA, DPKO	This mandate has been updated through the Consolidated Appeals process
15535	54/96[B]	8c		Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	Requests the Secretary-General: (c) To keep under review the economic situation in the Democratic Republic of the Congo with a view to promoting participation in and support for a programme of financial and material assistance to the country in order to enable it to address its urgent need for economic recovery and reconstruction;	Policy	OCHA	This mandate has been updated through the Consolidated Appeals process
22603	58/118	9	A/RES/50/19	Participation of volunteers, White Helmets, in the activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development	Requests the Secretary-General to take into consideration the ten years that will have passed since the adoption of its resolution 49/139 B, the first resolution on the White Helmets initiative, and, in view of the success of coordinated actions carried out since then with, inter alia, the United Nations Children's Fund, the World Food Programme, the Office for the Coordination of Humanitarian Affairs of the Secretariat, the United Nations Development Programme and the United Nations Volunteers, to consider their impact and to analyse possible steps and modalities to enhance the integration of the White Helmets initiative within the work of the United Nations system, suggesting appropriate mechanisms and areas, and to report thereon to the General Assembly at its sixtieth session.	Policy	OCHA, UNV, UNICEF, WFP, UNDP	Reporting requirement fulfilled in the 61st session (A/61/313). Mandate has now been superseded by A/RES/61/220, which decides to report on this issue in the 64th as part of an annual humanitarian coordination report.
3705	55/166	8(c)	A/RES/52/169A	Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	8. Requests the Secretary-General: (c) To keep under review the economic situation in the Democratic Republic of the Congo with a view to promoting participation in and support for a programme of financial and material assistance to the country to enable it to meet its urgent needs in terms of economic recovery and reconstruction;	Policy	ECA, OHCHR, DPA, UNHCR, UNFPA WFP, DESA, UNDP	This mandate should be discontinued. It has been updated through the Consolidated Appeals process
22676	52/169	27 (b)-(c)	A/RES/52/169A	Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	27. Requests the Secretary-General: (b) To continue to consult with regional leaders, in coordination with the President of the African Union, about ways to bring about a peaceful and durable solution to the conflict; (c) To continue to consult with regional leaders, in coordination with the President of the African Union, in order to prepare an international conference on peace, security and development in Central Africa and in the Great Lakes region, under the auspices of the United Nations and the African Union, to address the problems of the region in a comprehensive manner;	Policy	DPA, DPKO	This mandate has been updated through the Consolidated Appeals process

Mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
22679	52/169	27 (d)	A/RES/52/169A	Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	27. Requests the Secretary-General: (d) To keep under review the humanitarian and economic situation in the Democratic Republic of the Congo with a view to promoting participation in and support for a programme of financial and material assistance to the country to enable it to meet urgent needs in terms of economic recovery and reconstruction;	Policy	DPA, DPKO	This mandate has been updated through the Consolidated Appeals process
15910	52/169[A]	9A		Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo.	9. Requests the Secretary-General: (a) To promote participation in and support for a programme of financial and material assistance to the Democratic Republic of the Congo to enable it to meet its urgent needs for economic recovery and reconstruction;	Policy	IBRD, OHRLDC, UNDP	This mandate has been updated through the Consolidated Appeals process
15905	52/169[A]	5		Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo.	Requests the appropriate organizations and programmes of the United Nations system to review regularly their current and future programmes of assistance to the Democratic Republic of the Congo and to cooperate closely in organizing an effective international programme of assistance	Policy	IBRD, OHRLDC, UNDP	This mandate has been updated through the Consolidated Appeals process
3703	55/166	8(a)	A/RES/52/169A	Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	Requests the Secretary-General: (a) To continue to consult urgently with regional leaders, in coordination with the Secretary-General of the Organization of African Unity, about ways to bring about a peaceful and durable solution to the conflict;	Policy	ECA, OHCHR, DPA, UNHCR, UNFPA WFP, DESA, UNDP	This mandate does not fully correspond to the current situation. UN entities continue to operate in the country under the auspices of MONUC and other relevant General Assembly resolutions.
15537	54/96[B]	8(a)-(b)		Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	Requests the Secretary-General: (a) To continue to consult urgently with regional leaders, in coordination with the Secretary-General of the Organization of African Unity, about ways to bring about a peaceful and durable solution to the conflict; (b) To continue to consult with regional leaders in coordination with the Secretary-General of the Organization of African Unity in order to convene, when appropriate, an international conference on peace, security and development in the Great Lakes region, under the auspices of the United Nations and the Organization of African Unity, to address the problems of the region in a comprehensive manner;	Policy	OSG	This mandate does not fully correspond to the current situation. UN entities continue to operate in the country under the auspices of MONUC and other relevant General Assembly resolutions.
18884	57/146	16A	A/RES/52/169[A]	Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	16. Requests the Secretary-General: (a) To continue to consult urgently with regional leaders, in coordination with the Interim President of the African Union, on ways to bring about a peaceful and durable solution to the conflict, in accordance with the Lusaka Ceasefire Agreement and relevant Security Council resolutions;	Policy	DPA, DESA, DPKO	This mandate does not fully correspond to the current situation. UN entities continue to operate in the country under the auspices of MONUC and other relevant General Assembly resolutions.

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ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
18885	57/146	16B	A/RES/52/169[A]	Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	16. Requests the Secretary-General: (b) To continue to consult with regional leaders, in coordination with the Interim President of the African Union, in order to convene, when appropriate, an international conference on peace, security and development in Central Africa and in the Great Lakes region, under the auspices of the United Nations and the African Union, to address the problems of the region in a comprehensive manner;	Policy	DPA, DESA, DPKO	This mandate does not fully correspond to the current situation. UN entities continue to operate in the country under the auspices of MONUC and other relevant General Assembly resolutions.

Amber mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
8083	54/189[B]	B.4	A/RES/50/88A	Emergency international assistance for peace, normalcy and reconstruction of war-stricken Afghanistan	Calls upon all relevant organizations of the United Nations system to continue to coordinate closely their humanitarian assistance to Afghanistan on the basis of the Strategic Framework for Afghanistan, in particular to assure a consistent approach on matters of principle, human rights and security, and appeals to donor countries as well as other humanitarian organizations to cooperate closely with the United Nations, taking into account the inter-agency consolidated appeal for emergency humanitarian and rehabilitation assistance to Afghanistan for 2000;	Policy	OHCHR, OCHA, UNHCR, Funds/Programmes, DPKO	Mandate could be updated to fully meet current need. Implementation would benefit from defining responsibilities more clearly.
18202	59/112[B]	21	A/RES/50/88A	Emergency international assistance for peace, normalcy and reconstruction of war-stricken Afghanistan	Urgently appeals to all States, the United Nations system and international and non-governmental organizations to continue to provide, in close coordination with the Government of Afghanistan and in accordance with its national development strategy, all possible and necessary humanitarian, financial, technical and material assistance for Afghanistan	Policy	UNHCR	Mandate could be updated to fully meet current need. Implementation would benefit from defining responsibilities more clearly.
18203	59/112[B]	23 & 24	A/RES/50/88A	Emergency international assistance for peace, normalcy and reconstruction of war-stricken Afghanistan	23. Invites all States and intergovernmental and non-governmental organizations providing assistance to Afghanistan to emphasize capacity-building, institution-building and local employment generation in their work and to ensure that such work complements and contributes to the development of an economy characterized by sound macroeconomic policies, the development of a financial sector that provides services, inter alia, to micro enterprises, small and medium-sized enterprises and households, transparent business regulations, accountability, good governance and the rule of law; 24. Requests that existing capacity-building programmes and projects be sufficiently funded in order to strengthen, inter alia, the capacity of Afghanistan to respond to natural disasters, in particular long-term drought	Policy	OCHA, DPA, UNHCR, UNICEF, UNDP, DPKO	Mandate could be updated to fully meet current need. Implementation would benefit from defining responsibilities more clearly and improving coordination.
8869	59/211	29	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations Personnel	Requests the Secretary-General to submit to the General Assembly at its sixtieth session a comprehensive and updated report on the safety and security of humanitarian personnel and protection of United Nations personnel and on the implementation of the present resolution.	Reporting	DSS	Mandate reflects current needs, but there is scope for consolidation with other programme implementation reports.

Amber mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
15839	54/192	11	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	Also requests the Secretary-General, in consultation with United Nations agencies and other relevant international organizations, to compile examples of best practices, obstacles encountered and lessons learned with regard to the safety and security of humanitarian personnel and United Nations personnel, to ensure that this information is widely disseminated in the field and to include in his comprehensive report to it at its fifty-fifth session on the subject of the present resolution detailed information in this regard;	Reporting	OCHA, OHCHR, DM, DPKO	Mandate reflects current need, but is being implemented with some duplication. The mandate precedes the creation of DSS, so implementation could be improved by defining responsibilities more clearly.
15840	54/192	12	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	Further requests the Secretary-General to take the necessary measures to ensure that United Nations and other personnel carrying out activities in fulfilment of the mandate of a United Nations operation are properly informed about the conditions under which they are called to operate, including relevant customs and traditions in the host country, and the standards that they are required to meet, including those contained in relevant domestic and international law, and that adequate training in security, human rights and humanitarian law, as well as stress counselling, are provided so as to enhance their security and effectiveness in accomplishing their functions, and reaffirms the necessity for all other humanitarian organizations to provide their personnel with similar support;	Operational	OCHA, OHCHR, DM, DPKO	Mandate reflects current need, and is being implemented with some duplication. Mandate predates creation of DSS and DFS, and would benefit from defining responsibilities more clearly and improving coordination.
3905	55/175	14	A/RES/52/167	<i>Safety and security of humanitarian personnel and protection of United Nations personnel</i>	<i>requests the Secretary-General to take the necessary measures to ensure that United Nations and other personnel carrying out activities in fulfilment of the mandate of a United Nations operation are properly informed about the conditions under which they are called to operate, including relevant customs and traditions in the host country, and the standards that they are required to meet, including those contained in relevant domestic and international law, and that adequate training in security, human rights and humanitarian law is provided so as to enhance their security and effectiveness in accomplishing their functions, and reaffirms the necessity for all other humanitarian organizations to provide their personnel with similar support;</i>	<i>Operational</i>	<i>OCHA, OHCHR, DM, DPKO, UNSSC</i>	<i>Mandate reflects current need, and is being implemented with some duplication. Mandate predates creation of DSS and DFS, and would benefit from defining responsibilities more clearly and improving coordination.</i>

Amber mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
15841	54/192	16	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	...requests the Secretary-General to submit to it at its fifty-fifth session a comprehensive report on the safety and security situation of humanitarian personnel and protection of United Nations personnel, including an account of the measures taken by Governments and the United Nations in prevention of and in response to all individual security incidents involving the arrest, hostage-taking or death of United Nations and its associated personnel;	Reporting	OCHA, OHCHR, DM, DPKO	Mandate reflects current need, and is being implemented with some duplication. Mandate predates creation of DSS and DFS, and could be strengthened by defining responsibilities more clearly and improving coordination.
18108	57/155	30	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	Requests the Secretary-General to submit to it at its fifty-eighth session a comprehensive and updated report on the safety and security situation of humanitarian personnel and protection of United Nations personnel and on the implementation of the present resolution, including the progress made by the Secretary-General in pursuing accountability and assessing responsibility for all individual security incidents that involve United Nations and its associated personnel at all levels throughout the United Nations system, as well as an account of the measures taken by Governments and the United Nations to prevent and respond to such incidents, also taking into account the information requested from the Secretary-General in resolution 57/28 of 19 November 2002.	Reporting	OCHA, DM, DPKO	Mandate reflects current need, and is being implemented with some duplication. Mandate could be improved by defining responsibilities more clearly and improving coordination.
22668	58/122	24	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	24. Stresses the need to ensure that all United Nations staff members receive adequate security training, including physical and psychological training, prior to their deployment to the field, the need to attach a high priority to the improvement of stress and trauma counselling services available to United Nations staff members, including through the implementation of a comprehensive security and stress and trauma management training, support and assistance programme for United Nations staff throughout the system, before, during and after missions, and the need to make available to the Secretary-General the means for that purpose;	Policy	DSS, DPKO	Mandate reflects current need, and is being implemented with some duplication. Mandate could be improved by defining responsibilities more clearly and improving coordination.

Amber mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
22669	58/122	26	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	26. Requests the Office of the United Nations Security Coordinator to continue to play a central role in promoting increased cooperation and collaboration among agencies, funds and programmes in the planning and implementation of measures aimed at improving staff security training and awareness and in strengthening the Inter-Agency Security Management Network, and calls upon all relevant United Nations agencies, funds and programmes to support these efforts;	Policy	DSS, DPKO	Mandate reflects current need, and is being implemented with some duplication. Mandate predates creation of DSS and could be strengthened by defining responsibilities more clearly and improving coordination.
4200	53/1[F]	6		Special emergency economic assistance to the Comoros	Requests all Member States and donor bodies, as well as the specialized agencies and other organizations of the United Nations system, to grant to the Comoros all necessary financial, economic and technical assistance, in order to enable it to achieve national reconstruction and sustainable development;	Declaration	DPA, UNDP	<i>Mandate reflects current need, but implementation could be strengthened. Comoros remains a fragile state, but foreign aid in response to this mandate has been in steady decline. Comoros requests that the General Assembly adopt a resolution to strengthen its implementation and create a follow up mechanism.e</i>

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
7926	53/1[M]	9	A/RES/43/206	Assistance for humanitarian relief and the economic and social rehabilitation of Somalia	Calls upon the Secretary-General to continue to mobilize international humanitarian, rehabilitation and reconstruction assistance for Somalia;	Policy	OCHA, DPA, DM, UNHCR, UNICEF, WFP, UNDP	This mandate reflects current need and is being implemented accordingly. No duplication detected.
7927	53/1[M]	11	A/RES/43/206	Assistance for humanitarian relief and the economic and social rehabilitation of Somalia	Requests the Secretary-General, in view of the critical situation in Somalia, to take all necessary measures for the implementation of the present resolution and to report thereon to the General Assembly at its fifty-fourth session.	Reporting	OCHA	This mandate fully reflect current need. Reporting requirement of mandate has been completed.
15705	54/96[D]	10	A/RESS/43/206	Assistance for humanitarian relief and the economic and social rehabilitation of Somalia	Calls upon the Secretary-General to continue to mobilize international humanitarian, rehabilitation and reconstruction assistance for Somalia;	Policy	DPA, UNICEF, OSG, UNDP	Mandate reflects current need and is being implemented accordingly. No duplication detected.
18165	59/218	6	A/RES/43/206	Assistance for humanitarian relief and the economic and social rehabilitation of Somalia	[Commends the Office for the Coordination of Humanitarian Affairs of the Secretariat, the funds and programmes of the United Nations as well as other humanitarian organizations for their response, and] underlines the urgent need for putting into place practical measures aimed at the alleviation of the consequences of the drought in the most affected areas in Somalia	Policy	WFP	Mandate reflects current need and implementation is ongoing.
18166	59/218	7	A/RES/43/206	Assistance for humanitarian relief and the economic and social rehabilitation of Somalia	Urges all States and intergovernmental and non-governmental organizations concerned to continue to implement further its resolutions 47/160, 56/106, 57/154 and 58/115 in order to assist the Somali people in embarking on the rehabilitation of basic social and economic services, as well as institution-building aimed at the restoration of structures of civil governance at all levels in all parts of the country wherever possible	Declaration	WFP	Mandate continues to reflect need and an ongoing call for implementation from states and intergovernmental and non governmental organisation.
18169	59/218	8	A/RES/43/206	Assistance for humanitarian relief and the economic and social rehabilitation of Somalia	Calls upon the Secretary-General to continue to mobilize international humanitarian, rehabilitation and reconstruction assistance for Somalia	Policy	WFP	Mandate reflects current need and implementation.
18403	56/106	10	A/RES/43/206	Assistance for humanitarian relief and the economic and social rehabilitation of Somalia	10. Calls upon the Secretary-General to continue to mobilize international humanitarian, rehabilitation and reconstruction assistance for Somalia;	Policy	UNFPA, WFP, UNCTAD	Mandate reflects current need and is being implemented accordingly. No duplication detected.
16929	54/96[H]	8		Assistance for humanitarian relief, rehabilitation and development for East Timor	Calls upon Member States, United Nations agencies, other international organizations and non-governmental organizations to continue to collaborate to ensure the safe and unhindered access and provision of humanitarian, rehabilitation and development assistance to all those in need in East Timor, including internally displaced persons;	Declaration	OCHA, DPA, UNHCR, OSG, UNDP, DPKO	Mandate reflects current need, and is being delivered. No duplication detected.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
18399	56/104	15	A/RES/54/96[H]	Assistance for humanitarian relief, rehabilitation and development for East Timor	15. Urges the United Nations to continue to address the rehabilitation, reconstruction and development needs of East Timor;	Policy	UNHCR, UNFPA, WFP	This mandate reflects current need and implementation is ongoing.
18666	58/121	3 & 6	A/RES/54/96[H]	Assistance for humanitarian relief, rehabilitation and development for Timor-Leste	3. Urges the United Nations, other intergovernmental organizations, Member States and non-governmental organizations to continue to support the Government and the people of Timor-Leste in their endeavours towards self sustainable nation-building and in facing the remaining vulnerabilities and challenges, such as nationwide capacity-building in all sectors, national reconciliation and the voluntary return of the remaining refugees to Timor-Leste, and sustainable development; 6. Welcomes the continuing response of the international community to the need for food aid, and calls upon the United Nations, other intergovernmental organizations, Member States and non-governmental organizations to assist Timor-Leste in ensuring sustainable development in the areas of agriculture, livestock and fisheries	Declaration	OCHA, DPA	This mandate reflects current need and implementation is ongoing.
18668	58/121	4 & 5	A/RES/54/96[H]	Assistance for humanitarian relief, rehabilitation and development for Timor-Leste	4. Acknowledges that a transparent, effective and functioning democratic governmental administration is crucial to fostering a stable and secure social, economic and political environment in Timor-Leste, and in this regard urges the international community to continue to support efforts aimed at institution-building and the training of civil servants, in particular in the areas of public finances and senior management and in the development and maintenance of central and local administrative systems of government; 5. Also acknowledges the need to expedite the development of the justice sector of Timor-Leste, and in this regard urges further international support in the areas of law enforcement, the judiciary and the prison system	Declaration	OCHA, DPA	This mandate reflects current need and implementation is ongoing.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
18671	58/121	8, 9, 10, 11, & 12	A/RES/54/96[H]	Assistance for humanitarian relief, rehabilitation and development for Timor-Leste	8. Takes note with appreciation of the progress made in rehabilitating infrastructure, and recommends that outstanding infrastructure needs remain a focus of international assistance in such areas as the reconstruction and rehabilitation of public buildings, educational facilities, roads and public services; 9. Commends the continuous international response in providing health services to the general population, including the early deployment of immunization and disease prevention programmes and reproductive health-care and child nutrition programmes, while recognizing the need for further assistance to rebuild hospitals, train health-care professionals and enhance capacity-building to meet the challenges to public health posed by such diseases as tuberculosis, malaria and HIV/AIDS; 10. Welcomes the progress made in the rehabilitation of schools, the supply and distribution of educational materials and teacher training, while emphasizing the need for capacity-building, particularly in the area of secondary and higher education, and for continued attention to the rehabilitation needs, including psy	Declaration	OCHA, UNICEF, DPA, DGACM	This mandate reflects current need.
22011	57/151	3	A/RES/46/147	Assistance for the rehabilitation and reconstruction of Liberia	3. Expresses its gratitude to all States and intergovernmental and nongovernmental organizations for their assistance and support for the peace-building process in Liberia, and urges that such assistance be continued;	Declaration	DM, DPA, UNDP, DPKO	This mandate reflects current need and implementation is ongoing. No duplication detected.
3707	55/167	5(a)	A/RES/31/43	Assistance to Mozambique	5. Requests the Secretary-General to make all necessary arrangements to continue to mobilize and coordinate, with a view to supporting the efforts of the Government of Mozambique: (a) Humanitarian assistance from the specialized agencies, organizations and bodies of the United Nations system;	Policy	UNAIDS, UNHCR, UNICEF, UNFPA, WFP, UNDP	Mandate reflects current need, and implementation is ongoing.
3708	55/167	5(b)	A/RES/31/43	Assistance to Mozambique	5. Requests the Secretary-General to make all necessary arrangements to continue to mobilize and coordinate, with a view to supporting the efforts of the Government of Mozambique: (b) International assistance for the national reconstruction and development of Mozambique;	Policy	UNAIDS, UNHCR, UNICEF, UNFPA, WFP, UNDP	Mandate reflects current need, and implementation is ongoing.
4202	53/1[G]	9 a)		Assistance to Mozambique	Requests the Secretary-General, in close cooperation with the Government of Mozambique: (a) To continue his efforts to mobilize international assistance for the national reconstruction and development of Mozambique;	Policy	UNDP	This mandate reflects current need, and implementation is ongoing.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
4203	53/1[G]	9 b)		Assistance to Mozambique	Requests the Secretary-General, in close cooperation with the Government of Mozambique: (b) To continue to coordinate the work of the United Nations system for adequate response to the development needs of Mozambique;	Policy	UNDP	This mandate reflects current need, and implementation is ongoing.
21835	57/104	6	A/RES/31/43	Assistance to Mozambique	6. Urges the international community to render its assistance to the drought victims and for setting up national, subregional, regional and international disaster prevention, preparedness and management mechanisms, including early warning systems;	Declaration	DPKO	This mandate reflects current need and implementation is ongoing.
21836	57/104	7	A/RES/31/43	Assistance to Mozambique	7. Also urges the international community to continue supporting the efforts of the Government to fight the HIV/AIDS pandemic;	Declaration	UNAIDS, DPKO	This mandate reflects current need and implementation is ongoing.
21837	57/104	8	A/RES/31/43	Assistance to Mozambique	8. Requests the Secretary-General to make all necessary arrangements to continue to mobilize and coordinate, with a view to supporting the efforts of the Government of Mozambique: (a) Humanitarian assistance from the specialized agencies, organizations and bodies of the United Nations system; (b) International assistance for the national reconstruction and development of Mozambique;	Policy	DPKO	Mandate reflects current need and implementation is ongoing.
5648	302(IV)	7 (a)	212(III)	Assistance to Palestine refugees	Establishes the United Nations Relief and Works Agency for Palestine Refugees in the near East (a) To carry out in collaboration with the local governments the direct relief and works programmes as recommended by the Economic Survey Mission	Operational	UNRWA	This is a core mandate, which reflects current need and is delivered accordingly. Mandate is renewed every three years.
5649	302(IV)	7 (b)	212(III)	Assistance to Palestine refugees	Establishes the United Nations Relief and Works Agency for Palestine Refugees in the near East (b) To consult with the interested Near Eastern Governments concerning measures to be taken by them by the preparatory to the time when the international assistance for relief and works projects are no longer available;	Operational	UNRWA	This is a core mandate, which reflects current need and is delivered accordingly. Mandate is renewed every three years.
5653	302(IV)	9 (a)	212(III)	Assistance to Palestine refugees	Request the Secretary-General to appoint the Director of the United Nations Relief and Works Agency for Palestine Refugees in the Near East in consultation with the Governments represented on the Advisory Commission "(a) The Director shall be the chief executive officer of the United Nations Relief and Works Agency for Palestine Refugees in the Near East responsible to the General Assembly for the operation of the programme;"	Operational	UNRWA	This is a core mandate, which reflects current need and is delivered accordingly. Mandate is renewed every three years.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
21654	302(IV)	21	212(III)	Assistance to Palestine refugees	Requests the Director to submit to the General Assembly of the United Nations an annual report on the work of the United Nations Relief and Works Agency for Palestine Refugees in the Near East, including an audit of funds, and invites him to submit to the Secretary-General such other reports as the United Nations Relief and Works Agency for Palestine Refugees in the Near East may wish to bring to the attention of Members of the United Nations, or its appropriate organs;	Reporting	UNRWA	This mandate reflects current need and is delivered accordingly. No duplication was detected.
13411	58/113	5	A/RES/33/147	Assistance to the Palestinian people	Stresses the importance of the work of the United Nations Special Coordinator for the Middle East Peace Process and Personal Representative of the Secretary-General to the Palestine Liberation Organization and the Palestinian Authority and of the steps taken under the auspices of the Secretary-General to ensure the achievement of a coordinated mechanism for United Nations activities throughout the occupied territories;	Policy	UNSCO, DPA	Mandate reflects current need, and implementation is ongoing.
13418	58/113	7	A/RES/33/147	Assistance to the Palestinian people	Calls upon relevant organizations and agencies of the United Nations system to intensify their assistance in response to the urgent needs of the Palestinian people in accordance with Palestinian priorities set forth by the Palestinian Authority;	Policy	DPA, UNFPA, UNHABITAT, UNCTAD, ESCWA	This mandate reflects current need, and is implemented. There is a clear line of coordination between UN entities and the Palestinian Authority.
18180	59/56	6	A/RES/33/147	Assistance to the Palestinian people	Urges Member States, international financial institutions of the United Nations system, intergovernmental and non-governmental organizations and regional and interregional organizations to extend, as rapidly and as generously as possible, economic and social assistance to the Palestinian people, in close cooperation with the Palestine Liberation Organization and through official Palestinian institutions	Declaration	UNSCO, DPA, UNFPA, UNHABITAT, UNCTAD, ESCWA	Mandate continues to be implemented. Lines of coordination between implementing entities is clear. No duplication detected.
18181	59/56	7	A/RES/33/147	Assistance to the Palestinian people	Calls upon relevant organizations and agencies of the United Nations system to intensify their assistance in response to the urgent needs of the Palestinian people in accordance with Palestinian priorities set forth by the Palestinian Authority;	Declaration	UNSCO, DPA, UNFPA, UNHABITAT, UNCTAD, ESCWA	Mandate continues to be implemented. Lines of coordination between implementing entities is clear. No duplication detected.
22988	59/56	11	A/RES/33/147	Assistance to the Palestinian people	Urges the international donor community, United Nations agencies and organizations and non-governmental organizations to extend as rapidly as possible emergency economic and humanitarian assistance to the Palestinian people to counter the impact of the current crisis;	Declaration	UNSCO, UNFPA, UNHABITAT, UNCTAD, ESCWA	This mandate reflects needs, and is being implemented.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
22993	59/56	5	A/RES/33/147	Assistance to the Palestinian people	Stresses the importance of the work of the United Nations Special Coordinator for the Middle East Peace Process and Personal Representative of the Secretary-General to the Palestine Liberation Organization and the Palestinian Authority and of the steps taken under the auspices of the Secretary-General to ensure the achievement of a coordinated mechanism for United Nations activities throughout the occupied territories;	Declaration	UNSCO, DPA	This mandate reflects current need. Implementation is ongoing.
23000	58/113	6	A/RES/33/147	Assistance to the Palestinian people	Urges Member States, international financial institutions of the United Nations system, intergovernmental and non-governmental organizations and regional and interregional organizations to extend, as rapidly and as generously as possible, economic and social assistance to the Palestinian people, in close cooperation with the Palestine Liberation Organization and through official Palestinian institutions;	Declaration	UNFPA, UNHABITAT, UNCTAD, ESCWA	This mandate reflects current need, and is implemented. There is a clear line of coordination between UN entities and the Palestinian Authority.
23001	58/113	11	A/RES/33/147	Assistance to the Palestinian people	Urges the international donor community, United Nations agencies and organizations and non-governmental organizations to extend as rapidly as possible emergency economic and humanitarian assistance to the Palestinian people to counter the impact of the current crisis;	Declaration	UNFPA, UNHABITAT, UNCTAD, ESCWA	This mandate reflects current need, and is implemented. There is a clear line of coordination between UN entities and the Palestinian Authority.
18185	59/56	14	A/RES/33/147	Assistance to the Palestinian people	<i>Requests the Secretary-General to submit a report to the General Assembly at its sixtieth session, through the Economic and Social Council, on the implementation of the present resolution, containing: (a) An assessment of the assistance actually received by the Palestinian people; (b) An assessment of the needs still unmet and specific proposals for responding effectively to them</i>	Reporting	UNSCO, DPA	<i>Reporting requirement has been fulfilled, but this mandate has been renewed and updated annually: A/RES/62/93, A/RES/60/126; A/RES/59/56; A/RES/58/113; A/RES/57/147; A/RES/56/111</i>

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
18760	43/206	3		Emergency assistance to Somalia	Requests the Secretary-General to continue his efforts to mobilize international assistance and to co-ordinate the efforts of the appropriate organizations of the United Nations system in order to respond in a concerted and effective manner to the request of the Government of Somalia for humanitarian assistance, and to carry out an assessment of priority humanitarian needs, in close cooperation with the government authorities and with the organizations of the United Nations system, and bring the findings to the attention of the international community without delay	Policy	OCHA, WFP	Mandate reflects current need and implementation is ongoing.
15846	54/96[J]	14		Emergency assistance to the Sudan	... urges the international community and United Nations agencies to provide appropriate assistance related to mine action in the Sudan;	Declaration	OCHA, DM, DPA, UNHCR, UNDP, DPKO	Mandate is currently being implemented, with clear lines of coordination between implementing agencies.
18960	56/112	2	A/RES/43/8	Emergency assistance to the Sudan	calls upon [United Nations agencies] to continue their assistance, in particular by responding to the consolidated appeal and providing support for programmes in the Nuba Mountains;	Policy	OCHA	Mandate reflects current need and is being implemented accordingly.
18961	56/112	7	A/RES/43/8	Emergency assistance to the Sudan	Calls upon ... the organizations of the United Nations system to provide financial, technical and medical assistance, guided by the actions called for by the General Assembly in its relevant resolutions, to combat such diseases as malaria and other epidemics in the Sudan;	Policy	OCHA	Mandate reflects current need and is being implemented accordingly.
18962	56/112	15	A/RES/43/8	Emergency assistance to the Sudan	Requests the Secretary-General to continue to mobilize and coordinate resources and support for Operation Lifeline Sudan	Policy	OCHA	Mandate reflects current need and is being implemented accordingly.
18197	59/112[B]	12	A/RES/50/88A	Emergency international assistance for peace, normalcy and reconstruction of war-stricken Afghanistan	[Notes with concern that opium poppy cultivation and the related drug production and trafficking pose a serious threat to security, the rule of law and development in Afghanistan, and] urges the Government of Afghanistan, in cooperation with the international community, to implement its comprehensive national drug control strategy, aimed at eliminating illicit poppy cultivation, supporting increased law enforcement, interdiction, demand reduction, eradication of illicit crops, crop substitution and other alternative livelihood and development programmes, increasing public awareness and building the capacity of drug control institutions, and to promote the development of sustainable livelihoods in the formal production sector as well as other sectors, thus improving substantially the lives, health and security of the people, particularly in rural areas	Declaration	DPA, UNDP, DPKO	Mandate continues to be implemented. Lines of coordination between implementing entities is clear. No duplication detected.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
18200	59/112[B]	14	A/RES/50/88A	Emergency international assistance for peace, normalcy and reconstruction of war-stricken Afghanistan	Calls upon the Government of Afghanistan, acting with the support of the international community, to continue its efforts to create the conditions for the voluntary, safe, dignified and sustainable return of the remaining Afghan refugees and internally displaced persons	Declaration	UNHCR	Mandate fully reflects need, and is being delivered. No duplication detected.
18201	59/112[B]	15	A/RES/50/88A	Emergency international assistance for peace, normalcy and reconstruction of war-stricken Afghanistan	Stresses the need for further progress on judicial reform in Afghanistan, and urges the Government of Afghanistan and the international community to devote resources also to the reconstruction and reform of the prison sector in order to improve the respect for the rule of law and human rights therein, while reducing physical and mental health risks to inmates	Declaration	DPA, UNDP, DPKO	Mandate reflects current need and implementation is ongoing.
18204	59/112[B]	25	A/RES/50/88A	Emergency international assistance for peace, normalcy and reconstruction of war-stricken Afghanistan	Requests the Secretary-General to report to the General Assembly every six months during its fifty-ninth session on developments in Afghanistan, including, after parliamentary elections, on the future role of the United Nations Assistance Mission in Afghanistan, and to report to the Assembly at its sixtieth session on the progress made in the implementation of the present resolution	Reporting	UNHCR	This mandate reflects current need. Implementation is ongoing.
18426	56/220[B]	3	A/RES/50/88A	Emergency international assistance for peace, normalcy and reconstruction of war-stricken Afghanistan	3. Urges all Afghan groups to call a complete halt to the use of landmines and to cooperate fully with the United Nations Mine Action Programme;	Declaration	UNHCR, UNDP, DPKO	This mandate reflects current need, and is being facilitated across the UN system.
21144	58/27[B]	24	A/RES/50/88A	Emergency international assistance for peace, normalcy and reconstruction of war-stricken Afghanistan	24. Requests the Secretary-General to report to the General Assembly every four months during its fifty-eighth session on the progress of the United Nations and the efforts of his Special Representative to promote peace in Afghanistan, and to report to the Assembly at its fifty-ninth session on progress made in the implementation of the present resolution;	Reporting	DPKO	Mandate reflects current need, and implementation is ongoing.
8164	54/30	4		Emergency response to disasters	Requests the Secretary-General, through the Office for the Coordination of Humanitarian Affairs of the Secretariat, to formulate the modalities for the utilizations of the standby disaster relief unit by the relevant agencies of the United Nations system	Policy	OSG, OCHA	Mandate reflects current need and implementation is ongoing.
22003	56/99	4	A/RES/54/30	Emergency response to disasters	4. Requests the Secretary-General, through the Office for the Coordination of Humanitarian Affairs, to continue work on the modalities for the utilization of the standby disaster relief unit by the United Nations system;	Operational	OCHA	This is a core mandate, reflecting current need, and ongoing implementation.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
22004	56/99	5	A/RES/54/30	Emergency response to disasters	5. Also requests the Secretary-General to report to the General Assembly at its fifty-seventh session on the progress made in the implementation of the present resolution.	Reporting	OCHA	This is a key coordination reporting mandate, renewed annually, reflecting current need, and being implemented.
21655	2252(ES-V)	6	212(III)	Humanitarian assistance	Endorses, bearing in mind the objectives of the above-mentioned Security Council resolution, the efforts of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East to provide humanitarian assistance, as far as practicable, on an emergency basis and as a temporary measure, to other persons in the area who are at present displaced and are in serious need of immediate assistance as a result of the recent hostilities.	Operational	UNRWA	This mandate reflects current need and is delivered accordingly. There is a clear line of coordination, and no duplication was detected.
21818	57/102	3	A/RES/44/168	International assistance for the economic rehabilitation of Angola	3. Calls upon the Government of Angola to continue to contribute to and facilitate the delivery of humanitarian assistance and to continue to work towards ensuring the maintenance of the peace and national security that are so necessary for the reconstruction, rehabilitation and economic stabilization of the country, and encourages the Government to continue to allocate the necessary financial resources for the achievement of these objectives;	Declaration	Member State	This mandate reflects need. Implementation difficult to measure.
21820	57/102	6	A/RES/44/168	International assistance for the economic rehabilitation of Angola	6. Requests all countries and international, regional and subregional financial institutions to provide their support to the Government of Angola, with a view to alleviating the humanitarian situation, consolidating peace, democracy and economic stability throughout the country, and permitting the successful implementation of the economic development programmes of the Government;	Declaration	IFI	This mandate reflects need. Implementation difficult to measure.
21821	57/102	8	A/RES/44/168	International assistance for the economic rehabilitation of Angola	8. Urges the Government of Angola to strengthen public administration, including the National Commission for Social and Productive Reintegration of the Displaced and Demobilized, to develop further a comprehensive resettlement and reintegration strategy, in cooperation with the international community, and to continue to implement its urban and rural poverty alleviation programmes, with a view towards eradicating poverty and achieving sustainable development;	Declaration	Member State	This mandate reflects need. Implementation difficult to measure.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
14420	58/117	5	A/RES/49/21[I]	International assistance to and cooperation with the Alliance for the Sustainable Development of Central America	Requests the Secretary-General, the organs, organizations and programmes of the United Nations system and all States, international financial institutions and regional and subregional organizations, as appropriate, to continue providing the support needed to attain the objectives of the programme for the sustainable development of Central America, including those which are being pursued within the framework of the Quinquennium for the Reduction of Vulnerability to and the Impact of Natural Disasters in Central America;	Declaration	OCHA, Funds/programmes, ECLAC, DESA UNDP, UNEP	Mandate reflects current needs and implementation is ongoing.
18741	57/101	2 & 7	A/RES/52/169[M]	International cooperation and coordination for the human and ecological rehabilitation and economic development of the Semipalatinsk region of Kazakhstan	2. Stresses the need for continuing international attention and extra efforts in solving problems with regard to the Semipalatinsk region and its population; 7. Calls upon the Secretary-General to continue his efforts to enhance world public awareness of the problems and needs of the Semipalatinsk region	Declaration	OCHA, Funds/programmes, DESA, DPI, UNDP	Mandate reflects current need and is being implemented accordingly.
16060	52/169[M]	M 2		International cooperation and coordination for the human and ecological rehabilitation and economic development of the Semipalatinsk region of Kazakhstan.	2. Requests the Secretary-General, in cooperation with interested Governments and relevant organizations and agencies, to compile a report on the humanitarian situation in the Semipalatinsk region in order to assist the Government of Kazakhstan in the formulation of a recommended overall action plan to address the humanitarian, ecological and economic problems and needs of the region; (GA res 52/169[M])	Reporting	OCHA, Group of Member States, UNEP	This mandate fully reflects current need, implementation is ongoing.
16061	52/169[M]			International cooperation and coordination for the human and ecological rehabilitation and economic development of the Semipalatinsk region of Kazakhstan.	5. Invites all Member States, relevant organs and organizations of the United Nations system, including the funds and programmes, to participate in the rehabilitation of the health of the affected population and the ecosystem of the Semipalatinsk region; (GA res 52/169[M])	Declaration	OCHA, Funds/programmes/ WHO, all Member States, UNEP	This mandate reflects current need, implementation is ongoing.
18742	57/101	8	A/RES/52/169[M]	International cooperation and coordination for the human and ecological rehabilitation and economic development of the Semipalatinsk region of Kazakhstan	Requests the Secretary-General to report to the General Assembly at its sixtieth session, under a separate sub-item, on progress made in the implementation of the present resolution	Reporting	DESA, UNDP, DGACM, UNEP	Reporting requirement has been fulfilled, but this mandate has been renewed in A/RES/60/216, which requests a report on the implementation of the resolution in the sixty-third session.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
10641	54/233	5	A/RES/47/188	International cooperation on humanitarian assistance in the field of natural disasters from relief to development	Encourages further efforts by the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator, Inter-Agency Standing Committee members and other members of the United Nations system in promoting preparedness for response at the international, regional and national levels and strengthening the mobilization and coordination of humanitarian assistance of the United Nations system in the field of natural disasters, inter alia, through the effective deployment in all regions of the world and expansion of the United Nations Disaster Assessment and Coordination roster appropriately to include more representatives from countries of Africa, Asia and the Pacific and Latin America and the Caribbean, bearing in mind that these representatives are funded by the participating countries;	Operational	OCHA	This mandate reflects current need and is being implemented. It is a core OCHA mandate.
18138	59/212	3	A/RES/46/182	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development	[Calls upon all States to adopt, where required, and to continue to implement effectively necessary legislative and other appropriate measures to mitigate the effects of natural disasters and integrate disaster risk reduction strategies into development planning, inter alia, by disaster prevention, including appropriate land-use and building regulations, as well as disaster preparedness and capacity-building in disaster response and mitigation, and] requests the international community to continue to assist developing countries as well as countries with economies in transition, bearing in mind their vulnerability to natural hazards, in this regard	Declaration	OCHA, UNHCR, DESA, UNEP	Mandate reflects current need and is being implemented
18139	59/212	4	A/RES/46/182	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development	Stresses, in this context, the importance of strengthening international cooperation, particularly through the effective use of multilateral mechanisms, in the provision of humanitarian assistance through all phases of a disaster, from relief and mitigation to development, including the provision of adequate resources	Declaration		Mandate reflects current need and is being implemented

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
18144	59/212	7 & 9	A/RES/46/182	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development	7. [Reaffirms that disaster risk analysis and vulnerability reduction form an integral part of humanitarian assistance, poverty eradication and sustainable development strategies and need to be considered in the development plans of all vulnerable countries and communities, including, where appropriate, in plans relating to post-disaster recovery and the transition from relief to development, and] affirms that within such preventive strategies, disaster preparedness and early warning systems must be further strengthened at the country and regional levels, inter alia, through better coordination among relevant United Nations bodies and cooperation with Governments of affected countries and regional and other relevant organizations with the aim of maximizing the effectiveness of natural disaster response and reducing the impact of natural disasters, particularly in developing countries; 9. Also emphasizes the importance of enhanced international cooperation, including through the United Nations and regional organizations, to assist developing countries in their efforts to build local and national capacities	Policy	OCHA, WFP, UNDP	Mandate reflects current need and is being implemented
18149	59/212	10, 11, 15, 16, & 18	A/RES/46/182	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development	10. Stresses the need for partnerships among Governments, organizations of the United Nations system, relevant humanitarian organizations and specialized companies to promote training to strengthen preparedness for and response to natural disasters; 11. Calls upon States, the United Nations and other relevant actors, as appropriate, to assist in addressing knowledge gaps in disaster management and risk reduction by identifying ways of improving systems and networks for the collection and analysis of information on disasters, vulnerability and risk to facilitate informed decision-making; 15. Stresses that particular international cooperation efforts should be undertaken to enhance and broaden further the utilization of national and local capacities, including within the framework of the International Search and Rescue Advisory Group, and, where appropriate, of regional and subregional capacities of developing countries for disaster preparedness and response, which may be made available in closer proximity to the site of a disaster, more efficiently and at lower cost; 16. Recognizes, in this regard, that the Ur	Declaration	OCHA, WFP, IMDP, CEB	Mandate reflects current need and is being implemented

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
18150	59/212	12, 13, & 14	A/RES/46/182	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development	12. Stresses the need to promote the access to and transfer of technology and knowledge related to early warning systems and to mitigation programmes to developing countries affected by natural disasters; 13. Encourages the further use of space-based and ground-based remote sensing technologies for the prevention, mitigation and management of natural disasters, where appropriate; 14. Also encourages in such operations the sharing of geographical data, including remotely sensed images and geographic information system and global positioning system data, among Governments, space agencies and relevant international humanitarian and development organizations, as appropriate, and notes in that context initiatives such as those undertaken by the International Charter on Space and Major Disasters and the Global Disaster Information Network	Declaration	OCHA, WFP, UNDP	Mandate is renewed annually, reflecting current need and implementation.
18152	59/212	20	A/RES/46/182	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development	Encourages further cooperation between the United Nations system and regional organizations in order to increase the capacity of these organizations to respond to natural disasters	Declaration	OCHA, WFP, UNDP	Mandate is renewed annually, reflecting current need and implementation.
18153	59/212	22	A/RES/46/182	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development	Reiterates its request that the Secretary-General, in collaboration with the relevant organizations and partners, finalize the establishment of, and then update periodically, the Directory of Advanced Technologies for Disaster Response as a new part of the Central Register of Disaster Management Capacities	Operational	OCHA, WFP, UNDP	Mandate reflects current need and implementation is ongoing. No duplication detected.
18154	59/212	24	A/RES/46/182	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development	Requests the Secretary-General to examine ways to further improve the assessment of needs and responses and to enhance the availability of data regarding funding in response to natural disasters and to consider concrete recommendations to improve the international response to natural disasters, as necessary, based on his examination, keeping in mind also the need to address any geographical and sectoral imbalances and shortfalls in such responses, where they exist, as well as the more effective use of national emergency response agencies, and to report thereon to the General Assembly at its sixtieth session	Policy	OCHA, WFP, UNDP	Core mandate, renewed annually, reflecting current need and implementation.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
21541	55/163	8	A/RES/46/182	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development	Notes that the transition phase after natural disasters is often excessively long and characterized by a number of gaps and that Governments, in cooperation with relief agencies, as appropriate, when planning for meeting immediate needs, should place these needs in the perspective of sustainable development whenever such an approach is possible, and in this context takes note of the work of the United Nations disaster assessment and coordination teams;	Operational	OCHA, DPA, UNHCR, UNICEF, WFP, UNHABITAT, UNDP, DPKO	This is a core mandate, reflecting current need. Implementation involves close coordination between humanitarian assistance and sustainable development entities.
21542	55/163	11	A/RES/46/182	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development	Encourages further cooperation between the United Nations system and regional organizations in order to increase the capacity of those organizations to respond to natural disasters;	Operational	OCHA, DPA, UNHCR, UNICEF, WFP, UNHABITAT, UNDP, DPKO	This mandate reflects current need and is being implemented. It is a core OCHA mandate.
13823	37/144	14		Office of the United Nations Disaster Relief Coordinator	Requests the Secretary-General to submit a comprehensive report on the implementation of General Assembly resolution 36/225, including a report on the implementation of the present resolution, to the Assembly at its thirty-eighth session, through the Economic and Social Council at its second regular session of 1983.	Reporting	OCHA	This mandate reflects current need and implementation is ongoing, as reporting requirement is renewed annually. No duplication was detected.
3903	55/175	7	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	Requests the Secretary-General to take the necessary measures to ensure full respect for the human rights, privileges and immunities of United Nations and other personnel carrying out activities in fulfilment of the mandate of a United Nations operation and to continue to consider ways and means in which to strengthen the protection of United Nations and other personnel carrying out activities in fulfilment of the mandate of a United Nations operation, notably by seeking the inclusion, in negotiations of headquarter and other mission agreements concerning United Nations and its associated personnel, of the applicable conditions contained in the Convention on the Privileges and Immunities of the United Nations, the Convention on the Privileges and Immunities of the Specialized Agencies and the Convention on the Safety of United Nations and Associated Personnel;	Operational	OCHA, OHCHR, DM, DPKO, UNSSC	Mandate reflects current needs, and implementation is ongoing.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
3904	55/175	13	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	Requests the Secretary-General to take the necessary measures, falling within his responsibilities, to ensure that security matters are an integral part of the planning for existing and newly mandated United Nations operations and that such precautions extend to all United Nations and its associated personnel;	Operational	OCHA, OHCHR, DM, DPKO, UNSSC	Mandate reflects current need. It is implemented with a clear line of coordination.
8858	59/211	14	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations Personnel	Requests the Secretary-General to take the necessary measures to ensure full respect for the human rights, privileges and immunities of United Nations and other personnel carrying out activities in fulfilment of the mandate of a United Nations operation, and also requests the Secretary-General to seek the inclusion, in negotiations of headquarters and other mission agreements concerning United Nations and its associated personnel, of the applicable conditions contained in the Convention on the Privileges and Immunities of the United Nations, the Convention on the Privileges and Immunities of the Specialized Agencies and the Convention on the Safety of United Nations and Associated Personnel;	Operational	OHCHR, DPKO	Mandate reflects current need and is being implemented
8862	59/211	16 & 19	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations Personnel	16. Requests the Secretary-General to take the necessary measures, falling within his responsibilities, to promote and enhance the security consciousness and measures within the organizational culture of the United Nations system, agencies, funds and programmes, including by disseminating and ensuring the implementation of the security procedures and regulations and by ensuring accountability at all levels; 19. Requests the Secretary-General to take the necessary measures to ensure that United Nations and other personnel carrying out activities in fulfilment of the mandate of a United Nations operation are properly informed about and operate in conformity with the minimum operating security standards and relevant codes of conduct and are properly informed about the conditions under which they are called upon to operate and the standards that they are required to meet, including those contained in relevant national and international law, and that adequate training in security, human rights law and international humanitarian law is provided so as to enhance their security and effective	Policy	DSS, DM	Mandate reflects current need and is being implemented

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
8866	59/211	25	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations Personnel	Requests the Secretary-General, inter alia, through the Inter-Agency Security Management Network, to promote increased cooperation and collaboration among United Nations agencies, funds and programmes, including between their headquarters and field offices, in the planning and implementation of measures aimed at improving staff security, training and awareness, and calls upon all relevant United Nations agencies, funds and programmes to support these efforts;	Policy	DSS	Mandate reflects current need and is being implemented
15837	54/192	5	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	Requests the Secretary-General to take the necessary measures to ensure full respect for the human rights, privileges and immunities of United Nations and other personnel carrying out activities in fulfilment of the mandate of a United Nations operation and to continue to consider ways and means to strengthen the protection of United Nations and other personnel carrying out activities in fulfilment of the mandate of a United Nations operation, notably by seeking the inclusion, in negotiations of headquarters and other mission agreements concerning United Nations and its associated personnel, of the applicable conditions contained in the Convention on the Privileges and Immunities of the United Nations, the Convention on the Privileges and Immunities of the Specialized Agencies and the Convention on the Safety of United Nations and Associated Personnel;	Operational	OCHA, DM, DPKO	This mandate reflects current need, and being implemented.
15838	54/192	10	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	Requests the Secretary-General to take the necessary measures, falling within his responsibilities, to ensure that security matters are an integral part of the planning for existing and newly mandated United Nations operations and that such precautions extend to all United Nations and its associated personnel;	Operational	OCHA, OHCHR, DM, DPKO	Mandate reflects ongoing need and implementation is ongoing. Clear line of coordination.
18112	57/155	26	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	Also recognizes the need for enhanced coordination and cooperation, both at the headquarters and the field levels, between the United Nations security management system and non-governmental organizations on matters relating to the safety and security of humanitarian personnel and United Nations and its associated personnel, with a view to addressing mutual security concerns in the field;	Policy	OCHA, DM, DPKO	Mandate reflects current need and is being implemented

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
18114	57/155	19	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	Requests the Office of the United Nations Security Coordinator to continue to play a central role in promoting increased cooperation and collaboration among agencies, funds and programmes in the planning and implementation of measures aimed at improving staff security training and awareness;	Policy	OCHA, DM, DPKO	This mandate, along with its report is still needed and continues to be implemented by UNDSS.
22662	58/122	14	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	14. Requests the Secretary-General to take the necessary measures to ensure full respect for the human rights, privileges and immunities of United Nations and other personnel carrying out activities in fulfilment of the mandate of a United Nations operation, and to continue to consider ways and means to strengthen the protection of United Nations and other personnel carrying out activities in fulfilment of the mandate of a United Nations operation, notably by seeking the inclusion, in negotiations of headquarters and other mission agreements concerning United Nations and its associated personnel, of the applicable conditions contained in the Convention on the Privileges and Immunities of the United Nations, the Convention on the Privileges and Immunities of the Specialized Agencies and the Convention on the Safety of United Nations and Associated Personnel;	Policy	DPA, DPKO	Mandate reflects current need and implementation thereof is ongoing.
22664	58/122	15	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	15. Recommends that the Secretary-General continue to seek the inclusion of, and that host countries include, key provisions of the Convention on the Safety of United Nations and Associated Personnel, among others, those regarding the prevention of attacks against members of the operation, the establishment of such attacks as crimes punishable by law and the prosecution or extradition of offenders, in future as well as, if necessary, in existing status-of-forces, status-of-mission and host country agreements negotiated between the United Nations and those countries, mindful of the importance of the timely conclusion of such agreements;	Policy	DPA, DPKO	Mandate reflects current need and implementation thereof is ongoing.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
22665	58/122	18	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	18. Requests the Secretary-General to take the necessary measures to ensure that United Nations and other personnel carrying out activities in fulfilment of the mandate of a United Nations operation are properly informed about the conditions under which they are called upon to operate, including relevant customs and traditions in the host country, and the standards that they are required to meet, including those contained in relevant domestic and international law, and that adequate training in security, human rights and international humanitarian law is provided so as to enhance their security and effectiveness in accomplishing their functions, and reaffirms the necessity for all other humanitarian organizations to provide their personnel with similar support; 19. Also requests the Secretary-General to take the necessary measures	Policy	DPA, DPKO	Mandate reflects current need and is being implemented.
22666	58/122	18, 19	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	18. Requests the Secretary-General to take the necessary measures to ensure that United Nations and other personnel carrying out activities in fulfilment of the mandate of a United Nations operation are properly informed about the conditions under which they are called upon to operate, including relevant customs and traditions in the host country, and the standards that they are required to meet, including those contained in relevant domestic and international law, and that adequate training in security, human rights and international humanitarian law is provided so as to enhance their security and effectiveness in accomplishing their functions, and reaffirms the necessity for all other humanitarian organizations to provide their personnel with similar support; 19. Also requests the Secretary-General to take the necessary measures to ensure that United Nations and other personnel carrying out activities in fulfilment of the mandate of a United Nations humanitarian assistance operation are properly informed about and operate in conformity with the minimum operating security standards and 19. Also requests the Secretary-General to take the necessary	Policy	DPA, DPKO	Mandate reflects current need and is being implemented.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
22667	58/122	20	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	20. Further requests the Secretary-General to take the necessary measures, falling within his responsibilities, to promote and enhance the security consciousness within the organizational culture of the Secretariat and the United Nations agencies, funds and programmes, including by disseminating and enhancing the security procedures and regulations, to create awareness and consciousness by the United Nations personnel of those procedures and regulations and the need to follow them, and to ensure that security matters are an integral part of the planning for existing and newly mandated United Nations operations and that such precautions extend to all United Nations and its associated personnel;	Policy	DSS, DPKO	This mandate reflects need, and is being implemented with a clear line of coordination. No duplication detected.
15897	52/167	3		Safety and security of humanitarian personnel.	3. Calls upon all Governments and parties in complex humanitarian emergencies, in particular armed conflicts and post-conflict situations, in countries where humanitarian personnel are operating, in conformity with the relevant provisions of international law and national laws, to cooperate fully with the United Nations and other humanitarian agencies and organizations and to ensure the safe and unhindered access of humanitarian personnel in order to allow them to perform efficiently their task of assisting the affected civilian population, including refugees and internally displaced persons; (GA res 52/167)	Declaration	OLA, All Member States	This is a core mandate, which reflects current need and is delivered accordingly. No duplication detected.
15899	52/167	8		Safety and security of humanitarian personnel.	8. Encourages all States to become parties to and to fully respect the provisions of the relevant international instruments, including the Convention on the Safety of United Nations and Associated Personnel of 9 December 1994,3 (GA res 52/167)	Declaration	UNOSC, Group of member states, OLA	This is a core mandate, which reflects current need and is delivered accordingly. No duplication detected.
15900	52/167	9		Safety and security of humanitarian personnel.	9. Requests the Secretary-General to present a report to the General Assembly at its fifty-third session on the safety and security situation of all humanitarian personnel and measures to be taken to improve it, taking into account the views of Governments, the Inter-Agency Standing Committee, other relevant humanitarian actors, as well as the United Nations Security Coordinator. (GA res 52/167)	Reporting	UNOSC	This is a core UNOSSC mandate. Reflects ongoing need. No duplication detected.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
22675	58/123, para.	27 (a)	A/RES/52/169A	Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	27. Requests the Secretary-General: (a) To ensure through his Special Representative for the Democratic Republic of the Congo, who convenes the International Committee in Support of the Transition, the coordination of all the activities of the United Nations system in the Democratic Republic of the Congo and the facilitation of the coordination with other national and international actors of activities in support of the transition, and welcomes to that effect the adoption of new coordination mechanisms aimed at ensuring a coherent and effective response to the multifaceted humanitarian crisis in the Democratic Republic of the Congo;	Policy	DPA, DPKO	Mandate reflects need and implementation is ongoing.
7929	53/1[N]	4		Special assistance to Central and East African countries receiving refugees, returnees and displaced persons	Calls upon Governments, relevant United Nations bodies, intergovernmental and nongovernmental organizations and the international community as a whole to strengthen the emergency response capacity of the United Nations system and to continue to provide needed resources and operational support to refugees and countries of asylum in Central and East Africa;	Policy	OCHA, ECA, DPA, UNHCR, UNICEF, UNDP, DPKO	This mandate continues to reflect current need. No duplication detected.
7930	53/1[N]	4		Special assistance to Central and East African countries receiving refugees, returnees and displaced persons	Calls upon Governments, relevant United Nations bodies, intergovernmental and nongovernmental organizations and the international community as a whole to strengthen the emergency response capacity of the United Nations system and to continue to provide needed resources and operational support to refugees and countries of asylum in Central and East Africa;	Declaration	OCHA, ECA, DPA, UNICEF, UNDP, DPKO	This mandate continues to reflect current need. No duplication detected within the UN systems, funds and programs.
7931	53/1[N]	6		Special assistance to Central and East African countries receiving refugees, returnees and displaced persons	Calls upon the Secretary-General to continue his efforts to mobilize humanitarian assistance for the relief, voluntary repatriation, rehabilitation and resettlement of refugees, returnees and displaced persons, including those refugees in urban areas;	Policy	UNHCR	This mandate continues to reflect current need. No duplication detected.
7933	53/1[N]	6		Special assistance to Central and East African countries receiving refugees, returnees and displaced persons	Calls upon the Secretary-General to continue his efforts to mobilize humanitarian assistance for the relief, voluntary repatriation, rehabilitation and resettlement of refugees, returnees and displaced persons, including those refugees in urban areas;	Policy	UNHCR	This mandate continues to reflect current need. No duplication detected.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
16625	49/21[1]	4		Special economic assistance to individual countries or regions	Requests the Secretary-General, the United Nations system and, in particular, the United Nations Development Programme to continue their efforts to mobilize resources in order to put into effect the new strategy for integral development in Central America contained in the Alliance for Sustainable Development and in the Declaration of Commitments, through arrangements that the Central American countries are to determine jointly with the cooperating community;	Policy	ECLAC, DESA, UNCTAD, UNDP	Mandate reflects current needs and implementation is ongoing.
22605	58/120	9	A/RES/51/30F	Special emergency economic assistance for the recovery and the development of the Comoros	Requests the Secretary-General to make efforts to mobilize Member States, relevant United Nations specialized agencies and other organizations in order to provide the Comoros with necessary financial, economic and technical assistance, particularly in debt forgiveness, in order to enable it to fully implement the Fomboni Agreement, particularly to organize legislative elections;	Policy	OCHA, specialised agencies	This mandate reflects current need.
22606	58/120	10	A/RES/51/30F	Special emergency economic assistance for the recovery and the development of the Comoros	Also requests the Secretary-General, in collaboration with all relevant United Nations departments and specialized agencies, as well as international organizations already working in the Comoros, to gather relevant information and assess the needs of the country and the possible assistance from the international community;	Policy	OCHA, DESA, Specialised agencies, All Member States	This mandate reflects current need.
18674	58/119	3	A/RES/45/190	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster	[Also welcomes the efforts undertaken by the agencies of the United Nations system and other international organizations members of the Inter-Agency Task Force on Chernobyl to implement a new developmental approach to studying, mitigating and minimizing the consequences of the Chernobyl disaster, in particular through the development of specific projects, and] requests the Inter-Agency Task Force to continue its activities to that end, including through coordinating efforts in the field of resource mobilization	Policy	IAEA, DESA, UNDP	Mandate fully reflects current need and is being implemented accordingly.
18675	58/119	4	A/RES/45/190	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster	[Acknowledges the difficulties faced by the most affected countries in minimizing the consequences of the Chernobyl disaster, and] invites States, in particular donor States and all relevant agencies, funds and programmes of the United Nations system, in particular the Bretton Woods institutions, as well as nongovernmental organizations, to continue to provide support to the ongoing efforts of Belarus, the Russian Federation and Ukraine to mitigate the consequences of the Chernobyl disaster, including through the allocation of adequate funds to support medical, social, economic and ecological programmes related to the disaster	Declaration	IAEA, DESA, UNDP	Mandate fully reflects current need and is being implemented accordingly.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
18677	58/119	10	A/RES/45/190	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster	Requests the Secretary-General to continue his efforts in the implementation of the relevant General Assembly resolutions and, through existing coordination mechanisms, in particular the United Nations Coordinator of International Cooperation on Chernobyl, to continue to maintain close cooperation with the agencies of the United Nations system, as well as with regional and other relevant organizations, while implementing specific Chernobyl-related programmes and projects	Policy	IAEA, DESA, UNDP	Mandate fully reflects current need and is being implemented accordingly.
18678	58/119	11	A/RES/45/190	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster	Also requests the Secretary-General to consider possible ways to strengthen further the coordination, analytical, advocacy and technical capacities of the United Nations in the field, as well as at Headquarters, as described in the report of the Secretary-General, with due regard to the existing administrative and budgetary capacity of the Organization	Policy	IAEA, DESA	Mandate fully reflects current need and is being implemented accordingly.
18679	58/119	12	A/RES/45/190	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster	Further requests the Secretary-General to submit to the General Assembly at its sixtieth session, under a separate sub-item, a report containing a comprehensive assessment of the implementation of all aspects of the present resolution and proposals for innovative measures for optimizing the effectiveness of the response of the international community, including the United Nations, to the Chernobyl disaster, as well as to consider how better to focus international cooperation to achieve a long-term developmental approach for the affected areas, bearing in mind the exceptional Chernobyl-related needs	Reporting	IAEA, DESA, UNDP	Mandate fully reflects current need, has been renewed and is being implemented accordingly.
3699	55/164	4	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	Calls upon relevant organizations of the United Nations system, other relevant international organizations, Governments and non-governmental organizations to cooperate with the Secretary-General and the Emergency Relief Coordinator to ensure timely implementation of and follow-up to agreed conclusions 1998/12 and 1999/1;	Declaration	OCHA, UNICEF, UNDP, CEB	This mandate reflects current needs.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
13929	51/194	11	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	Requests the Secretary-General, in consultation with the Inter-Agency Standing Committee, to include in his report to the Economic and Social Council at its substantive session in 1997 proposals for the clearer identification of priority needs and the formulation of a coherent humanitarian strategy within consolidated appeals, and to ensure that consolidated appeals are formulated in a manner consistent with the smooth transition from relief to rehabilitation, reconstruction and long-term development, and also requests the Secretary-General to invite States to submit their views on this subject in due time;	Reporting	DESA	This is a core mandate, which reflects current need and implementation is ongoing.
13932	51/194	13	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	Requests the Secretary-General to further develop Reliefweb as the global humanitarian information system for the dissemination of reliable and timely information on emergencies and natural disasters, and encourages all Governments, the United Nations agencies, funds and programmes and other relevant organizations, including non-governmental organizations, to support Reliefweb and actively participate in the Reliefweb information exchange, through the Department of Humanitarian Affairs;	Policy	OCHA	This is a core mandate, which reflects current need and is delivered accordingly.
13934	51/194	14	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	Encourages the Secretary-General to develop further the Humanitarian Early Warning System, to make it fully operational as soon as possible and to consult all States on the use to which the database could be put, as well as its further development, taking into account that early warning information should be made available in an unrestricted and timely manner to all interested Governments and authorities concerned;	Policy	OCHA	This is a core mandate, which reflects current need and is delivered accordingly.
13936	51/194	15	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	Calls upon the United Nations system to strengthen accountability in the field of humanitarian assistance, in particular through improved monitoring and evaluation, to ensure that: (a) Organizations of the United Nations system involved in humanitarian assistance activities develop common methodologies for data collection and reporting, situation analyses, needs assessment, monitoring and tracking of resources, in order to ensure an effective and timely response; (b) Clearer arrangements are made for system-wide evaluation, that the lessons learned from evaluation exercises are systematically applied at the operational level and that joint evaluation criteria are developed for humanitarian and disaster relief operations at the planning stage;	Operational	OCHA	This is a core mandate, which reflects current need and is delivered accordingly.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
13937	51/194	16-17	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	Urges all operational agencies of the United Nations system to collaborate fully with the Department of Humanitarian Affairs, particularly in the early phase of an emergency, inter alia, by providing the Department with sufficient support in terms of human and logistical assets, to enable it to enhance coordination and the rapid-response capability of the system as a whole; 17. Stresses the critical need to create a sound and predictable financial basis for the Department of Humanitarian Affairs to enable it to carry out fully its mandate, and encourages the Secretary-General to continue to explore all possible options to achieve that goal.	Operational	OCHA	This is a core mandate, which reflects current need and is delivered accordingly.
16703	51/194	15	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	Calls upon the United Nations system to strengthen accountability in the field of humanitarian assistance, in particular through improved monitoring and evaluation, to ensure that: (a) Organizations of the United Nations system involved in humanitarian assistance activities develop common methodologies for data collection and reporting, situation analyses, needs assessment, monitoring and tracking of resources, in order to ensure an effective and timely response; (b) Clearer arrangements are made for system-wide evaluation, that the lessons learned from evaluation exercises are systematically applied at the operational level and that joint evaluation criteria are developed for humanitarian and disaster relief operations at the planning stage;	Operational	OCHA	This is a core mandate, which reflects current need and is delivered accordingly.
18099	59/141	2	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	encourages the Emergency Relief Coordinator to continue his efforts to strengthen the coordination of humanitarian assistance, and calls upon relevant United Nations organizations as well as other humanitarian and development actors to work with the Office for the Coordination of Humanitarian Affairs of the Secretariat in enhancing the coordination, effectiveness and efficiency of humanitarian assistance	Policy	OCHA, DM, DSS, UNHCR, UNDP, DGACM, DPKO	This mandate fully reflects needs, and implementation is ongoing.
18101	59/141	3	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	[Recognizes the importance of secure and predictable funding to the coordinated, appropriate and timely delivery of humanitarian assistance.] stresses the need to increase in an incremental way, in the normal course of the budget process, the share of the budget of the Office for the Coordination of Humanitarian Affairs borne by the regular budget of the United Nations, and requests the Secretary-General to give this matter full consideration	Policy	OCHA, DM, UNDP, DGACM, DPKO	This mandate fully reflects needs, and implementation is ongoing.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
18103	59/141	5	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	Calls upon Governments, relevant organizations of the United Nations system, other relevant international organizations and non-governmental organizations to cooperate with the Secretary-General and the Emergency Relief Coordinator to ensure timely implementation of and follow-up to resolutions of the General Assembly and resolutions of the Economic and Social Council adopted at the humanitarian affairs segment of its substantive sessions	Declaration	OCHA, DM, UNHCR, UNDP, DGACM, DPKO, CEB	This mandate fully reflects needs, and implementation is ongoing.
18104	59/141	6	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	Strongly encourages the United Nations to address more systematically protection of civilians and other humanitarian issues with regional organizations, in accordance with their respective mandates, inter alia, through dialogue	Policy	OCHA, DM, UNHCR, UNDP, DGACM, DPKO	This mandate reflects current need, and continues to be implemented. No duplication detected.
18106	59/141	7	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	Decides to raise the maximum limit of an emergency cash grant to 100,000 United States dollars per country in the case of any one disaster, within existing resources available from the regular budget of the United Nations	Operational	OCHA, DM, UNDP, DGACM, DPKO	Mandate fully reflects current need, has been renewed and is being implemented accordingly.
18109	59/141	8	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	Encourages the Office for the Coordination of Humanitarian Affairs, in close collaboration with the United Nations Development Group Office, to improve further the training and capacity of humanitarian and resident coordinators so that they can respond to the full range of humanitarian issues and those related to transition from relief to development in a given context, including protection and assistance needs	Policy	OCHA, DM, UNDP, DGACM, DPKO	This mandate reflects current need, and continues to be implemented. No duplication detected.
18110	59/141	9	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	Calls upon the Secretary-General to ensure that the design and implementation of United Nations integrated missions take into account the principles of humanity, neutrality and impartiality as well as independence for the provision of humanitarian assistance	Policy	OCHA, DM, UNDP, DGACM, DPKO	Mandate reflects current need, and implementation is ongoing.
18113	59/141	12	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	[Recalls the 2003 Guidelines on the Use of Military and Civil Defence Assets to Support United Nations Humanitarian Activities in Complex Emergencies, as well as the 1994 Guidelines on the Use of Military and Civil Defence Assets in Disaster Relief, and] stresses the value of their use and of the development by the United Nations in consultation with States and other relevant actors of further guidance on civil-military relations in the context of humanitarian activities and transition situations	Policy	OCHA, DM, DSS, UNHCR, UNDP, DGACM, DPKO	Mandate reflects current need, and is implemented with a clear line of coordination.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
18115	59/141	16	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	[Encourages Member States with internally displaced persons to develop or strengthen, as appropriate, national laws, policies and minimum standards on internal displacement, inter alia, taking into account the Guiding Principles on Internal Displacement, and to continue to work with humanitarian agencies in endeavours to provide a more predictable response to the needs of internally displaced persons, and] in this regard calls for international support, upon request, to the capacity-building efforts of Governments	Declaration	OCHA, DM, UNHCR, UNDP, DGACM, DPKO	Mandate reflects current need, and is being implemented without any evidence of duplication.
18116	59/141	19	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	[Expresses concern about the continued occurrence of sexual exploitation and abuse in humanitarian crises, emphasizes that the highest standards of conduct and accountability are required of all personnel serving in humanitarian and peacekeeping operations, and] requests the Secretary-General to report on measures to follow up, inter alia, the Plan of Action on Protection from Sexual Exploitation and Abuse in Humanitarian Crises developed by the Inter-Agency Standing Committee and the application of the bulletin of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse	Reporting	OCHA, DM, DSS, UNHCR, DESA, UNDP, DGACM, DPKO	Mandate reflects current need, and is being implemented without any evidence of duplication.
18119	59/141	21	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	Calls upon relevant United Nations organizations to continue to improve transparency and reliability of humanitarian needs assessments	Policy	OCHA, DM, UNHCR, UNDP, DGACM, DPKO	Mandate reflects current need and implementation is ongoing.
18121	59/141	22	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	Encourages the Secretary-General to continue to improve his reporting on emergency humanitarian assistance, including with respect to natural disasters	Reporting	OCHA, DM, UNHCR, UNDP, DGACM, DPKO	Mandate reflects current need and is being implemented
18123	59/141	23	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	Requests the Secretary-General to report to the General Assembly at its sixtieth session, through the Economic and Social Council at its substantive session of 2005, on progress made in strengthening the coordination of emergency humanitarian assistance of the United Nations	Reporting	OCHA, DESA, DM, UNHCR, UNDP, DGACM, DPKO	Mandate reflects current need and is being implemented

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
18372	56/107	4	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	4. Calls upon relevant organizations of the United Nations system, other relevant international organizations, Governments and non-governmental organizations to cooperate with the Secretary-General and the Emergency Relief Coordinator to ensure timely implementation of and follow-up to agreed conclusions of the humanitarian affairs segment of the substantive session of the Economic and Social Council;	Policy	OCHA, DESA	This mandate reflects current needs.
18378	56/107	10	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	10. Also requests the Secretary-General to report to the General Assembly at its fifty-seventh session, through the 2002 substantive session of the Economic and Social Council, on progress made in strengthening the coordination of emergency humanitarian assistance of the United Nations, including the implementation of and follow-up to relevant agreed conclusions of the Council and progress made in the implementation of the present resolution.	Reporting	OCHA, DESA	Mandate reflects needs, is renewed annually, and is implemented.
22598	58/114	5	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	Calls upon relevant organizations of the United Nations system, other relevant international organizations, Governments and non-governmental organizations to cooperate with the Secretary-General and the Emergency Relief Coordinator to ensure timely implementation of and follow-up to resolutions of the Economic and Social Council adopted at the humanitarian affairs segment of its substantive session;	Declaration	OCHA, Civil Society, UN, All Member States	Core mandate for 'needs assessment'. Reflects ongoing need, is renewed annually, and is facilitated across the UN system.
22599	58/114	6	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	Encourages the Economic and Social Council to consider the issue of the transition from relief to development in an integrated manner, through a possible joint meeting of the humanitarian and operational segments, during its substantive session in the near future, in view of the importance of getting humanitarian and development organizations, including international and regional financial institutions and nongovernmental organizations, to discuss and review more fully the implications of the transition from relief to development in their programming, and invites the Council to take into account, inter alia, the work in progress by the United Nations system to clarify its role in post-conflict transition situations as well as other relevant information in its consideration;	Policy	OCHA, DESA, DGACM	Core mandate for 'needs assessment'. Reflects ongoing need, is renewed annually, and is facilitated across the UN system.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
22600	58/114	15	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	Calls upon relevant United Nations organizations to improve and increase consistency in the way in which humanitarian needs are assessed;	Policy	OCHA, UN	Core mandate for 'needs assessment'. Reflects ongoing need, is renewed annually, and is facilitated across the UN system.
22601	58/114	16	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	Requests the Secretary-General to report to the General Assembly at its fifty-ninth session, through the Economic and Social Council at its substantive session of 2004, on progress made in strengthening the coordination of emergency humanitarian assistance of the United Nations, including the implementation of and follow-up to Economic and Social Council resolution 2003/5 of 15 July 2003.	Reporting	OCHA	Core mandate for 'needs assessment'. Reflects ongoing need, is renewed annually, and is facilitated across the UN system.
3700	55/164	5	A/RES/46/182	<i>Strengthening of the coordination of emergency humanitarian assistance of the United Nations</i>	<i>Requests the Secretary-General to report to the General Assembly at its fifty-sixth session, through the 2001 substantive session of the Economic and Social Council, on progress made in strengthening the coordination of emergency humanitarian assistance of the United Nations, including the implementation of and follow-up to agreed conclusions 1998/1 and 1999/1.</i>	<i>Reporting</i>	<i>OCHA, UNICEF, UNDP</i>	<i>Specific reporting requirement has been fulfilled, but the reporting requests has been renewed annually.</i>
17966	49/139[B]	7		Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including economic assistance : strengthening of the coordination of emergency humanitarian assistance of the United Nations	Also requests the Secretary-General to report to the General Assembly at its fiftieth session on the implementation of the present resolution, in the context of his annual report on strengthening of the coordination of emergency humanitarian assistance of the United Nations, in accordance with resolution 46/182.	Reporting	OCHA, UNV	This is a core mandate, which reflects current need and is delivered accordingly. Reporting requirement is renewed annually.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
18766	50/88[A]	2		Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance : emergency international assistance for peace, normalcy and reconstruction of war-stricken Afghanistan : the situation in Afghanistan and its implications for international peace and security	Requests the Secretary-General to authorize the United Nations Special Mission to Afghanistan, established under resolution 48/208, to continue its efforts to facilitate national reconciliation and reconstruction in Afghanistan	Policy	OCHA	Mandate reflects current need and implementation is ongoing.
18767	50/88[A]	3		Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance : emergency international assistance for peace, normalcy and reconstruction of war-stricken Afghanistan : the situation in Afghanistan and its implications for international peace and security	Also requests the Secretary-General to continue efforts to develop plans for national reconstruction and rehabilitation beginning in areas of peace and security, on the basis of the recommendations set out in his report	Policy	OCHA	Mandate reflects current need and implementation is ongoing.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
18768	50/88[A]	5		Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance : emergency international assistance for peace, normalcy and reconstruction of war-stricken Afghanistan : the situation in Afghanistan and its implications for international peace and security	Urgently appeals to all States, organizations and programmes of the United Nations system, specialized agencies and other intergovernmental and non-governmental organizations to continue to provide, on a priority basis and as far as conditions on the ground permit, all possible financial, technical and material assistance for the restoration of the basic services and the reconstruction of Afghanistan and the voluntary, safe and secure return of refugees and internally displaced persons, and appeals to the international financial and development institutions to assist in the planning of the reconstruction of Afghanistan	Declaration	OCHA	Mandate reflects current need and implementation is ongoing.
6192	46/182	2		Strengthening of the coordination of humanitarian emergency assistance of the United Nations	Requests the Secretary-General to report to the General Assembly at its forty-seventh session on the implementation of the present resolution.	Reporting	OCHA	This mandate reflects current need and implementation is ongoing, as reporting requirement is renewed annually. No duplication was detected.
13331	48/57	3	A/RES/46/182	Strengthening of the coordination of humanitarian emergency assistance of the United Nations	3. Emphasizes the leadership role of the Secretary-General, through the Emergency Relief Coordinator and working closely with him, in coordinating a coherent and timely response to humanitarian emergencies;	Declaration	OCHA	This is a core mandate, which reflects current need and is delivered accordingly.
13430	48/57	4	A/RES/46/182	Strengthening of the coordination of humanitarian emergency assistance of the United Nations	4. Stresses the essential need for improved coordination within the United Nations system, and, while reaffirming the mandate and functions of the Department of Humanitarian Affairs to that end, requests the Emergency Relief Coordinator to improve coordination and management further, both at Headquarters and at the field level, including the coordination of the work of the relevant operational agencies;	Policy	OCHA	This is a core mandate, which reflects current need and is delivered accordingly.
13435	48/57	5	A/RES/46/182	Strengthening of the coordination of humanitarian emergency assistance of the United Nations	5. Invites the intergovernmental bodies of the relevant operational organizations and agencies to provide full support for system-wide coordination, under the leadership of the Emergency Relief Coordinator, in order to facilitate an effective response at Headquarters and at the field level to natural disasters and other emergencies;	Policy	OCHA, specialised agencies	This is a core mandate, which reflects current need and is delivered accordingly.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
13891	48/57	6	A/RES/46/182	Strengthening of the coordination of humanitarian emergency assistance of the United Nations	Also stresses, in this regard, that the Inter-Agency Standing Committee, under the leadership of the Emergency Relief Coordinator, should serve as the primary mechanism for inter-agency coordination, meet more frequently and act therefore in an action-oriented manner on policy issues related to humanitarian assistance and on formulating a coherent and timely United Nations response to humanitarian emergencies;	Policy	OCHA	This is a core mandate, which reflects current need and is delivered accordingly.
13892	48/57	7	A/RES/46/182	Strengthening of the coordination of humanitarian emergency assistance of the United Nations	Further stresses the necessity of accelerating the development of an emergency information system, within the Department of Humanitarian Affairs, to collect and disseminate timely information on natural disasters and other humanitarian emergencies, including information provided by the national Government, United Nations agencies, donors and relief organizations, to provide early warning of a crisis, to assess needs on a continuing basis and to track financial and other contributions;	Operational	OCHA	This mandate reflects current needs and is being implemented. No duplication was detected.
13896	48/57	13	A/RES/46/182	Strengthening of the coordination of humanitarian emergency assistance of the United Nations	Also requests the Inter-Agency Standing Committee to provide recommendations on other issues related to field coordination, including measures taken for clear allocations of responsibilities at an early stage of an emergency, in particular by entrusting the primary responsibility to the operational agencies, as appropriate, and on standardized procedures for joint emergency needs assessment missions, under the overall leadership and coordination of the Emergency Relief Coordinator;	Operational	OCHA	Mandate reflects current needs and implementation is ongoing.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
13897	48/57	14, 20-22	A/RES/46/182	Strengthening of the coordination of humanitarian emergency assistance of the United Nations	Requests the Secretary-General to include in his annual report on the coordination of humanitarian emergency assistance recommendations on practical measures to enhance the coordinated system-wide support for efforts to facilitate the transition from emergency relief to rehabilitation and development and, particularly in the context of activities of the International Decade for Natural Disaster Reduction, the promotion of national capacity-building to help prevent and mitigate future emergencies; Requests the Secretary-General to include in his annual report to the General Assembly at its forty-ninth session recommendations on ways and means to improve the operational capacity of the emergency stockpiles, as well as an analysis of the advantages or disadvantages, including promptness of the response and cost-effectiveness, of the establishment of regional warehouses, taking into account the existing facilities and the possibility of strengthening them; Also requests the Secretary-General to include in his report to the Economic and Social Council at its substantive session of 1994 the recommendations of the Inter-Agency S	Reporting	OCHA	This is a core mandate, which reflects current need and is delivered accordingly. Reporting requirement is renewed annually.
13898	48/57	15	A/RES/46/182	Strengthening of the coordination of humanitarian emergency assistance of the United Nations	Also requests the Secretary-General to continue to strengthen the consolidated appeals process, making it more field-oriented, and to ensure that such appeals are based on specific priorities resulting from comprehensive and realistic projections of relief requirements for natural disasters and other emergencies requiring a coordinated response, and in this context invites all concerned operational and humanitarian organizations and agencies to cooperate and fully participate in the preparation of these appeals;	Policy	OCHA, specialised agencies	This is a core mandate, which reflects current need and is delivered accordingly.
13950	46/182	1		Strengthening of the coordination of humanitarian emergency assistance of the United Nations	Adopts the text contained in the annex to the present resolution for the strengthening of the coordination of emergency humanitarian assistance of the United Nations system;	Reporting	OCHA	This mandate reflects current need and implementation is ongoing, as reporting requirement is renewed annually. No duplication was detected.
14897	46/182	3-Annex		Strengthening of the coordination of humanitarian emergency assistance of the United Nations	The sovereignty, territorial integrity and national unity of States must be fully respected in accordance with the Charter of the United Nations. In this context, humanitarian assistance should be provided with the consent of the affected country and in principle on the basis of an appeal by the affected country.	Operational	OCHA	This is a core mandate, which reflects current need and is delivered accordingly.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
14907	46/182	14A		Strengthening of the coordination of humanitarian emergency assistance of the United Nations	In order to reduce the impact of disasters there should be increased awareness of the need for establishing disaster mitigation strategies, particularly in disaster-prone countries. There should be greater exchange and dissemination of existing and new technical information related to the assessment, prediction and mitigation of disasters. As called for in the International Decade for Natural Disaster Reduction, efforts should be intensified to develop measures for prevention and mitigation of natural disasters and similar emergencies through programmes of technical assistance and modalities for favourable access to, and transfer of, relevant technology.	Policy	ISDR? (listed as OCHA, UNDP)	This mandate reflects current need and is being implemented. No duplication was detected.
14910	46/182	15A		Strengthening of the coordination of humanitarian emergency assistance of the United Nations	The disaster management training programme recently initiated by the Office of the United Nations Disaster Relief Coordinator and the United Nations Development Programme should be strengthened and broadened;	Policy	OCHA, UNDP	This mandate reflects current need and is being implemented. No duplication was detected.
14914	46/182	18A		Strengthening of the coordination of humanitarian emergency assistance of the United Nations	International relief assistance should supplement national efforts to improve the capacities of developing countries to mitigate the effects of natural disasters expeditiously and effectively and to cope efficiently with all emergencies. The United Nations should enhance its efforts to assist developing countries to strengthen their capacity to respond to disasters, at the national and regional levels, as appropriate.	Policy	OCHA	This is a core mandate, which reflects current need and is delivered accordingly.
14919	46/182	19A		Strengthening of the coordination of humanitarian emergency assistance of the United Nations	On the basis of existing mandates and drawing upon monitoring arrangements available within the system, the United Nations should intensify efforts, building upon the existing capacities of relevant organizations and entities of the United Nations, for the systematic pooling analysis and dissemination of early-warning information on natural disasters and other emergencies. In this context, the United Nations should consider making use as appropriate of the early-warning capacities of Governments and intergovernmental and non-governmental organizations.	Policy	OCHA, NGLS, Group of Member States	This is a core mandate, which reflects current need and is delivered accordingly.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
14925	46/182	20A		Strengthening of the coordination of humanitarian emergency assistance of the United Nations	Early-warning information should be made available in an unrestricted and timely manner to all interested Governments and concerned authorities, in particular of affected or disaster-prone countries. The capacity of disaster-prone countries to receive, use and disseminate this information should be strengthened. In this connection, the international community is urged to assist these countries upon request with the establishment and enhancement of national early-warning systems.	Policy	OCHA	This is a core mandate, which reflects current need and is delivered accordingly.
14931	46/182	21A		Strengthening of the coordination of humanitarian emergency assistance of the United Nations	Organizations and entities of the United Nations system should continue to respond to requests for emergency assistance within their respective mandates. Reserve and other contingency funding arrangements of these organizations and entities should be examined by their respective governing bodies to strengthen further their operational capacities for rapid and co-ordinated response to emergencies.	Policy	OCHA, UNDP, Specialised Agencies	This is a core mandate, which reflects current need and is delivered accordingly.
14946	46/182	27A		Strengthening of the coordination of humanitarian emergency assistance of the United Nations	The United Nations should, building upon the existing capacities of relevant organizations, establish a central register of all specialized personnel and teams of technical specialists, as well as relief supplies, equipment and services available within the United Nations system and from Governments and intergovernmental and non-governmental organizations, that can be called upon at short notice by the United Nations.	Operational	OCHA	This is a core mandate, which reflects current need and is delivered accordingly. A review of this mechanism was requested in the 62nd session.
14949	46/182	28A		Strengthening of the coordination of humanitarian emergency assistance of the United Nations	The United Nations should continue to make appropriate arrangements with interested Governments and intergovernmental and non-governmental organizations to enable it to have more expeditious access, when necessary, to their emergency relief capacities, including food reserves, emergency stockpiles and personnel, as well as logistic support. In the context of the annual report to the General Assembly mentioned in paragraph 35 (i) below, the Secretary-General is requested to report on progress in this regard.	Reporting	OCHA, Civil society, NGLS	This is a core mandate, which reflects current need and is delivered accordingly.
14958	46/182	31A		Strengthening of the coordination of humanitarian emergency assistance of the United Nations	For emergencies requiring a coordinated response, the Secretary-General should ensure that an initial consolidated appeal covering all concerned organizations of the system, prepared in consultation with the affected State, is issued within the shortest possible time and in any event not longer than one week. In the case of prolonged emergencies, this initial appeal should be updated and elaborated within four weeks, as more information becomes available.	Operational	OCHA	This is a core mandate, which reflects current need and is delivered accordingly.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
14964	46/182	33-34A		Strengthening of the coordination of humanitarian emergency assistance of the United Nations	The leadership role of the Secretary-General is critical and must be strengthened to ensure better preparation for, as well as rapid and coherent response to, natural disasters and other emergencies. This should be achieved through coordinated support for prevention and preparedness measures and the optimal utilization of, inter alia, an inter-agency standing committee, consolidated appeals, a central emergency revolving fund and a register of stand-by capacities. To this end, and on the understanding that the requisite resources envisaged in paragraph 24 above would be provided, a high-level official (emergency relief coordinator) would be designated by the Secretary-General to work closely with and with direct access to him, in cooperation with the relevant organizations and entities of the system dealing with humanitarian assistance and in full respect of their mandates, without prejudice to any decisions to be taken by the General Assembly on the overall restructuring of the Secretariat of the United Nations. This high-level official should combine the functions at present carried out in the coordination of United	Operational	OCHA	This is a core mandate, which reflects current need and is delivered accordingly.
14970	46/182	36		Strengthening of the coordination of humanitarian emergency assistance of the United Nations	The high-level official should be supported by a secretariat based on a strengthened Office of the United Nations Disaster Relief Coordinator and the consolidation of existing offices that deal with complex emergencies. This secretariat could be supplemented by staff seconded from concerned organizations of the system. The high-level official should work closely with organizations and entities of the United Nations system as well as the International Committee of the Red Cross, the League of Red Cross and Red Crescent Societies, the International Organization for Migration and relevant non-governmental organizations. At the country level, the high-level official would maintain close contact with and provide leadership to the resident coordinators on matters relating to humanitarian assistance.	Operational	OCHA, UNDP	This is a core mandate, which reflects current need and is delivered accordingly.
14972	46/182	37A		Strengthening of the coordination of humanitarian emergency assistance of the United Nations	The Secretary-General should ensure that arrangements between the high-level official and all relevant organizations are set in place, establishing responsibilities for prompt and coordinated action in the event of emergency.	Operational	OCHA	This is a core mandate, which reflects current need and is delivered accordingly.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
14977	46/182	38A		Strengthening of the coordination of humanitarian emergency assistance of the United Nations	An Inter-Agency Standing Committee serviced by a strengthened Office of the United Nations Disaster Relief Coordinator should be established under the chairmanship of the high-level official with the participation of all operational organizations and with a standing invitation to the International Committee of the Red Cross, the League of Red Cross and Red Crescent Societies, and the International Organization for Migration. Relevant non-governmental organizations can be invited to participate on an ad hoc basis. The Committee should meet as soon as possible in response to emergencies.	Operational	OCHA	This is a core mandate, which reflects current need and is delivered accordingly.
14978	46/182	39A		Strengthening of the coordination of humanitarian emergency assistance of the United Nations	Within the overall framework described above and in support of the efforts of the affected countries, the resident coordinator should normally coordinate the humanitarian assistance of the United Nations system at the country level. He/She should facilitate the preparedness of the United Nations system and assist in a speedy transition from relief to development. He/She should promote the use of all locally or regionally available relief capacities. The resident coordinator should chair an emergency operations group of field representatives and experts from the system.	Operational	OCHA, UNDP	This is a core mandate, which reflects current need and is delivered accordingly.
13893	48/57	9	A/RES/46/182	Strengthening of the coordination of humanitarian emergency assistance of the United Nations	Decides to eCompletedpand the scope of the Central Emergency Revolving Fund to include the International Organization for Migration;	Operational	OCHA	This mandate has been superseded in 2006 by the mobilization of funds through CERF (60/124).
13894	48/57	11	A/RES/46/182	Strengthening of the coordination of humanitarian emergency assistance of the United Nations	Requests the Inter-Agency Standing Committee to agree, as a matter of urgency, on the best means and guidelines to ensure adequate human and financial resources for rapid response coordination, including the provision of resources that could be drawn on by the Emergency Relief Coordinator for establishing special coordination arrangements in the initial stage of an emergency, taking into account the relevant provisions of General Assembly resolutions 46/182 and 47/199 of 22 December 1992 and of the agreed conclusions of the Economic and Social Council related to field-level coordination;	Policy	OCHA	This mandate has been superseded in 2006 by the mobilization of funds through CERF (60/124).

Green mandates

ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
13895	48/57	12	A/RES/46/182	Strengthening of the coordination of humanitarian emergency assistance of the United Nations	Decides also, pending a final decision to be taken by the Economic and Social Council at its substantive session of 1994, on the basis of the recommendations of the Inter-Agency Standing Committee, as well as on the experience gained, to authorize, in exceptional circumstances, on a time-bound basis and while preserving the revolving nature of the Central Emergency Revolving Fund, the Emergency Relief Coordinator and relevant operational agencies, under the leadership of the Coordinator, to draw from the interest earned by the Revolving Fund to enhance rapid response coordination where insufficient capacity exists at the field level;	Operational	OCHA	This mandate has been superseded in 2006 by the mobilization of funds through CERF (60/124).
14935	46/182	22-23A		Strengthening of the coordination of humanitarian emergency assistance of the United Nations	In addition, there is a need for a complementary central funding mechanism to ensure the provision of adequate resources for use in the initial phase of emergencies that require a system-wide response. To that end, the Secretary-General should establish under his authority a central emergency revolving fund as a cash-flow mechanism to ensure the rapid and coordinated response of the organizations of the system.	Operational	OCHA	This mandate has been superseded in 2006 by the mobilization of funds through CERF (60/124).
14941	46/182	24A		Strengthening of the coordination of humanitarian emergency assistance of the United Nations	This fund should be put into operation with an amount of 50 million United States dollars. The fund should be financed by voluntary contributions. Consultations among potential donors should be held to this end. To achieve this target, the Secretary-General should launch an appeal to potential donors and convene a meeting of those donors in the first quarter of 1992 to secure contributions to the fund on an assured, broad-based and additional basis.	Operational	IFI, all member states	This mandate has been superseded in 2006 by the mobilization of funds through CERF (60/124).

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
14944	46/182	25A		Strengthening of the coordination of humanitarian emergency assistance of the United Nations	Resources should be advanced to the operational organizations of the system on the understanding that they would reimburse the fund in the first instance from the voluntary contributions received in response to consolidated appeals.	Operational	OCHA	This mandate has been superseded in 2006 by the mobilization of funds through CERF (60/124).
14953	46/182	29A		Strengthening of the coordination of humanitarian emergency assistance of the United Nations	Special emergency rules and procedures should be developed by the United Nations to enable all organizations to disburse quickly emergency funds, and to procure emergency supplies and equipment, as well as to recruit emergency staff.	Policy	OCHA	This mandate has been superseded in 2006 by the mobilization of funds through CERF (60/124).
13820	37/144	4-6		Office of the United Nations Disaster Relief Coordinator	Requests the Secretary-General to facilitate, when necessary, rapid appointment of temporary staff and procurement of supplies by the United Nations Disaster Relief Co-ordinator in order to permit a timely response to requests for emergency assistance; Requests the Secretary-General to raise the normal maximum of \$30,000 to \$50,000, the additional \$20,000 to come from voluntary sources, to permit the United Nations Disaster Relief Co-ordinator to respond with grants to requests for emergency disaster assistance up to a total of \$600,000 in any one year, with a normal ceiling of \$50,000 per country in the case of any one disaster; Authorizes the Secretary-General to permit the United Nations Disaster Relief Co-ordinator to mobilize additional voluntary resources to meet the needs presented by completed disasters and emergencies of exceptional magnitude;	Operational	OCHA	This mandate has been superseded in 2006 by the mobilization of funds through CERF (60/124).

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
18394	56/104	2, 4	A/RES/54/96[H J]	Assistance for humanitarian relief, rehabilitation and development for East Timor	2. Encourages the United Nations, other intergovernmental organizations, Member States and non-governmental organizations, with the coordination of the United Nations Transitional Administration in East Timor, and in close consultation and cooperation with the East Timorese people, to continue to collaborate to address the remaining longer-term vulnerabilities of East Timor, including in the area of preparedness and response capacity for addressing humanitarian emergencies, and to support the transition from relief and rehabilitation to development; 4. Urges United Nations organizations, the international community and non-governmental organizations to continue their efforts aimed at the enhanced ownership and participation of all East Timorese, including women and vulnerable groups, in the rehabilitation, reconstruction and development of East Timor, and in this regard stresses the need for continued international assistance to support local capacity-building, inter alia, in areas such as education, health, agriculture and rural development, the judiciary, governance and public administration, security and law and	Policy	UNFPA, WFP	This mandate reflects current needs, and implementation is ongoing. However, it should be noted that paragraph 2 is no longer relevant.
18405	56/106	11	A/RES/43/206	Assistance for humanitarian relief and the economic and social rehabilitation of Somalia	11. Calls upon the international community to provide continuing and increased assistance in response to the United Nations Consolidated Inter-Agency Appeal for relief, rehabilitation and reconstruction assistance for Somalia;	Declaration	OCHA, UNFPA, WFP	Mandate reflects current need, and is being implemented with some duplication. Defining responsibilities more clearly between implementing entities would improve coordination.
15712	54/98	8	A/RES/49/139 B	Participation of volunteers, White Helmets, in activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development	Invites the Secretary-General, on the basis of the experience acquired, to consider further the potential use of White Helmets as a resource for preventing and mitigating the effects of emergencies and post-conflict humanitarian emergencies and, in this context, to maintain an adequate structure for the White Helmets liaison functions, taking into account the ongoing reforms process;	Reporting	OCHA, OSG, UNDP	Mandate reflects current need, and implementation is ongoing.

Green mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
17949	56/102	10	A/RES/49/139 B	Participation of volunteers, White Helmets, in the activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development	Recommends that the Secretary-General encourage relevant agencies of the United Nations system to explore opportunities for collaboration with White Helmets, taking into account the success of coordinated actions carried out, inter alia, with the United Nations Children's Fund, the World Food Programme, the Office for the Coordination of Humanitarian Affairs, the United Nations Development Programme and the United Nations Volunteers;	Policy	UNV, UNHCR, Funds/programmes, DESA, UNHABITAT, WHO, OSRSG-CAAC, Specialized agencies	Mandate reflects current need, and implementation is ongoing.
22604	58/120	8	A/RES/51/30F	Special emergency economic assistance for the recovery and the development of the Comoros	Requests Member States, international organizations and other relevant organizations of the United Nations system, in the event of an agreement between the Comoros and the authorities of the autonomous islands, and while awaiting the finalization of the Fomboni Agreement by early 2004, to direct their financial and technical assistance towards assisting the most affected sectors of the population during and after the transition period, achieving reconstruction and sustainable development and enabling the country to re-engage with the international financial institutions;	Policy	OCHA, UN	Mandate reflects current need, and implementation is ongoing.
	57/101	3, 4, 5, & 6	A/RES/52/169[M]	International cooperation and coordination for the human and ecological rehabilitation and economic development of the Semipalatinsk region of Kazakhstan	3. Urges the international community to provide assistance in the formulation and implementation of special programmes and projects of treatment and care for the affected population in the Semipalatinsk region; 4. Invites all States, relevant multilateral financial organizations and other entities of the international community, including non-governmental organizations, to share their knowledge and experience in order to contribute to the human and ecological rehabilitation and economic development of the Semipalatinsk region; 5. Invites all Member States, in particular donor States, relevant organs and organizations of the United Nations system, including the funds and programmes, to participate in the rehabilitation of the Semipalatinsk region; 6. Invites the Secretary-General to pursue a consultative process, with the participation of interested States and relevant United Nations agencies, on modalities for mobilizing the necessary support to seek appropriate solutions to the problems and needs of the Semipalatinsk region, including those prioritized in the report	Policy	OCHA, Funds/programmes, DESA, DPI, UNDP	This mandate reflects current need, and implementation is ongoing.

Anne 1 - Completed mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
15706	54/96[D]	12	A/RESS/43/206	Assistance for humanitarian relief and the economic and social rehabilitation of Somalia	Requests the Secretary-General, in view of the critical situation in Somalia, to take all necessary measures for the implementation of the present resolution and to report thereon to the General Assembly at its fifty-fifth session.	Reporting	OSG	Reporting requirement has been met. Mandate has not been renewed since the 60th session.
18173	59/218	15	A/RES/43/206	Assistance for humanitarian relief and the economic and social rehabilitation of Somalia	Requests the Secretary-General, in view of the critical situation in Somalia, to take all necessary and practicable measures for the implementation of the present resolution and to report thereon to the General Assembly at its sixtieth session	Reporting	OCHA, UNFPA, WFP	Reporting requirement has been met. Mandate has not been renewed since the 60th session.
18406	56/106	12	A/RES/43/206	Assistance for humanitarian relief and the economic and social rehabilitation of Somalia	Requests the Secretary-General, in view of the critical situation in Somalia, to take all necessary measures for the implementation of the present resolution and to report thereon to the General Assembly at its fifty-seventh session.	Reporting	OCHA, UNFPA, WFP	Reporting requirement has been met. Mandate has not been renewed since the 60th session.

22602	58/115	13	A/RES/43/206	Assistance for humanitarian relief and the economic and social rehabilitation of Somalia	Requests the Secretary-General, in view of the critical situation in Somalia, to take all necessary and practicable measures for the implementation of the present resolution and to report thereon to the General Assembly at its fifty-ninth session.	Reporting	OCHA, DPA, UNDP	Reporting requirement has been met. Mandate has not been renewed since the 60th session.
16932	54/96[H]	14		Assistance for humanitarian relief, rehabilitation and development for East Timor	Requests the Secretary-General to report to the General Assembly at its fifty-fifth session on the implementation of the present resolution.	Reporting	OSG	Mandate request completed.
18672	58/121	15	A/RES/54/96[H]	Assistance for humanitarian relief, rehabilitation and development for Timor-Leste	Requests the Secretary-General to submit a report on the implementation of the present resolution to the General Assembly for consideration at its sixtieth session	Reporting	OCHA, DPA, UNDP, DGACM	Reporting requirement has been fulfilled, and mandate has not been renewed
18733	44/177	7		Assistance for the reconstruction and development of Djibouti	Requests the Secretary-General to report to the General Assembly at its forty-fifth session, through the Economic and Social Council at its second regular session of 1990, on the progress made in the implementation of the present resolution	Reporting	OCHA	Mandate was not renewed after the 58th session.

8532	53/1[J]	9	A/RES/44/177	Assistance for the reconstruction and development of Djibouti	Also requests the Secretary-General to report to the General Assembly at its fifty-fourth session, through the Economic and Social Council at the humanitarian affairs segment of its substantive session of 1999, on the progress made with regard to economic assistance to Djibouti and the implementation of the present resolution.	Reporting	DPA, UNICEF, WFP, UNDP	Reporting requirement has been fulfilled and mandate has not been renewed.
15704	54/96[C]	11	A/RES/44/177	Assistance for the reconstruction and development of Djibouti : resolution	Also requests the Secretary-General to report to the General Assembly at its fifty-sixth session on the progress made with regard to economic assistance to Djibouti and the implementation of the present resolution.	Reporting	DPA, UNICEF, OSG, UNDP	Reporting requirement has been fulfilled and mandate has not been renewed.

3709	55/167	6	A/RES/31/43	Assistance to Mozambique	requests the Secretary-General to report to it, for consideration at its fifty-seventh session, under the item on strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance, through the Economic and Social Council at the humanitarian segment of its substantive session in 2002, on the implementation of the present resolution.	Reporting	UNAIDS, UNHCR, UNICEF, UNFPA, WFP, UNDP	Reporting requirement has been fulfilled. Although the resolution has been renewed (A/RES/59/214) there is no mention of this mandate.
4201	53/1[G]	9 c)		Assistance to Mozambique	Requests the Secretary-General, in close cooperation with the Government of Mozambique: c) To prepare a report on the implementation of the present resolution for consideration by the General Assembly at its fifty-fifth session.	Reporting	UNDP	Reporting requirement has been fulfilled, and mandate has not been renewed

21838	57/104	9	A/RES/31/43	Assistance to Mozambique	9. Also requests the Secretary-General to report to it, for consideration at its fifty-ninth session, under the item on strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance, through the Economic and Social Council at the humanitarian segment of its substantive session in 2004, on the implementation of the present resolution.	Reporting	DPKO	Reporting requirement has been fulfilled, and the mandate does not reoccur in renewals of the resolution.
18664	58/116	8	A/RES/44/177	Economic assistance for the reconstruction and development of Djibouti	Also requests the Secretary-General to report to the General Assembly at its sixtieth session on the humanitarian situation of Djibouti and on the progress made with regard to economic assistance to Djibouti and the implementation of the present resolution	Reporting	DESA, DGACM	Reporting requirement has been fulfilled, and mandate has not been renewed

3895	55/170	8	A/RES/54/96[G]	Economic assistance to the Eastern European States affected by the developments in the Balkans	Requests the Secretary-General to report to the General Assembly at its fifty-sixth session on the implementation of the present resolution.	Reporting	ECA, DPA, ECLAC, ECE, UNDP	Reporting requirement has been fulfilled, and mandate has not been renewed since the 56th
18761	43/206	5		Emergency assistance to Somalia	Requests the Secretary-General to apprise the Economic and Social Council at its first regular session of 1989 of his efforts and to report to the General Assembly at its forty-fourth session on the implementation of the present resolution	Reporting	OCHA	Reporting requirement has been fulfilled, and the mandate was not renewed after the 59th session.
18963	56/112	15	A/RES/43/8	Emergency assistance to the Sudan	Requests the Secretary-General ... to report to the General Assembly at its fifty-eighth session on the emergency situation in the affected areas and the recovery, rehabilitation and development of the Sudan.	Reporting	OCHA	Reporting requirement has been fulfilled, and mandate has not been renewed

21125	58/26	3	A/RES/46/182	Emergency humanitarian assistance to Malawi	Requests the Office for the Coordination of Humanitarian Affairs to continue to seek ways and means of improving the effectiveness of the United Nations consolidated appeals process;	Policy	OCHA	Mandate has not been renewed and is non-recurrent.
21127	58/26	9	A/RES/46/182	Emergency humanitarian assistance to Malawi	Requests the Secretary-General to submit to the General Assembly for consideration at its fifty-ninth session a report on the implementation of the present resolution.	Reporting	OCHA	Reporting requirement has been fulfilled, and mandate has not been renewed
16867	56/10	13	A/RES/52/169 I	Emergency international assistance for peace, normalcy and rehabilitation in Tajikistan	13. Requests the Secretary-General to continue to monitor the humanitarian situation in Tajikistan and to report to the General Assembly at its fifty-seventh session on the progress made in the implementation of the present resolution;	Reporting	OCHA, DPA, UNHCR, UNFPA, WFP, UNDP, DPKO, All Member States	Reporting requirement has been fulfilled, and mandate has not been renewed
21831	57/103	12	A/RES/52/169 I	Emergency international assistance for peace, normalcy and rehabilitation in Tajikistan	12. Requests the Secretary-General to continue to monitor the humanitarian situation in Tajikistan and to report to the General Assembly at its fifty-ninth session on the progress made in the implementation of the present resolution;	Reporting	Member State	Reporting requirement has been fulfilled, and mandate has not been renewed

8165	54/30	5		Emergency response to disasters	Requests the Secretary-General to report to the General Assembly at its fifty-fifth session on the progress made in the implementation of the present resolution.	Reporting	OSG	Reporting requirement has been met. Mandate has not been renewed.
18392	56/101	8	A/RES/54/96F	Humanitarian assistance to the Federal Republic of Yugoslavia	8. Requests the Secretary-General to submit to it at its fifty-seventh session, under the item entitled "Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance", a report on the implementation of the present resolution.	Reporting	UNFPA	Reporting requirement has been fulfilled, and mandate has not been renewed
22187	57/148	8	A/RES/54/96[F]	Humanitarian assistance to the Federal Republic of Yugoslavia	8. Requests the Secretary-General to submit to it at its fifty-ninth session, under the item entitled "Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance", a report on the implementation of the present resolution.	Reporting	OCHA	Reporting requirement has been fulfilled, and mandate has not been renewed

15036	44/168	3		International assistance for the economic rehabilitation of Angola	Requests the Secretary-General to enter into consultation with the Government of Angola for the purpose of determining the level of assistance required by Angola and to report to Member States and the relevant United Nations bodies on the results of those consultations;	Reporting	ECA, UNDP	Reporting requirement has been fulfilled, and the latest resolution (A/RES/59/216) does not make reference to this mandate.
15037	44/168	4		International assistance for the economic rehabilitation of Angola	Also requests the Secretary-General to report to the General Assembly at its forty fifth session on the implementation of the present resolution;	Reporting	ECA, UNDP	Reporting requirement has been fulfilled, and the mandate was not renewed after the 59th session. The latest resolution (A/61/209)

21819	57/102	4	A/RES/44/168	International assistance for the economic rehabilitation of Angola	4. Appeals to Member States and in particular the donor community to support the projects foreseen in the mid-term review of the United Nations Consolidated Inter-Agency Appeal for 2002, estimated at 171,057,107 United States dollars, which are to be completed between September and December 2002 in order to assist, inter alia, the 4 million internally displaced people, 1.54 million of whom have critical food needs, and to be especially generous in their support for the United Nations Consolidated Inter-Agency Appeal for 2003;	Declaration	OCHA, OHCHR, UNHCR, DPA, DESA, UNDP	The situation in Angola has changed from Humanitarian assistance to rehabilitation, development and reconstruction. This non-recurrent mandate did not feature in the latest resolution (A/RES/61/219).
21822	57/102	9	A/RES/44/168	International assistance for the economic rehabilitation of Angola	9. Requests the Government of Angola, the United Nations and the international financial institutions to take all necessary steps for the preparation and successful organization of an international donors conference in order to strengthen humanitarian and disaster relief assistance, including special economic assistance;	Declaration	IFI, Member State, UN	The situation in Angola has changed from Humanitarian assistance to rehabilitation, development and reconstruction. This non-recurrent mandate did not feature in

21824	57/102	10	A/RES/44/168	International assistance for the economic rehabilitation of Angola	10. Expresses its appreciation to the international community, the United Nations system, funds and programmes, and the governmental and nongovernmental organizations that are participating in humanitarian assistance programmes in Angola, including in mine-action activities, and appeals for their continued contribution in a manner complementary to that of the Government to humanitarian mine-action activities;	Declaration	Funds/programmes, IFI, All Member States, DDA	The situation in Angola has changed from Humanitarian assistance to rehabilitation, development and reconstruction. This non-recurrent mandate did not feature in the latest resolution (A/RES/61/219).
21825	57/102	11	A/RES/44/168	International assistance for the economic rehabilitation of Angola	11. Urges the Government of Angola to take the lead in mobilizing funding for the expansion of programmes for humanitarian mine-action activities, and encourages international donors to contribute to these efforts;	Declaration	Funds/programmes	The situation in Angola has changed from Humanitarian assistance to rehabilitation, development and reconstruction. This non-recurrent mandate did not feature in

21826	57/102	13	A/RES/44/168	International assistance for the economic rehabilitation of Angola	13. Requests the Secretary-General to submit to the General Assembly at its fifty-ninth session a report on the implementation of the present resolution.	Reporting	DDA	The situation in Angola has changed from Humanitarian assistance to rehabilitation, development and reconstruction. This non-recurrent mandate did not feature in
14423	58/117	10	A/RES/49/21[]	International assistance to and cooperation with the Alliance for the Sustainable Development of Central America	Requests the Secretary-General to report to the General Assembly at its sixtieth session on the implementation of the present resolution as part of a consolidated report under the item entitled "The situation in Central America: progress in fashioning a region of peace, freedom, democracy and development".	Reporting	OCHA, Funds/programmes, ECLAC, DESA UNDP, UNEP	Reporting requirement has been fulfilled, and mandate has not been renewed

4206	53/1[H]	8	A/RES/52/169 [M]	International cooperation and coordination for the human and ecological rehabilitation and economic development of the Semipalatinsk region of Kazakhstan	Requests the Secretary-General to report to the General Assembly at its fifty-fifth session on progress made in the implementation of the present resolution under the item entitled "Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance".	Reporting	OCHA	Specific reporting requirement has been fulfilled, and the mandate does not feature in the latest resolution (A/RES/60/216)
17948	56/102	11	A/RES/49/139 B	Participation of volunteers, White Helmets, in the activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development	Requests the Secretary-General to continue the consideration of the possible strengthening and broadening of consultative mechanisms to promote further and operationalize the concept, as referred to in paragraphs 9 and 10 above, and to report to the General Assembly at its fifty-eighth session, under the item entitled "Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance", on the actions taken in conformity with the present resolution.	Reporting	WFP	Reporting requirement has been completed.

3906	55/175	23	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	Requests the Secretary-General to submit to it at its fifty-sixth session a comprehensive, updated report on the safety and security situation of humanitarian personnel and protection of United Nations personnel and on the implementation of the present resolution, including an account of the measures taken by Governments and the United Nations to prevent and respond to all individual security incidents that involve United Nations and its associated personnel.	Reporting	OCHA, OHCHR, DM, DPKO, UNSSC	Reporting requirement has been fulfilled, and mandate has not been renewed
15842	54/192	17	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	...requests the Secretary-General to submit by May 2000, for its consideration during its fifty-fourth session, a report containing a detailed analysis and recommendations addressing the scope of legal protection under the 1994 Convention on the Safety of United Nations and Associated Personnel...	Reporting	OCHA, OHCHR, DM, DPKO	Reporting requirement has been fulfilled. Mandate calls for no further action.

22670	58/122	30	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	30. Requests the Secretary-General to submit to the General Assembly at its fifty-ninth session a comprehensive and updated report on the safety and security situation of humanitarian personnel and protection of United Nations personnel and on the implementation of the present resolution, including the progress made by the Secretary-General in pursuing accountability and assessing responsibility for all individual security incidents that involve United Nations and its associated personnel at all levels throughout the United Nations system, as well as an account of the measures taken by Governments and the United Nations to prevent and respond to such incidents.	Reporting	DPA, DPKO	Reporting requirement has been fulfilled, and mandate has not been renewed
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15898	52/167	7		Safety and security of humanitarian personnel.	7. Welcomes the opportunity to discuss the respect for and security of humanitarian personnel at the First Periodical Meeting on International Humanitarian Law, to be held at Geneva in January 1998, and invites all States parties to the Geneva Conventions of 12 August 1949 to take an active part in that meeting; (GA res 52/167)	Declaration	UNOSC, OLA	This mandate calls for engagement at specific meeting.
18241	54/96[B]	8d		Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	Requests the Secretary-General: (d) To submit to the General Assembly at its fifty-fifth session a report on the actions taken pursuant to the present resolution.	Reporting	UNFPA, WFP	Reporting requirement has been fulfilled (A/59/293), and mandate has not been renewed since the 58th
18897	57/146	16D	A/RES/52/169 [A]	Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	16. Requests the Secretary-General: (d) To submit to the General Assembly at its fifty-eighth session a report on the actions taken pursuant to the present resolution.	Reporting	DPA, DESA, DPKO	Reporting requirement has been fulfilled (A/59/293), and mandate has not been renewed since the 58th

22681	52/169	27 (e)	A/RES/52/169 A	Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	27. Requests the Secretary-General to: (e) To submit to the General Assembly at its fifty-ninth session a report on the actions taken pursuant to the present resolution.	Reporting	DPA, DPKO	Reporting requirement has been fulfilled (A/59/293), and mandate has not been renewed since the 58th
18271	52/169 [A]	9B		Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo.	9. Requests the Secretary-General: (b) To submit to the General Assembly at its fifty-third session a report on the actions taken pursuant to the present resolution;	Reporting	IBRD, OHLDC, UNDP	Reporting requirement has been fulfilled (A/59/293), and mandate has not been renewed since the 58th
7934	53/1[N]	7		Special assistance to Central and East African countries receiving refugees, returnees and displaced persons	Requests the Secretary-General to submit to the General Assembly at its fifty-fourth session a report on the follow-up to the present resolution, with a view to continuing discussions under the item entitled Report of the United Nations High Commissioner for Refugees .	Reporting	UNHCR	Specific reporting requirement has been fulfilled.

7935	53/1[N]	7		Special assistance to Central and East African countries receiving refugees, returnees and displaced persons	Requests the Secretary-General to submit to the General Assembly at its fifty-fourth session a report on the follow-up to the present resolution, with a view to continuing discussions under the item entitled Report of the United Nations High Commissioner for Refugees .	Reporting	UNHCR	Specific reporting requirement has been fulfilled.
22607	58/120	11	A/RES/51/30F	Special emergency economic assistance for the recovery and the development of the Comoros	Further requests the Secretary-General to report to the General Assembly at its fifty-ninth session on the implementation of the present resolution.	Reporting	OCHA	Reporting requirement has been fulfilled, and mandate has not been renewed
4199	53/1[F]	4		Special emergency economic assistance to the Comoros	Requests the Secretary-General to mobilize the above-mentioned assistance and to report to the General Assembly at its fifty-fifth session on the implementation of the present resolution.	Reporting	DPA, DESA, UNDP	Reporting requirement has been fulfilled, and mandate has not been renewed

20411	51/30[F]	4		Special emergency economic assistance to the Comoros	Requests the Secretary-General to furnish all necessary assistance in accordance with paragraph 3 above and asks him to dispatch to Moroni as soon as possible a multidisciplinary humanitarian and technical assessment mission in order to carry out a detailed study of the needs of the country in terms of assistance;	Reporting	OCHA, ECA, DPA, DESA	Mandate has been fulfilled, and has not been renewed.
20412	51/30[F]	6		Special emergency economic assistance to the Comoros	Requests the Secretary-General to report to the General Assembly at its fifty-third session on the implementation of the present resolution.	Reporting	OCHA, ECA, DPA, DESA	Reporting requirement has been fulfilled, and mandate has not been

18376	56/107	9	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	9. Requests the Secretary-General to inform Governments regularly about the use of the Revolving Fund and to report to the General Assembly at its fifty-seventh session on the utilization of the Fund and on further possible improvements in its terms of reference in order to enhance its functioning and utilization, inter alia, in relation to the great need for urgent assistance in many under funded, so-called forgotten emergencies;	Reporting	OCHA	Reporting requirement has been fulfilled. Mandate calls for no further action, and there is no reference to this mandate in the latest renewal of this mandate in the 57th Session.
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17967	49/139 [B]	6		Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including economic assistance : strengthening of the coordination of emergency humanitarian assistance of the United Nations	Invites the Secretary-General, in this context, to include in his report for consideration at the next substantive session of the Economic and Social Council the results of his assessment of the potentials of: (a) The provision by the Department of Humanitarian Affairs and the United Nations Volunteers of coordination for activities to be undertaken by national volunteer corps, including the supportive role of the Resident Coordinator at the country level; (b) The establishment of a distinct window within the Special Voluntary Fund of the United Nations Volunteers for channelling funds for operational purposes; (c) The use of databases within the United Nations system to coordinate and facilitate the rapid provision of assistance by national volunteer corps to the United Nations system; (d) Experiences at the national level with regard to, inter alia,	Reporting	OCHA, UNV	Reporting requirement has been fulfilled, and mandate has not been renewed
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17968	49/139 [B]	5		Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including economic assistance : strengthening of the coordination of emergency humanitarian assistance of the United Nations	Requests the Secretary-General to submit a report to the Economic and Social Council at its next substantive session incorporating the views expressed by Governments and appropriate intergovernmental organizations and relevant entities within the United Nations system, in particular the Department of Humanitarian Affairs of the Secretariat and the United Nations Volunteers, on ways and means of strengthening national and regional stand-by arrangements, including the establishment and full utilization of national volunteer corps, in the area of emergency humanitarian assistance, as well as in the promotion of a smooth transition from relief to rehabilitation, reconstruction and development, taking into account existing mandates and activities of the United Nations system;	Reporting	OCHA, UNV	Reporting requirement has been fulfilled, and mandate has not been renewed
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18769	50/88[A]	7		<p>Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance : emergency international assistance for peace, normalcy and reconstruction of war-stricken Afghanistan : the situation in Afghanistan and its implications for international peace and security</p>	<p>Requests the Secretary-General to submit to the General Assembly at its fifty-first session a report on the actions taken pursuant to the present resolution</p>	Reporting	OCHA	<p>Reporting requirement has been fulfilled.</p>
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6707	53/1[O]	13		<i>Emergency assistance to the Sudan</i>	<i>Requests the Secretary-General ... to report on the emergency situation in the affected areas and the recovery, rehabilitation and development of the country to the General Assembly at its fifty-fourth session.</i>	Reporting	OCHA	<i>Reporting requirement has been fulfilled, and mandate has not been renewed</i>
15713	54/98	9	<i>A/RES/49/13 9 B</i>	<i>Participation of volunteers, White Helmets, in activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development</i>	<i>Requests the Secretary-General to conclude his consideration of the possible strengthening and broadening of consultative mechanisms to promote further and operationalize the concept, as referred to in paragraph 14 of his report and to report to the General Assembly at its fifty-sixth session, under the item entitled Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance , on the actions taken in conformity with the present resolution.</i>	Reporting	OCHA, OSG, UNDP	<i>Mandate has been superseded by A/RES/61/220, which decides to report on this in the 64th in a coordinated report. It is non-recurrent and completed.</i>

United Nations  **Nations Unies**

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ACTION

REFERENCE:

25 April 2008

Dear Ambassadors Banks and Mbuende,

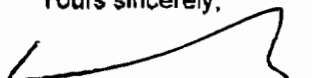
I refer to your letter of 8 April 2008 referring to our meeting and discussions on resource implications of discontinued mandates.

As mentioned, the Secretariat would make every effort to cost mandates which Member States consider should be terminated. Upon receipt of such a list of mandates, the programme manager concerned would be asked to provide my Office with details on the recommendations for terminating activities/outputs and an indication of the related resources released therefrom, together with an explanation as to whether or not those released resources would be/have been utilized for other activities.

In the meantime, I am attaching herewith a brief recapitulation of what was discussed on mandates and resources, together with an extract from the Introduction to the proposed programme budget for the biennium 2006-2007 (A/60/6 (Introduction), annex III) concerning the identification of activities and outputs that have been completed or are obsolete, of marginal usefulness or ineffective. This extract may provide some insight into the measures that have been taken over the years for implementing Regulation 5.6 and rule 105.6 of the Regulations and Rules Governing Programme Planning concerning activities and outputs which can be discontinued.

Please do not hesitate to contact us for any further assistance you wish from us.

Yours sincerely,



Warren Sach
Assistant Secretary-General
Controller

Ambassador Rosemary Banks
Permanent Mission of New Zealand
to the United Nations
New York

Ambassador Kaire Mbuende
Permanent Mission of the Republic of Namibia
to the United Nations
New York

cc. Ms. Bárcena Ms. Van Buerle

MANDATES AND RESOURCES RELATED TO THE REGULAR BUDGET

A. Summary

1. Mandates, emanate from the General Assembly, the Security Council, the Economic and Social Council, their respective subsidiary bodies and other specialized intergovernmental bodies, and appear in the form of resolutions, decisions, programmes of action, and recommendations reflected in relevant reports. Mandates provide the basis and overall direction for the work of the Organization. The key mandates for each programme and subprogramme are listed in the biennial Strategic Framework of the Organization.
2. Resources, including extrabudgetary resources, for implementation of mandates are presented in the **biennial programme budget (regular budget)**, by section (programme) and by subprogrammes, in accordance with the Regulations and Rules Governing Programme Planning (ST/SGB/2000/8), Regulation 5.1.
3. Resource requirements are presented by post and non-post items, for the budget section as a whole and for each subprogramme. The "value" or cost of outputs/services to be delivered are estimated **at the subprogramme level**, based on the history of the subprogramme, its mandates for ongoing as well as for new activities, which may or may not be recurrent.
4. Details of posts (grade level) and by objects of expenditure (e.g. consultants, travel, general operating expenses etc.), are provided for the section as a whole and for each subprogramme, in the supplementary information material which is submitted to the ACABQ for its deliberations and made available to the Fifth Committee. The General Assembly approves the programme budget as a whole, as well as the resources at the subprogramme level. Appropriation is at the overall budget level.
5. The United Nations does not have a system to cost each output individually. It is difficult to associate human and financial resources to one particular mandate because most posts are associated to more than one mandate.
 - (a) **Additional mandates**
6. Some new activities/outputs requested by Member States, after the preparation and approval of the programme budget, **do not have significant additional financial implications**. The statements of programme budget implications or oral statements presented to the relevant General Assembly

committee would nevertheless indicate the cost of such work and would note that the related resource requirements would be absorbed by the relevant budget section. In other words, staff of the relevant budget section responsible for the subject matter would assume the additional workload.

7. Some new activities/outputs requested by Member States after the preparation and approval of the programme budget **are more complex and of such magnitude that additional resources would be required** (e.g. a mandate for the convening of an international conference, the undertaking of a major comprehensive study, the establishment of a new organizational unit etc.). The statements of programme budget implications for those new mandates would indicate the cost of such work and would request an additional appropriation.

8. See below paragraphs on programme budget implications statements.

(b) Discontinued activities/outputs

9. **Discontinued activities/outputs** are annexed to each budget section. Resources are not always released from the discontinuation of outputs since those resources are utilized for new or replacement activities/outputs. For a detailed explanation of identification of activities and outputs that have been completed or are obsolete, of marginal usefulness or ineffective, refer to Annex III of the Introduction to the proposed programme budget for the biennium 2006-2007. Discontinued outputs may also include non-recurrent activities which would have been reflected in the starting point for budget preparation – therefore no resources would have been released for other activities.

(c) Mandate review

10. Programme managers are required to undertake a review of **mandates** at different stages of the programme planning, budgeting, monitoring and evaluation cycle, when they prepare their biennial strategic framework, the biennial proposed programme budget, including programme budget implications of new/additional mandates, and when they review findings from the programme performance report (monitoring of implementation) and from evaluation reports.

B. Background

(a) Mandates

11. There are **general mandates** (e.g. those that establish a programme such as political affairs, economic and social development, human rights, sustainable development, environment or a **subprogramme** such as status of women; population; globalization, interdependence and development) and for

which resource information is available at the programme and subprogramme levels in the biennial programme budget. Such mandates are ongoing and, generally under the direction of respective specialized intergovernmental bodies, programme managers translate those mandates into work programmes (parliamentary reports; servicing of intergovernmental bodies; other substantive activities (recurrent and non-recurrent publications; public information material; technical cooperation activities; data collection, research and policy analysis; ad hoc expert groups, seminars, advisory services, conference services; administrative support services; oversight services; security activities, etc.)

12. There are also **specific mandates** that are primarily at the output level (e.g. those that request a special review, a study, a report, an international conference);

- some specific mandates call for work that are non-recurrent, so when the output or service is delivered, the **one-time costs** are not renewed.
- other specific mandates occur on a regular basis, e.g. the annual report of the Secretary-General, annual reports and publications (World Economic Survey, yearbooks, budgets, biennial reports, reports requested by specialized intergovernmental bodies), the convening of the quinquennial crime congress, etc.

13. The termination of a resolution (mandate), has to take into account the ongoing nature of the issue to be addressed (e.g. safety and security of humanitarian personnel) as well as any request within that resolution for one specific aspect to be addressed (a report on measures to improve the safety and security of humanitarian personnel).

14. For each programme and subprogramme, a **list of outputs** is provided in the programme budget, but resources are not itemized for each output. The Organization does not have a system which enables the costing of each output or each mandate. As mentioned above, the "value" or cost of outputs/services to be delivered are estimated **at the subprogramme level**, based on the history of the subprogramme, its mandates for ongoing as well as for new activities, which may or may not be recurrent.

15. Some other **specific mandates**, such as those for special political missions and peacekeeping operations, have specific separate budgets. There is no system to cost individual outputs within those budgets.

(b) Regular budget programmes and subprogrammes

16. There are 27 programmes reflected in the strategic framework (Biennial Programme Plan for 2008-2009), which comprises over 140 subprogrammes.

Many of the subprogrammes receive direction and overall guidance by specialized intergovernmental bodies (see para. 18 below).

17. Implementation of regular budget activities follows an established programme planning, budgeting, monitoring and evaluation cycle, pursuant to the Regulations and Rules Governing Programme Planning (ST/SGB/2000/8). The strategic framework (Biennial Programme Plan for the period 2008-2009), as approved by the General Assembly, is the basis for the programme budget for 2008-2009.

18. The regular budget (each section representing a programme) provides information on objectives, expected accomplishments, indicators of achievement, external factors, outputs as well as resource requirements which are categorized by posts and non-posts items. It is difficult to associate human and financial resources to a particular mandate because most posts are linked to more than one mandate.

19. The programme performance report (monitoring component of the cycle) for the biennium 2006-2007 indicates that there were over 44,000 *quantifiable* outputs (which includes *clusters* of outputs, such as press releases, allotment advices, personnel actions) which are counted individually, as well as *non-quantifiable outputs*, such as good offices, advisory services, consultations, coordination activities, conference services, etc.

20. Programme managers are required to conduct "self-evaluation" exercises to determine the continuing relevance, usefulness, efficiency and effectiveness of their activities. Currently, OIOS is responsible for overseeing self-evaluation activities and for conducting thematic and cross-cutting in-depth evaluations.

(c) Specialized intergovernmental bodies

21. It should be borne in mind that many of the mandates in the economic and social areas have related **specialized intergovernmental bodies** – e.g. Statistical Commission, Commission on the Status of Women, Commission on Sustainable Development, regional commissions, expert bodies. There are over 30 subsidiary bodies of ECOSOC, and within some of those bodies are almost 70 sub-committees. These bodies are all listed in the biennial programme budgets. Document E/2001/INF/3 also refers. For the most part, many of the subprogrammes relate to a specialized intergovernmental body.

(d) Programme budget implications statements

22. When new mandates emanate from intergovernmental bodies after the approval of the programme budget, **statements of programme budget implications (pbi)** are provided to Member States when they adopt resolutions

that call for additional work to be carried out by the Secretariat. It is possible at that point to provide resource information for specific mandates calling for additional work.

23. For example, if there is a request (mandate) for an international conference to be convened, the pbi would indicate the resources required for additional staff or general temporary assistance required to do the preparatory organizational work, the preparation of necessary background documentation, the organization and conduct of preparatory expert group meetings, the public information material, the press coverage, the travel costs of participants, security, administrative other support costs, and the conference servicing costs.

24. Some new activities/outputs requested by Member States, after the preparation and approval of the programme budget, **do not have significant additional financial implications**. The statements of programme budget implications or oral statements presented to the relevant General Assembly committee would nevertheless indicate the cost of such work and would note that the related resource requirements would be absorbed by the relevant budget section. In other words, staff of the relevant budget section responsible for the subject matter would assume the additional workload.

25. It should be noted that if there is an increase/decrease in the workload of the substantive departments, i.e. those departments that generate outputs, there is generally a corresponding increase/decrease in the support services (editing, translation, printing, personnel actions, financial/accounting and other support services).

(e) Extrabudgetary resources

26. Regulation 4.4 of the Regulations and Rules Governing Programme Planning state that the medium-term plan shall cover all activities, both substantive and servicing, including those to be financed partially or fully from extrabudgetary resources. By implication, the programme budget also includes activities/outputs that are financed partially or fully from extrabudgetary resources.

27. Outputs in the programme budget are not differentiated by source of funding. However, the technical cooperation activities are for the most part funded from extrabudgetary resources.

(f) Current procedures for reviewing mandates

28. **Mandate review**, in terms of reviewing ongoing, modified or new mandates, currently occurs at different stages of the programme planning, budgeting, monitoring and evaluation cycle, as follows:

- At the time of preparation of the biennial **strategic framework** (relevant mandates are annexed to each programme's biennial programme plan, at the programme and subprogramme levels);
- At the time of **programme budget proposals**, which may include new mandates approved after the approval of the strategic framework. Programme managers also make recommendations for redeployment of resources to priority areas, taking into account completed activities and termination of mandates. In this connection, each section of the programme budget includes a list of **outputs to be discontinued**;
- During budget implementation, when new mandates require statements of **programme budget implications**;
- At the time of reporting in the **biennial programme performance report**;
- Following recommendations emanating from **evaluations**.

29. The Committee for Programme and Coordination (CPC) has the responsibility for assessing the results achieved from activities undertaken by the Secretariat, the continuing validity of legislative decisions of more than five years' standing, and the effectiveness of coordination with other units of the secretariat and members of the United Nations family (ECOSOC resolution 2008 (LX) of 14 May 1976.

(g) Discontinuation of mandates

30. **General mandates** that establish a programme or a subprogramme are rarely discontinued, since these provide the basis for the ongoing work of the Organization. Examples of such mandates include work related to economic and social affairs, trade and development, human rights, environment, etc.

31. In many cases, the discontinuation of a programme or subprogramme would involve intervention by a specialized intergovernmental body and by the General Assembly. Examples of these have been related to political agreements or other events linked to restructuring – Centre Against Apartheid, Centre on Science and Technology, Department for Development Support and Management Services, Centre on Transnational Corporations, Centre for Social Development and Humanitarian Affairs.

32. **Subprogrammes** have been modified, expanded, or discontinued when mandates require such modification, expansion or discontinuation, and the changes are reflected in the biennial strategic framework and/or in the biennial

programme budget. Changes often occur following outcomes of major conferences or other events (territorial changes, economic, social and financial emergencies, scientific findings, new data, changes in policies etc.) As mentioned many subprogrammes in the economic and social areas are linked to a specialized intergovernmental body which provides direction for the work of the Secretariat

33. **Specific mandates** for specific activities/outputs are discontinued once the report/service has been delivered. However, this does not mean that the general mandate is no longer relevant. Furthermore, a specific mandate would be completed for one year but a similar specific mandate in the following year could give rise to new reports/services.

Example 1: The General Assembly, in a resolution, requests a report on a strengthened and unified security management system; once this report is submitted for its consideration, that particular specific mandate (request) would have been completed, even though the subject matter (general mandate, as reflected in the resolution) is an ongoing concern.

Example 2: The Population Commission requests 6 reports to be prepared for its session in 2008; once those reports are submitted for its consideration, that particular mandate would have been completed, and those reports would be considered "discontinued", but there could be another request (mandate) by the Commission in the following year for another 6 other reports to be prepared for its session in 2009.

34. **Changes** to the programme and subprogramme structure are reviewed by specialized intergovernmental bodies, CPC, ACABQ and the Fifth Committee.

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Annex III

Identification of activities and outputs that have been completed or are obsolete, of marginal usefulness or ineffective

I. Introduction

1. The General Assembly, in its resolution 58/270 of 23 December 2003 on questions relating to the proposed programme budget for the biennium 2004-2005, requested the Secretary-General to submit to it at its fifty-ninth session a report on improving the implementation of regulation 5.6 and rule 105.6 of the Regulations and Rules Governing Programme Planning. Regulation 5.6 and rule 105.6 refer to activities and outputs included in the previous budgetary period which, in the judgement of the Secretary-General, can be discontinued and which, as a consequence, are not included in the proposed programme budget. The present annex has been prepared in response to that request. In addition, reference is made to regulations 6.1 and 6.2 and their related rules, which also require the identification of terminated activities.
2. This present report reviews the measures that have been taken over the years since the introduction of programme planning and budgeting to ensure the effective implementation of legislative mandates and proposes ways to improve the implementation of regulation 5.6 and rule 105.6.

II. Historical background

3. The evolution of programme planning and budgeting over the years, including the most recent innovation of results-based budgeting, has been the driving force behind efforts to ensure that the work of the United Nations continues to be useful, relevant, efficient and effective. Regulations and rules have been established, policies and procedures have been streamlined, organizational units have been restructured and reorganized and mechanisms have been created, all in an attempt to implement legislative mandates in the most cost-effective manner and to have a positive impact on the Organization's beneficiaries.
4. The identification of activities that have been completed or can be terminated because of obsolescence, marginal usefulness or ineffectiveness has been of concern to Member States since the introduction of programme planning and budgeting in 1974. Such identification, it was agreed, was necessary to ensure a better response to legislative mandates and more effective management of programmes and, more importantly, to enable Member States to determine an appropriate level of the programme budget, taking due account of, inter alia, resources that could be released as a result of the identification of those activities, whether for the purpose of reallocating the released resources for other and/or new activities or outputs or for reducing the financial burden on Member States. Initially, emphasis had been placed on improved measurement of resources released through the completion of outputs, but Member States were also concerned about how best to determine which outputs should be discontinued in terms of what worked and what did not.
5. To meet those concerns, a number of reviews were undertaken by the Secretary-General and the Joint Inspection Unit^a for consideration by the General Assembly, the Committee for Programme and Coordination and the Advisory Committee on Administrative and Budgetary Questions (Advisory Committee).^b
6. Linked to the identification of activities that have become obsolete, marginally useful or ineffective were also the questions of priorities and the definition of "activity" in the context of the

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structure of the planning and programming instruments that were also undergoing modification. At the time of the reviews, those instruments were categorized according to programmes, subprogrammes, programme elements (comprising one or more outputs) and individual outputs. Priorities were designated at the subprogramme, programme element and output levels. With respect to the definition of "activity", it was noted that Member States themselves determined major objectives at the programme level and that therefore there was practically no latitude for the exercise of any discretion by the Secretariat to terminate an activity at that level. Even at the lower level of subprogrammes, it was considered that there was little opportunity for the Secretariat to arrive at conclusions about obsolescence, marginal usefulness or ineffectiveness without risking a conflict with legislative mandates and that such determination should be made at the intergovernmental level. It was, therefore, considered advisable to start with the application of the criteria of obsolescence, marginal usefulness and ineffectiveness at the lowest level of the programme structure, namely at the level of outputs, where the likelihood of disagreement with legislative intent was the smallest (see A/C.5/33/13). Even at that level, it was noted that a given output could be terminated or reformulated while the programme element itself remained a high priority. It was also noted that not all low-priority activities were necessarily obsolete, of marginal usefulness or ineffective.

7. Other issues that were addressed at the time of the above-mentioned reviews, some of which continue to be under constant scrutiny, included, for example, the definition of an "output" and the distinction between a final and an intermediate output; the different interpretations of what is meant by "publication", "report" and "document"; quantifiable outputs and their enumeration (Is the output photo coverage in general or the number of photographs; periodicals or the frequency of issuance?) as opposed to non-quantifiable outputs (e.g., good offices, consultations, advisory services, ad hoc training, coordination, liaison, administrative services); the distinction between completed as opposed to terminated outputs; and recurrent and ongoing as opposed to non-recurrent activities. More objective ways also had to be found, other than a programme manager's own judgement, to determine the usefulness and effectiveness of outputs.
8. Against this background, it became clear that in deciding which activities and outputs could be terminated and examining what was obsolete, of marginal usefulness or ineffective, programme managers required clearer definitions as well as procedures and mechanisms to ensure greater consistency, accuracy and reliability. It was agreed that no real progress would be achieved until methods were devised and instruments established whereby reliable information on programme implementation could be obtained through regular monitoring for use at the different levels of management in the Secretariat and for the presentation in a coherent manner of programme performance reports to the relevant intergovernmental bodies. Furthermore, it was acknowledged that progress was also necessary in the conduct of evaluations to determine the effectiveness and continued usefulness of activities.
9. The above-mentioned reviews focused on measures that would need to be in place to ensure more effective planning and management, not only of current, but also of future, activities and the optimum use of available resources. It was agreed that mechanisms would need to be established for monitoring and evaluating the work of the Organization in order to determine the effectiveness of its work so that proposals for additional resources would fully reflect the results of careful scrutiny and analysis of the activities that had been undertaken.
10. Action was taken to codify programme planning, budgeting, monitoring and evaluation procedures and to establish a central monitoring unit and a central evaluation unit. Those efforts culminated in the adoption by the General Assembly in 1982 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, which have been subsequently updated, most recently in 2000

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(ST/SGB/2000/8), to reflect modified procedures and practices, including modifications of the planning and budgeting instruments.

11. The structure of planning and budgeting instruments has evolved over the years. There are no longer major programmes or programme elements. Subprogrammes have changed and outputs are categorized differently. The current planning document, namely, the biennial programme plan and priorities for the period 2006-2007,^e focuses on objectives, expected accomplishments and indicators of achievement and, unlike the earlier medium-term plans, does not include outputs and activities, which are now listed only in the programme budget. Furthermore, priorities are no longer designated at the programme, subprogramme or output levels. Priorities now reflect general trends of a broad sectoral nature. In this connection, attention is drawn to the report of the Secretary-General on priority-setting (A/59/87).
12. In 2002 the General Assembly considered the report of the Secretary-General entitled "Strengthening of the United Nations: an agenda for further change" in which he proposed, inter alia, ways to improve the budgeting and planning process and stated that the need to identify and dispense with mandates and activities that were no longer relevant would be a constantly recurring requirement (A/57/387 and Corr.1, actions 1 and 21). Having considered that report, the Assembly, in its resolution 57/300 of 20 December 2002, requested the Secretary-General to implement regulation 5.6 and rule 105.6.
13. In 2003, the Committee for Programme and Coordination, when reviewing the Secretary-General's proposed programme budget for the biennium 2004-2005, acknowledged that 912 outputs had been proposed for discontinuation but noted that some programme managers had not responded appropriately. The Committee recommended that an additional report be submitted to the General Assembly.^d The Advisory Committee on Administrative and Budgetary Questions, in its review of the proposed programme budget for 2004-2005, also noted the limited and inconsistent compliance with regulation 5.6, in particular the absence, in many sections of the budget, of any recommendations for the deletion of outputs or reference to an analysis explaining why outputs could not be deleted. The Advisory Committee pointed out that in a number of instances outputs had been discontinued as a result of events rather than as a deliberate result of managerial action. The Advisory Committee also drew attention to the role of intergovernmental bodies with respect to termination of activities.^o Pursuant to the request of the Committee for Programme and Coordination, supplementary information on recurrent outputs not to be carried out in 2004-2005 was provided to the General Assembly.
14. The General Assembly, in its resolution 58/270, requested the Secretary-General to submit a report on improving the implementation of regulation 5.6 and rule 105.6.

III. Current practice

15. Pursuant to regulation 5.6 and rule 105.6, the Secretary-General is required, at the time of the submission of the biennial programme budget proposals, to provide a list of outputs included in the previous budgetary period that can be discontinued and therefore would not be included in the proposed programme budget. Upon the completion of a biennial budget period, the Secretary-General is required, pursuant to regulation 6.1 and rule 106.1, to submit a performance report on the implementation of the programme budget, with information on outputs that have been completed as programmed, postponed to the following biennium, reformulated or terminated, as well a table summarizing the number of outputs added by legislative decision subsequent to the approval of the programme budget or initiated by the programme manager.

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16. Activities and outputs may be terminated for a variety of reasons. First, they may be terminated because the work has been completed. Activities may be terminated to avoid duplication or to reflect a localized approach rather than a global one to be carried out by the United Nations (e.g., expansion of work undertaken by non-governmental organizations at the national level in the area of space education). In cases where there is heavy reliance on extrabudgetary funding, activities may be terminated because of insufficient resources. Activities may also be terminated because what was anticipated to be an essential component of a larger project might not, upon further analysis or during the course of implementation, be possible owing to, for example, unavailability of data from a certain group of countries, and so the activity of collecting that particular set of data would need to be dropped.
17. Activities and outputs may also be terminated because they have become obsolete, marginally useful or ineffective. Obsolete activities refer to those which are no longer applicable because of changed circumstances, for example, annual reports may be terminated because a particular committee has completed its mandate and therefore no longer exists; data collection on countries/regions/territories may cease because of a change in their composition (e.g. the Soviet Union, East/West Germany, Czechoslovakia); work related to a programme that has been terminated or scaled back would be eliminated or curtailed (e.g., apartheid, international decades, decolonization); statistics on a disease in a particular country would no longer be collected after the disease has been eradicated; old methods of distribution could become obsolete because of new technology (e.g., printed salary statements are replaced by electronic statements).
18. Activities of marginal usefulness refer to those which are insignificant in meeting the needs of end-users, for example, press releases announcing new publications are replaced by announcements posted on relevant websites that are more accessible to a wider audience or a small stand-alone publication has become less useful because its subject matter can be addressed more easily and more effectively in a report with broader coverage and wider distribution. Activities that are ineffective refer to those which no longer have the expected impact; for example, the print version of *Image and Reality: Questions and Answers about the United Nations*, has been discontinued because the United Nations home page can be updated and changed more readily, reaching and being accessed by a much wider audience. Likewise, in some situations the conduct of workshops may be found to be more effective than the issuance of guidelines and instructions.
19. Most of the above-mentioned examples of outputs that have been discontinued because of obsolescence, marginal usefulness or ineffectiveness have been terminated by the Secretary-General because of changing circumstances, whether they be related to political, economic or social considerations, improved management practices or new technology. The decisions to terminate outputs have been brought to the attention of the General Assembly, through the Committee for Programme and Coordination or the Advisory Committee on Administrative and Budgetary Questions, and/or the relevant specialized intergovernmental bodies in the context of progress reports, proposed programme budgets or programme performance reports.
20. It is noted that, while such discontinued outputs are approved, at times on an ex post facto basis, by Member States as ones that could and should be terminated by the Secretary-General under his own authority, there is, as mentioned above, little latitude for the Secretary-General to terminate activities at a higher level, namely at the subprogramme and programme levels. At the same time, subprogrammes and programmes continue to require modification because of changing conditions and new mandates, but prior approval by the General Assembly for modifications at that level is always sought — first in the context of the planning process and second in the context of the programme budget prior to implementation, particularly if it is a question of termination of programmes as a result of political agreements or other events or because of significant restructuring, as in the case of the Centre on Science and Technology, the Department of

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Development Support and Management Services, the Centre on Transnational Corporations and the Centre for Social Development and Humanitarian Affairs.

21. The need to determine which activities and outputs are to be terminated becomes acute not only during times when there are demands for greater efficiency or improved management practices, but also when Member States are unwilling to increase their assessed contributions. While it is essential that action be taken to terminate activities and outputs that have become obsolete, of marginal usefulness or ineffective so that the resources thereby released can be used to accommodate new activities, it is important to note that increases in the level of resources in the programme budget are not only the result of new legislative mandates that affect the nature and scope of activities and outputs.
22. Changes in resource levels also reflect budgetary adjustments for the discontinuation of one-time costs, mandatory increases in the full resource provision for new posts that had been approved in the previous biennium and costed with a delayed recruitment factor (currently 50 per cent for Professional posts and 65 per cent for General Service posts), cost-of-living adjustments and, last but not least, recosting factors for currency and inflation fluctuations.
23. Experience has shown that agreements are not easily reached on which activities should be dropped in order to keep the budget at a level that is acceptable to Member States. This difficulty is compounded by the reluctance of Member States to also absorb costs related to currency and inflation fluctuations or other aforementioned budgetary adjustments. At times of budgetary constraints and challenges faced by the Secretary-General in conducting new activities, resources released from activities that are considered obsolete, of marginal usefulness or ineffective become extremely important for possible use in offsetting any new or additional costs, whether for new or additional activities or for covering budgetary adjustments. However, in all of the reviews conducted on this question, there have in fact been little if any "savings" that could offset budgetary adjustments, since new activities were already being financed to a considerable extent from the resources released as a result of the completion and discontinuation of other activities.
24. Mechanisms and procedures, including the implementation of results-based management, have been established to facilitate decision-making by programme managers on the nature and scope of outputs that would best ensure the attainment of expected results. Programme managers, particularly in the wake of the introduction of results-based budgeting and results-based management, are required to be more critical of the kind of products and services they intend to deliver by selecting the kind and mix of outputs that will contribute more effectively to the expected results. This requires careful monitoring and evaluation before a list of outputs that can be discontinued is arrived at. Since the establishment in 1982 of the Regulations and Rules Governing Programme Planning, the proposed programme budget for each biennium has included a listing of outputs discontinued or detailed information on the reorientation and rationalization of work following significant restructuring and reform efforts.
25. The biennial programme plan (formerly the medium-term plan) and the programme budget of the United Nations are prepared on the basis of legislative mandates. There are general mandates that provide guidance and direction for the overall orientation of the programme/subprogramme as well as specific mandates that require the Secretary-General to undertake a particular activity or to deliver a specific output. This distinction is important when determining what can be considered discretionary and non-discretionary activities and outputs, especially in the context of decision-making by programme managers on the nature and scope of outputs, including their discontinuation, without obtaining the prior approval of legislative bodies.
26. Discretionary activities and outputs are those that are proposed, within the context of the Secretary-General's proposed programme budget, by the Secretariat for implementing general

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legislative mandates (related to, for example, economic and social development, humanitarian assistance, political affairs, legal affairs, public information) under the guidance, in many cases, of specialized intergovernmental bodies. Examples of outputs may be different types of studies and publications, information materials, manuals, workshops, training material and types of support services.

27. Non-discretionary activities and outputs are specifically requested, usually in a resolution, by Member States, and the Secretariat has no discretion regarding their implementation. Examples of such activities and outputs include parliamentary documentation; the convening of an international conference; the establishment of peacekeeping or political missions; specific methods for the dissemination of information (radio, television, Internet); the establishment of regulations and rules, policies and procedures, and so on. Non-discretionary activities also refer to those of an ongoing or permanent nature and often constitute "core functions", such as conference services, good offices, data collection, research and analysis, administrative support and backstopping services.
28. The termination, curtailment or modification of non-discretionary activities or outputs, in the vast majority of cases, require prior approval by the intergovernmental body that made the request. Decisions on the termination of discretionary activities, on the other hand, may be taken by the Secretary-General under his own authority on the basis of a number of factors, including changes in the political, economic and social situation, better management practices and the like. Even when such decisions are taken without the prior concurrence of an intergovernmental body, they are nevertheless brought to the attention of the relevant body, either in the form of a progress report on the status of implementation of the programme of work or in the programme performance report at the close of a biennium, or in the context of the subsequent proposed programme budget. It is rare that intergovernmental bodies are not made aware of changes made to the approved programme of work.
29. Programmatic changes, including the selection of the most effective mix of outputs and services and taking into account the question of obsolescence, marginal usefulness and ineffectiveness, occur at different stages of the programme planning, budgeting, monitoring and evaluation cycle, as follows:
 - (a) At the time of programme budget proposals;
 - (b) During budget implementation, particularly in connection with additional or new legislative mandates requiring statements of programme budget implications;
 - (c) During the implementation of the work programme as the biennium progresses; these are reported by way of the programme performance report at the end of the biennium;
 - (d) When evaluations are conducted.
30. The outcome of such determinations is intended to be more effective implementation of legislative mandates, more accurate budgetary estimates and better utilization of resources.

A. Programme budget proposals

31. Much of the work of the Organization continues from one biennium to the next. There are also ever-increasing demands from Member States to address persistent problems and to meet new challenges. In order to implement all mandated programmes and activities, the design of programmes requires thorough scrutiny of current and careful planning of future outputs and activities. The implementation of results-based management makes this scrutiny all the more significant because of the need to link more closely outputs to expected accomplishments. Budget

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proposals include not only changes in resource requirements, but also evidence of measures taken to rationalize the programme of work, streamline procedures, reallocate resources and achieve efficiency savings. In addition, programme managers are required, in compliance with regulation 5.6, to list outputs that are proposed for discontinuation, including those which are deemed obsolete, marginally useful or ineffective. Those measures are explained in the biennial budget proposals for each department or office. Because “non-recurrent outputs” by definition implies discontinuation, only “recurrent outputs” not to be continued in a new biennium have been listed. But the definition of recurrent outputs presents difficulties and is not applied consistently.

32. In the proposed programme budget for 2004-2005, for example, the proposed growth of \$115 million in 182 subprogrammes was offset by a reduction of \$100 million in 62 subprogrammes (A/58/6 (Introduction), para. 15). That reduction included resources released as a result of measures taken to rationalize the work programmes, efficiency savings, the exclusion of one-time costs from the previous biennium and the termination of over 900 outputs. Explanations given for the termination of outputs included the completion/revision of tasks/mandates, avoidance of duplication, improved management practices, rationalization/consolidation of work and obsolescence, marginal usefulness or ineffectiveness. Because a number of departments and offices did not submit a list of discontinued outputs, the Committee for Programme and Coordination requested that an additional report be submitted to the General Assembly at its fifty-eighth session. As a result, and given the passing of one year since the submission by programme managers of their budget proposals, an additional 269 outputs were proposed for discontinuation.
33. There were, nevertheless, a number of budget sections that did not provide a list of discontinued recurrent outputs because of the generic description given for core ongoing outputs. For example, while there might be significant changes in specific outputs from one biennium to the next, some outputs in the area of political affairs, peacekeeping operations and administrative services are considered “non-quantifiable”; they are listed generically and consequently remain the same. Examples include substantive support for negotiating efforts; good offices; support and guidance to field offices; advice to staff on staff administration; accounting services; and so on.
34. The efforts to review more thoroughly the outputs and to determine which ones and how many could be discontinued were a big improvement over those in the previous biennium, however there were difficulties and inconsistencies with respect to the definition and enumeration of some outputs. For instance, would monthly salary statements be considered to have been discontinued if the printed copies were now to be sent electronically? Would hundreds of booklets, pamphlets or photographs constitute only one output? Would a report be considered to have been terminated if it had been modified, with a change in title, following a new legislative requirement?
35. Furthermore, the completion of an output does not necessarily mean that an activity has been terminated. Reports and publications may be completed in one biennium, but the activity of data collection, research and analysis continues and a new set of reports may be submitted to an intergovernmental body in the following biennium.
36. It is noted that regulation 5.6 does not require the listing of only “recurrent” outputs that are to be discontinued, but that has been the practice in the past, since one might argue that non-recurrent outputs, by definition, refer to those not to be continued into the next biennium. However, the definitions of “recurrent” and “non-recurrent” are not always clear and therefore are not applied consistently. Action is being taken by the Programme Planning and Budget Division, in collaboration with the Office of Internal Oversight Services, to ensure further clarification.
37. When faced with budgetary constraints, the pressure to apply the above-mentioned measures is even greater. Of course, the cessation of ongoing generic activities (e.g., substantive servicing of meetings, conference services, parliamentary documentation, good offices, administrative and

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oversight services) would genuinely release resources, but this is not likely to happen since, by and large, those types of activities are not terminated. The completion of activities that are to be executed within specified periods and budgeted for those periods only (e.g., one-time costs or non-recurrent activities, such as an international conference) would also not release resources for new or other activities. Furthermore, since the cessation or reduction of activities at the level of programmes and subprogrammes is rare, resources are not released at that level either.

38. Therefore, the release of resources occurs mostly at the output level. The identification of outputs that can be terminated because of obsolescence, marginal usefulness or ineffectiveness is an integral part of the programme planning, budgeting, monitoring and evaluation process and reflects sound management practices. The Secretary-General is aware that Member States require assurances that efforts are made to find the most efficient and effective ways to implement legislative mandates, ensuring that the selection and mix of outputs contribute to achieving the expected results. The Secretary-General is aware that Member States also require assurances that proposals and/or decisions to discontinue mandated activities are brought to their attention.
39. To this end, action continues to be taken to review the definitions and categories of outputs in order to provide Member States with a clearer picture of the nature and scope of outputs that are implemented, as well as those to be discontinued, whether as a result of legislative decisions, events or managerial action.

B. Statements of programme budget implications

40. When legislative mandates call for new or additional activities, the Secretary-General, in accordance with rule 153 of the rules of procedure of the General Assembly and pursuant to Assembly resolution 41/213, is required to submit a statement of programme budget implications containing information on any modifications, including the deletion or replacement of activities, to be made to the approved programme budget in addition to the estimated resources required for such modifications. In such statements the Secretary-General also advises Member States that in the absence of additional resources, the programmed activities would have to be adjusted to accommodate the new mandate. Such adjustments would require the programme manager to further review the approved programme of work and determine which outputs could be modified or replaced by those to be pursued in compliance with the new mandate.

C. Programme performance

41. At the close of a biennium, another opportunity arises for the Secretary-General to report on activities and outputs that have been terminated. The biennial programme performance report, which is submitted, pursuant to regulations 6.1 and 6.2 and their related rules, to the General Assembly through the Committee for Programme and Coordination, brings to the attention of Member States progress made towards achieving expected accomplishments presented in the programme budget on the basis of the delivery of final outputs. In that report, information is also provided on outputs that have been completed as programmed, reformulated, postponed, carried over from the previous biennium, added or terminated by legislation or added or terminated by the Secretariat.
42. The reasons given for the termination of outputs by either legislation or the Secretariat include obsolescence, marginal usefulness and ineffectiveness. Such a detailed breakdown of reasons for termination is currently not provided in the programme performance report.

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43. The programme performance report also provides information on resource utilization in terms of work-months, including consultancies but excluding General Service staff and general temporary assistance, for the implementation of outputs. Efforts are currently being made to find better ways to present financial information in future programme performance reports, pursuant to a recommendation of the Advisory Committee on Administrative and Budgetary Questions.² In this connection it is not anticipated, though, that financial information will be available at the level of outputs since budget performance is reported at the level of subprogrammes and by object of expenditure.
44. Pursuant to General Assembly resolution 58/269 of 23 December 2003, the Under-Secretary-General for Internal Oversight Services, who is responsible for the monitoring and evaluation components of the programme planning cycle, convened a number of task forces to look into better ways to enhance monitoring and evaluation, including the refinement of the Integrated Monitoring and Documentation Information System and improved application of the logical framework. Efforts are also being made to further refine the definition of outputs to ensure better consistency, accuracy and reliability.

D. Evaluation

45. The Regulations and Rules Governing Programme Planning require the conduct of evaluations to determine as systematically and objectively as possible the relevance, efficiency, effectiveness and impact of the Organization's activities in relation to the objective. The quality of outputs and their usefulness to users is to be assessed on a regular basis. Findings from evaluations are intended to facilitate decision-making by the Committee for Programme and Coordination on changes in procedures used in implementing ongoing programmes and the redefinition of the content of programmes and subprogrammes.
46. Evaluation studies have produced a vast array of recommendations for, inter alia, improvement of programme design, rationalization of activities and outputs, enhancement of outreach activities, better organization of workshops, improved management practices and work methods, better application of lessons learned, establishment of policies and procedures, upgrading of systems, better strategic planning, determination of the nature and scope of activities and outputs, improved timeliness and quality of outputs, improved level of preparedness to respond to emergency situations, better response to meet clients' needs and strengthened inter-agency collaboration. All of these recommendations, of course, affect the determination of how best to comply with legislative mandates and what types of activities are the most effective for attaining the expected results.
47. Attention is drawn to General Assembly resolution 58/269, by which the Assembly requested the Committee for Programme and Coordination and the Secretary-General to strengthen monitoring of programme performance and evaluation. Continuing efforts in this area will reinforce the requirements for examining the work of the Organization in a more systematic and consistent manner to determine its effectiveness and to determine which activities and outputs are the most useful and effective for achieving the expected results.

IV. Conclusions and recommendations

48. The Secretary-General is required to implement the approved programme budget fully and at the same time to adjust the work of the Organization, on an ongoing basis, according to emerging challenges and new legislative mandates. Such an adjustment also includes decision-making on the

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basis of lessons learned with respect to what has worked and what has not, as well as continued improvement of management practices, rationalization of work, streamlining of procedures and increased efficiency. To assist the Secretary-General and to facilitate deliberations by Member States, regulations and rules, mechanisms and procedures have been established for the effective implementation of legislative mandates, including the identification of outputs that have been completed and/or terminated because of obsolescence, marginal usefulness or ineffectiveness.

49. Many procedures are in place for the planning, budgeting, monitoring and evaluation of the work of the Organization. The introduction of results-based budgeting and results-based management for the implementation of legislative mandates has promoted greater discipline in the selection and mix of outputs that will most effectively contribute to the expected results. The definition and categorization of outputs is undergoing further refinement and action is being taken to enhance the monitoring and evaluation process.
50. The Secretary-General, in his efforts to ensure a fully results-oriented Organization, will further refine the definition and categorization of outputs and determine their effectiveness in the context of expected results with greater consistency, accuracy and reliability through enhanced monitoring and evaluation of the work of the Organization.

Notes

^a A/C.5/31/27, A/C.5/33/13, A/C.5/34/4, A/C.5/35/1 and Add.1 (part 2), A/C.5/35/40, A/C.5/35/1 and Corr.1 and Add.1 and Add.1/Corr.1 and 2, A/36/658, A/C.5/37/51, A/36/171 and Add.1, and the related reports of the Committee for Programme and Coordination and the Advisory Committee on Administrative and Budgetary Questions.

^b Sec General Assembly resolutions 3534 (XXX) of 17 December 1975, 31/93 of 14 December 1976, 32/201 of 21 December 1977, 33/204 of 29 January 1979 and 34/225 of 20 December 1979, 35/209 of 17 December 1980, 36/239 of 18 December 1981, 37/128 of 17 December 1982, 37/242 of 21 December 1982, 37/234 of 21 December 1982.

^c *Official Records of the General Assembly, Fifty-ninth Session, Supplement No. 6 (A/59/6/Rev.1).*

^d *Ibid., Fifty-eighth Session, Supplement No. 16 (A/58/16), para. 75.*

^e *Ibid., Supplement No. 7, paras. 39-44.*

^f *Ibid., paras. 18 and 27.*

Mandate Review: Effective Coordination of Humanitarian Assistance

Recommendations

Recommendations for Red Mandates

'Assistance for humanitarian relief, rehabilitation and development for East Timor':

Mandate 16930, “*Calls upon Member States, United Nations agencies and other international organizations to continue to collaborate, in full cooperation with the Indonesian Government, to ensure safe and unimpeded access for humanitarian assistance to the East Timorese in western Timor and other parts of Indonesia, including those who do not wish to return to East Timor, in accordance with national and international law*” (resolution: '54/96[H]).

Mandate 18397, “*Acknowledges the efforts of the Government of Indonesia, in cooperation with the Transitional Administration, the Office of the United Nations High Commissioner for Refugees, the International Organization for Migration and other humanitarian organizations, to facilitate organized and spontaneous returns of East Timorese refugees from West Timor, and encourages the Government of Indonesia to continue its efforts to establish effective security in and around the refugee camps in West Timor in order to facilitate safe and voluntary returns of refugees*” (resolution: '56/104).

Recommendation: These two Mandates should be discontinued. The refugee situation has changed; there is now an open border between West Timor (Indonesia) and Timor-Leste, and the Transitional Administration no longer exists. **Indonesia agrees with this recommendation**, comments from Timor-Leste are pending.

Assistance for the reconstruction and development of Djibouti / Economic assistance for the reconstruction and development of Djibouti:

Mandate 18729, ‘*Calls upon the Secretary-General, in co-operation with the concerned organs and organizations of the United Nations system and in close collaboration with the Government authorities, to carry out an evaluation of the requirements of Djibouti with a view to drawing up an urgent programme of rehabilitation and reconstruction following the damage to the infrastructure of the country*’ (resolution: '44/177).

Mandate 18730, *Also calls upon the Secretary-General to ensure that the international community is informed of those requirements in order that it may respond favourably to them* (resolution: '44/177).

Mandate 18731, *'Requests the Secretary-General to continue and intensify his efforts to mobilize all possible assistance within the United Nations system to help the Government of Djibouti in its construction and development efforts (resolution: '44/177)*.

Mandate 18732, *'Encourages the specialized agencies, organizations, and programmes of the United Nations system to intensify their programmes of assistance and to expand them in response to the needs of Djibouti (resolution: '44/177)*.

Mandate 8531, *'Requests the Secretary-General to continue, in close cooperation with the Government of Djibouti, his efforts to mobilize the resources necessary for an effective programme of financial, technical and material assistance to Djibouti (resolution: '53/1[J])*.

Mandate 15703, *'Requests the Secretary-General to continue, in close cooperation with the Government of Djibouti, his efforts to mobilize resources necessary for an effective programme of financial, technical and material assistance to Djibouti; (resolution: '54/96[C])*.

Mandate 18662, *Notes with satisfaction the implementation of a reform programme by Djibouti, and in that context appeals to all Governments, international financial institutions, the specialized agencies and non-governmental organizations to respond adequately to the financial and material needs of the country in line with the poverty reduction strategy paper; 5. Expresses its gratitude to the intergovernmental organizations and the specialized agencies of the United Nations for their contributions to the national rehabilitation of Djibouti, and invites them to continue their efforts (resolution: '58/116)*.

Mandate 18663, *'Requests the Secretary-General to continue, in close cooperation with the Government of Djibouti, his efforts to mobilize resources necessary for an effective programme of financial, technical and material assistance to Djibouti (resolution: '58/116)*.

Recommendation: These Mandates should be discontinued. They do not reflect current need as assistance for reconstruction of Djibouti has transitioned to development.

Djibouti agrees with these recommendations.

Emergency assistance to the Sudan

Mandate 6706, *'Requests the Secretary-General to continue to mobilize and coordinate resources and support for Operation Lifeline Sudan (resolution: '53/1[O])*.

Recommendation: This mandate should be discontinued as Operation Lifeline Sudan has been superseded by the integrated Sudanese country program. **Sudan agrees with this recommendation.**

Emergency international assistance for peace, normalcy and rehabilitation in Tajikistan:

Mandate 8535, *Requests the Secretary-General to continue to monitor the humanitarian situation in Tajikistan and to report to the General Assembly at its fifty-fourth session on the progress made in the implementation of the present resolution;* (resolution: '53/1[K]).

Mandate 16854, '10. *Warmly welcomes the intention of the Secretary-General to continue the United Nations humanitarian programme in Tajikistan by issuing a consolidated inter-agency appeal for humanitarian assistance to Tajikistan for 2002, taking into account current developments in the region, and urges Member States to fund fully programmes included in the appeal;* (resolution: '56/10).

Mandate 16857, '11. *Calls upon the Secretary-General to continue to re-evaluate all United Nations humanitarian assistance activities in Tajikistan with a view to preparing a common humanitarian strategy that would support the relief and recovery operations during the transitional period from relief to development, with a major focus on promoting self-reliance and sustainable development;* (resolution: '56/10).

Mandate 16864, '12. *Stresses the need to ensure the security and freedom of movement of humanitarian personnel, and of United Nations and associated personnel, as well as the safety and security of their premises, equipment and supplies;* (resolution: '56/10).

Mandate 21827, *Encourages Member States and others concerned to continue to provide assistance to alleviate the urgent humanitarian needs of Tajikistan through the consolidated appeals process and to offer support to Tajikistan for the post-conflict rehabilitation and reconstruction of its economy;* (resolution: '57/103).

Mandate 21828, '8. *Emphasizes the importance of further cooperation and assistance from the authorities in facilitating the work of humanitarian organizations, including nongovernmental organizations, welcomes in this regard the establishment of the Aid Coordination Unit in the Executive Office of the President of Tajikistan for the purpose of tracking international humanitarian assistance, and urges the authorities to continue to simplify and streamline without delay the relevant internal bureaucratic procedures and requirements for the delivery of humanitarian assistance;* (resolution: '57/103).

Mandate 21830, '10. *Calls upon the Secretary-General to continue to re-evaluate all United Nations humanitarian assistance activities in Tajikistan with a view to preparing a common humanitarian strategy that would support the relief and recovery operations during the transitional period from relief to development, with a major focus on promoting self-reliance and sustainable development;* (resolution: '57/103).

Recommendation: Mandates should be discontinued as they do not reflect current need: situation has shifted from humanitarian assistance to development. **Tajikistan agrees with these recommendations.**

Humanitarian assistance to the Federal Republic of Yugoslavia:

Mandate 3892, *'Calls upon the Secretary-General to continue to mobilize the timely provision of international humanitarian assistance to the Federal Republic of Yugoslavia; (resolution: '55/169).*

Mandate 22185, *'5. Calls upon the Secretary-General, as well as the Office of the United Nations High Commissioner for Refugees and other agencies, to continue to mobilize the timely provision of international humanitarian and development assistance to the Federal Republic of Yugoslavia; (resolution: '57/148).*

Mandate 22186, *'7. Requests the United Nations and the specialized agencies to continue their efforts to assess the humanitarian needs, in cooperation with the Government of the Federal Republic of Yugoslavia, relevant international and regional organizations and bodies and interested States, with a view to ensuring effective links between relief and longer-term assistance to the Federal Republic of Yugoslavia, taking into account the work already carried out in this field and the need to avoid duplication and the overlapping of efforts; (resolution: '57/148).*

Recommendation: These Mandates should be discontinued. They have been overtaken by events, and cannot be implemented as the Federal Republic of Yugoslavia no longer exists.

Assistance in cases of natural disaster and other disaster situations

Mandate 14024, *'Calls upon the Secretary-General to appoint a Disaster Relief Co-ordinator, who will report directly to him and who will be authorized, on his behalf; (resolution: '2816(XXVI)).*

Recommendation: This Mandate should be discontinued as it has been superseded by OCHA's principal framework resolution 46/182.

Office of the United Nations Disaster Relief Coordinator

Mandate 13822, *:'Reaffirms its belief that the strengthening and reinforcing of the Office of the United Nations Disaster Relief Co-ordinator offers the most efficient and economic means of effectively co-ordinating the relief activities of the United Nations system as a whole in the interest of the survivors of disasters, and requests the Secretary-General to assign a higher priority to strengthening, preferably within the means at his disposal, the financial and manpower resources of the Office; (resolution: '37/144).*

Mandate 13821, *'Endorses the measures taken by the Secretary-General and the Administrative Committee on Co-ordination to implement General Assembly resolution 36/225 and calls upon the Secretary-General, who will normally be represented by the*

United Nations Disaster Relief Co-ordinator, to consult with the concerned agencies of the United Nations system in order to develop concerted relief programmes as a basis for united appeals for funds to be launched by the Coordinator on behalf of the Secretary-General; Urges all Governments and relevant organs and organizations to co-operate with the United Nations Disaster Relief Co-ordinator and to improve in particular their flow of information on relief assistance, actions and plans; Calls upon the specialized agencies and other constituent organizations of the United Nations system, in order to eliminate wasteful duplication of resources, to co-ordinate, in accordance with the provisions of paragraph 3 of General Assembly resolution 36/225, their efforts at all stages of the response of the international community to natural disasters and other disaster situations; (resolution: '37/144).

Recommendation: These Mandates should be discontinued as they have been superseded by OCHA's principal framework resolution 46/182.

Participation of volunteers, White Helmets, in the activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development

Mandate 22603, 'Requests the Secretary-General to take into consideration the ten years that will have passed since the adoption of its resolution 49/139 B, the first resolution on the White Helmets initiative, and, in view of the success of coordinated actions carried out since then with, inter alia, the United Nations Children's Fund, the World Food Programme, the Office for the Coordination of Humanitarian Affairs of the Secretariat, the United Nations Development Programme and the United Nations Volunteers, to consider their impact and to analyse possible steps and modalities to enhance the integration of the White Helmets initiative within the work of the United Nations system, suggesting appropriate mechanisms and areas, and to report thereon to the General Assembly at its sixtieth session. (resolution: '58/118).

Recommendation: This Mandate should be discontinued. The General Assembly has requested in the sixty-first session (A/RES/61/220) that this report be consolidated into the “strengthening of the coordination of emergency humanitarian assistance of the United Nations” report in the sixty-fourth session.

'Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo.

Mandate 15905, 'Requests the appropriate organizations and programmes of the United Nations system to review regularly their current and future programmes of assistance to the Democratic Republic of the Congo and to cooperate closely in organizing an effective international programme of assistance (resolution: '52/169[A]).

Mandate 15910, '9. Requests the Secretary-General:

(a) To promote participation in and support for a programme of financial and material assistance to the Democratic Republic of the Congo to enable it to meet its urgent needs for economic recovery and reconstruction; (resolution: '52/169[A]).

Mandate 15535, *'Requests the Secretary-General: (c) To keep under review the economic situation in the Democratic Republic of the Congo with a view to promoting participation in and support for a programme of financial and material assistance to the country in order to enable it to address its urgent need for economic recovery and reconstruction (resolution: '54/96[B]).*

Mandate 3705, *'8. Requests the Secretary-General: (c) To keep under review the economic situation in the Democratic Republic of the Congo with a view to promoting participation in and support for a programme of financial and material assistance to the country to enable it to meet its urgent needs in terms of economic recovery and reconstruction; (resolution: '55/166).*

Mandate 18896, *'16. Requests the Secretary-General: (c) To keep under review the economic situation in the Democratic Republic of the Congo with a view to promoting participation in and support for a programme of financial and material assistance to the country to enable it to meet its urgent needs in terms of economic recovery and reconstruction; (resolution: '57/146).*

Mandate 22676, *'27. Requests the Secretary-General: (b) To continue to consult with regional leaders, in coordination with the President of the African Union, about ways to bring about a peaceful and durable solution to the conflict; (c) To continue to consult with regional leaders, in coordination with the President of the African Union, in order to prepare an international conference on peace, security and development in Central Africa and in the Great Lakes region, under the auspices of the United Nations and the African Union, to address the problems of the region in a comprehensive manner; (resolution: 52/169).*

Mandate 22679, *'27. Requests the Secretary-General: (d) To keep under review the humanitarian and economic situation in the Democratic Republic of the Congo with a view to promoting participation in and support for a programme of financial and material assistance to the country to enable it to meet urgent needs in terms of economic recovery and reconstruction; (resolution: 52/169).*

Recommendation: These mandates should be discontinued. They have been updated through the Consolidated Appeals process. The Democratic Republic of Congo's final comments on this are pending.

Mandate 15537, *'Requests the Secretary-General:*

(a) To continue to consult urgently with regional leaders, in coordination with the Secretary-General of the Organization of African Unity, about ways to bring about a peaceful and durable solution to the conflict;

(b) To continue to consult with regional leaders in coordination with the Secretary-General of the Organization of African Unity in order to convene, when appropriate, an international conference on peace, security and development in the Great Lakes region, under the auspices of the United Nations and the Organization of African Unity, to address the problems of the region in a comprehensive manner; (resolution: '54/96[B]).

Mandate 3703, *'Requests the Secretary-General:*

(a) To continue to consult urgently with regional leaders, in coordination with the Secretary-General of the Organization of African Unity, about ways to bring about a peaceful and durable solution to the conflict; (resolution: '55/166).

Mandate 3704, '8. *Requests the Secretary-General:(b) To continue to consult with regional leaders, in coordination with the Secretary-General of the Organization of African Unity, in order to convene, when appropriate, an international conference on peace, security and development in Central Africa and in the Great Lakes region, under the auspices of the United Nations and the Organization of African Unity, to address the problems of the region in a comprehensive manner; (resolution: '55/166).*

Mandate 18884, '16. *Requests the Secretary-General:*

(a) To continue to consult urgently with regional leaders, in coordination with the Interim President of the African Union, on ways to bring about a peaceful and durable solution to the conflict, in accordance with the Lusaka Ceasefire Agreement and relevant Security Council resolutions; (resolution: '57/146).

Mandate 18885, '16. *Requests the Secretary-General:*

(b) To continue to consult with regional leaders, in coordination with the Interim President of the African Union, in order to convene, when appropriate, an international conference on peace, security and development in Central Africa and in the Great Lakes region, under the auspices of the United Nations and the African Union, to address the problems of the region in a comprehensive manner; (resolution: '57/146).

Mandate 18896, '16. *Requests the Secretary-General: (c) To keep under review the economic situation in the Democratic Republic of the Congo with a view to promoting participation in and support for a programme of financial and material assistance to the country to enable it to meet its urgent needs in terms of economic recovery and reconstruction; (resolution: '57/146).*

Recommendation: Mandates should be discontinued. Aspects of the situation remain relevant, but the UN now operates in the country under the auspices of MONUC. The Democratic Republic of Congo's final comments on this are pending.

Recommendations for Amber mandates

Improving Mandates' structure of coordination and line of responsibility

Questions have been raised over scope for improved coordination and/or designation of clearer lines of responsibility for the following Mandates. The details for each mandate are outlined below. While we have been able to identify this need, the Secretariat's expertise is needed to establish the practical details of making these changes. We therefore recommend that the Secretary-General report back to Member States before the end of the sixty-second session of the General Assembly with specific proposals in this regard.

Emergency international assistance for peace, normalcy and reconstruction of war-stricken Afghanistan

Mandate 8083, *'Calls upon all relevant organizations of the United Nations system to continue to coordinate closely their humanitarian assistance to Afghanistan on the basis of the Strategic Framework for Afghanistan, in particular to assure a consistent approach on matters of principle, human rights and security, and appeals to donor countries as well as other humanitarian organizations to cooperate closely with the United Nations, taking into account the inter-agency consolidated appeal for emergency humanitarian and rehabilitation assistance to Afghanistan for 2000; (resolution: '54/189[B]).*

Mandate 18202, *'Urgently appeals to all States, the United Nations system and international and non-governmental organizations to continue to provide, in close coordination with the Government of Afghanistan and in accordance with its national development strategy, all possible and necessary humanitarian, financial, technical and material assistance for Afghanistan (resolution: '59/112[B]).*

Mandate 18203, 23. *Invites all States and intergovernmental and non-governmental organizations providing assistance to Afghanistan to emphasize capacity-building, institution-building and local employment generation in their work and to ensure that such work complements and contributes to the development of an economy characterized by sound macroeconomic policies, the development of a financial sector that provides services, inter alia, to micro enterprises, small and medium-sized enterprises and*

households, transparent business regulations, accountability, good governance and the rule of law; 24. Requests that existing capacity-building programmes and projects be sufficiently funded in order to strengthen, inter alia, the capacity of Afghanistan to respond to natural disasters, in particular long-term drought (resolution: '59/112[B]).

Recommendation: Request the Secretary-General to report to the General Assembly before the end of the sixty-second session with a proposal to define responsibilities for clearer coordination and implementation of this mandate among UN entities. UNAMA, UNHCR, UNDP and OCHA all have roles in the delivery of these Mandates, but the division of responsibility and accountability is not clear. For Mandate 18202, UNCHR is wrongly indicated as the sole implementing entity. **Afghanistan agrees with these recommendations.**

Safety and security of humanitarian personnel and protection of United Nations personnel

Mandate 15840, 'Further requests the Secretary-General to take the necessary measures to ensure that United Nations and other personnel carrying out activities in fulfilment of the mandate of a United Nations operation are properly informed about the conditions under which they are called to operate, including relevant customs and traditions in the host country, and the standards that they are required to meet, including those contained in relevant domestic and international law, and that adequate training in security, human rights and humanitarian law, as well as stress counselling, are provided so as to enhance their security and effectiveness in accomplishing their functions, and reaffirms the necessity for all other humanitarian organizations to provide their personnel with similar support; (resolution: '54/192).

Mandate 3905, 'requests the Secretary-General to take the necessary measures to ensure that United Nations and other personnel carrying out activities in fulfilment of the mandate of a United Nations operation are properly informed about the conditions under which they are called to operate, including relevant customs and traditions in the host country, and the standards that they are required to meet, including those contained in relevant domestic and international law, and that adequate training in security, human rights and humanitarian law is provided so as to enhance their security and effectiveness in accomplishing their functions, and reaffirms the necessity for all other humanitarian organizations to provide their personnel with similar support; (resolution: '55/175).

Recommendation: Request the SG to report to the General Assembly before the end of the sixty-second session on possible means of clarifying responsibilities for the implementation of this mandate. This mandate predates the creation of DSS and DFS and some coordination difficulties persist. Division of responsibility should be formalized in consultation with the executive offices of DSS and DFS.

Mandate 22668, '24. Stresses the need to ensure that all United Nations staff members receive adequate security training, including physical and psychological training, prior to their deployment to the field, the need to attach a high priority to the improvement of

stress and trauma counselling services available to United Nations staff members, including through the implementation of a comprehensive security and stress and trauma management training, support and assistance programme for United Nations staff throughout the system, before, during and after missions, and the need to make available to the Secretary-General the means for that purpose; (resolution: '58/122).

Mandate 22669, '26. *Requests the Office of the United Nations Security Coordinator to continue to play a central role in promoting increased cooperation and collaboration among agencies, funds and programmes in the planning and implementation of measures aimed at improving staff security training and awareness and in strengthening the Inter-Agency Security Management Network, and calls upon all relevant United Nations agencies, funds and programmes to support these efforts;* (resolution: '58/122).

Recommendation: Request the SG to report to the General Assembly before the end of the sixty-second session on possible means of clarifying responsibilities for the implementation of these mandates. These mandates predate the creation of DSS and some coordination difficulties persist. Division of responsibility should be formalized in consultation with the executive offices of DSS and DPKO.

Consolidation of reports

The following report would benefit from consolidation. Through consultation with Member States and the implementing entities we have found that they are annual reports which could be consolidated. Although the mandates in question request specific reports to be delivered in a particular session, they are in essence annual reports since they have been renewed annually. As a consequence, in this recommendation we refer to them by their original resolution.

DSS reporting requirements

Evidence shows that there is duplication between the annual renewals of reporting requirements stemming from Resolution '59/211 on 'Safety and Security of Humanitarian Personnel and Protection of United Nations Personnel', and, the reporting requirement of the annual 'Strengthened and Unified Security Management System' resolution. These lead to duplication of efforts within DSS.

Recommendation: Member States should consider consolidating these reports into one annual report, taking into account the forthcoming findings of the Independent Brahimi Panel currently investigating the safety and security of United Nations staff worldwide.

Following up on insufficient implementation

All of the following mandates reflect ongoing need, but there is a gap, or declining, implementation. The recommendation for these mandates is that Member States reiterate the importance of implementing these mandates.

Special emergency economic assistance to the Comoros

Mandate 4200, *'Requests all Member States and donor bodies, as well as the specialized agencies and other organizations of the United Nations system, to grant to the Comoros all necessary financial, economic and technical assistance, in order to enable it to achieve national reconstruction and sustainable development;* (resolution: '53/1[F]).

Recommendation: UNDP has noted that there is a delivery gap in the implementation of this mandate. The level of financial, economic and technical assistance to Comoros has declined. General Assembly should note that further response is required. **Comoros agrees with this recommendation**, and requests that the General Assembly adopt a resolution to strengthen its implementation and create a follow up mechanism.

Recommendations for Completed (Grey) mandates

The General Assembly recognizes that the following mandates have become inactive and recommend that these should also be regarded as 'discontinued'.

For details on each of these mandates, please see the Annex 1.

Recommendations for 'Mandate Registry Errors'

The Co-Chairs have found that there are a number of errors in the Mandate Registry. There were nine mandates which could not be analysed because of faulty data. These can be seen in Annex 2. Removing errors and updating the Mandate Registry would better enable it to serve its purpose of allowing Member States to assess the benefit of proposing a new mandate with full understanding of existing mandates on the issue.

Member States should consider requesting the Secretariat to update and correct the Mandate Registry, and, to build on existing monitoring of resolutions by uploading mandates into the Registry as they are approved. This would provide transparent records which Member States could easily access.

Anne 1

Completed mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
15706	54/96[D]	12	A/RESS/43/206	Assistance for humanitarian relief and the economic and social rehabilitation of Somalia	Requests the Secretary-General, in view of the critical situation in Somalia, to take all necessary measures for the implementation of the present resolution and to report thereon to the General Assembly at its fifty-fifth session.	Reporting	OSG	Reporting requirement has been met. Mandate has not been renewed.
18173	59/218	15	A/RES/43/206	Assistance for humanitarian relief and the economic and social rehabilitation of Somalia	Requests the Secretary-General, in view of the critical situation in Somalia, to take all necessary and practicable measures for the implementation of the present resolution and to report thereon to the General Assembly at its sixtieth session	Reporting	OCHA, UNFPA, WFP	Reporting requirement has been fulfilled, and mandate has not been renewed
18406	56/106	12	A/RES/43/206	Assistance for humanitarian relief and the economic and social rehabilitation of Somalia	12. Requests the Secretary-General, in view of the critical situation in Somalia, to take all necessary measures for the implementation of the present resolution and to report thereon to the General Assembly at its fifty-seventh session.	Reporting	OCHA, UNFPA, WFP	Reporting requirement has been fulfilled.
22602	58/115	13	A/RES/43/206	Assistance for humanitarian relief and the economic and social rehabilitation of Somalia	Requests the Secretary-General, in view of the critical situation in Somalia, to take all necessary and practicable measures for the implementation of the present resolution and to report thereon to the General Assembly at its fifty-ninth session.	Reporting	OCHA, DPA, UNDP	Reporting requirement has been fulfilled.
16932	54/96[H]	14		Assistance for humanitarian relief, rehabilitation and development for East Timor	Requests the Secretary-General to report to the General Assembly at its fifty-fifth session on the implementation of the present resolution.	Reporting	OSG	Mandate request completed.
18672	58/121	15	A/RES/54/96[H]	Assistance for humanitarian relief, rehabilitation and development for Timor-Leste	Requests the Secretary-General to submit a report on the implementation of the present resolution to the General Assembly for consideration at its sixtieth session	Reporting	OCHA, DPA, UNDP, DGACM	Reporting requirement has been fulfilled, and mandate has not been renewed
18733	44/177	7		Assistance for the reconstruction and development of Djibouti	Requests the Secretary-General to report to the General Assembly at its forty-fifth session, through the Economic and Social Council at its second regular session of 1990, on the progress made in the implementation of the present resolution	Reporting	OCHA	Mandate was not renewed after the 58th session.
8532	53/1[J]	9	A/RES/44/177	Assistance for the reconstruction and development of Djibouti	Also requests the Secretary-General to report to the General Assembly at its fifty-fourth session, through the Economic and Social Council at the humanitarian affairs segment of its substantive session of 1999, on the progress made with regard to economic assistance to Djibouti and the implementation of the present resolution.	Reporting	DPA, UNICEF, WFP, UNDP	Reporting requirement has been fulfilled and mandate has not been renewed.

Completed mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
15704	54/96[C]	11	A/RES/44/177	Assistance for the reconstruction and development of Djibouti : resolution	Also requests the Secretary-General to report to the General Assembly at its fifty-sixth session on the progress made with regard to economic assistance to Djibouti and the implementation of the present resolution.	Reporting	DPA, UNICEF, OSG, UNDP	Reporting requirement has been fulfilled and mandate has not been renewed.
3709	55/167	6	A/RES/31/43	Assistance to Mozambique	requests the Secretary-General to report to it, for consideration at its fifty-seventh session, under the item on strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance, through the Economic and Social Council at the humanitarian segment of its substantive session in 2002, on the implementation of the present resolution.	Reporting	UNAIDS, UNHCR, UNICEF, UNFPA, WFP, UNDP	Reporting requirement has been fulfilled, and mandate has not been renewed
4201	53/1[G]	9 c)		Assistance to Mozambique	Requests the Secretary-General, in close cooperation with the Government of Mozambique: c) To prepare a report on the implementation of the present resolution for consideration by the General Assembly at its fifty-fifth session.	Reporting	UNDP	Reporting requirement has been fulfilled, and mandate has not been renewed
21838	57/104	9	A/RES/31/43	Assistance to Mozambique	9. Also requests the Secretary-General to report to it, for consideration at its fifty-ninth session, under the item on strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance, through the Economic and Social Council at the humanitarian segment of its substantive session in 2004, on the implementation of the present resolution.	Reporting	DPKO	Reporting requirement has been fulfilled, and mandate has not been renewed
18185	59/56	14	A/RES/33/147	Assistance to the Palestinian people	Requests the Secretary-General to submit a report to the General Assembly at its sixtieth session, through the Economic and Social Council, on the implementation of the present resolution, containing: (a) An assessment of the assistance actually received by the Palestinian people; (b) An assessment of the needs still unmet and specific proposals for responding effectively to them	Reporting	UNSCO, DPA	Reporting requirement has been fulfilled, and mandate has not been renewed
18664	58/116	8	A/RES/44/177	Economic assistance for the reconstruction and development of Djibouti	Also requests the Secretary-General to report to the General Assembly at its sixtieth session on the humanitarian situation of Djibouti and on the progress made with regard to economic assistance to Djibouti and the implementation of the present resolution	Reporting	DESA, DGACM	Reporting requirement has been fulfilled, and mandate has not been renewed
3895	55/170	8	A/RES/54/96[G]	Economic assistance to the Eastern European States affected by the developments in the Balkans	Requests the Secretary-General to report to the General Assembly at its fifty-sixth session on the implementation of the present resolution.	Reporting	ECA, DPA, ECLAC, ECE, UNDP	Reporting requirement has been fulfilled, and mandate has not been renewed

Completed mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
18761	43/206	5		Emergency assistance to Somalia	Requests the Secretary-General to apprise the Economic and Social Council at its first regular session of 1989 of his efforts and to report to the General Assembly at its forty-fourth session on the implementation of the present resolution	Reporting	OCHA	Reporting requirement has been fulfilled, and the mandate was not renewed after the 59th session.
18963	56/112	15	A/RES/43/8	Emergency assistance to the Sudan	Requests the Secretary-General ... to report to the General Assembly at its fifty-eighth session on the emergency situation in the affected areas and the recovery, rehabilitation and development of the Sudan.	Reporting	OCHA	Reporting requirement has been fulfilled, and mandate has not been renewed
21125	58/26	3	A/RES/46/182	Emergency humanitarian assistance to Malawi	Requests the Office for the Coordination of Humanitarian Affairs to continue to seek ways and means of improving the effectiveness of the United Nations consolidated appeals process;	Policy	OCHA	Mandate has not been renewed and is non-recurrent.
21127	58/26	9	A/RES/46/182	Emergency humanitarian assistance to Malawi	Requests the Secretary-General to submit to the General Assembly for consideration at its fifty-ninth session a report on the implementation of the present resolution.	Reporting	OCHA	Reporting requirement has been fulfilled, and mandate has not been renewed
16867	56/10	13	A/RES/52/169I	Emergency international assistance for peace, normalcy and rehabilitation in Tajikistan	13. Requests the Secretary-General to continue to monitor the humanitarian situation in Tajikistan and to report to the General Assembly at its fifty-seventh session on the progress made in the implementation of the present resolution;	Reporting	OCHA, DPA, UNHCR, UNFPA, WFP, UNDP, DPKO, All Member States	Reporting requirement has been fulfilled, and mandate has not been renewed
21831	57/103	12	A/RES/52/169I	Emergency international assistance for peace, normalcy and rehabilitation in Tajikistan	12. Requests the Secretary-General to continue to monitor the humanitarian situation in Tajikistan and to report to the General Assembly at its fifty-ninth session on the progress made in the implementation of the present resolution;	Reporting	Member State	Reporting requirement has been fulfilled, and mandate has not been renewed
8165	54/30	5		Emergency response to disasters	Requests the Secretary-General to report to the General Assembly at its fifty-fifth session on the progress made in the implementation of the present resolution.	Reporting	OSG	Reporting requirement has been met. Mandate has not been renewed.
18392	56/101	8	A/RES/54/96F	Humanitarian assistance to the Federal Republic of Yugoslavia	8. Requests the Secretary-General to submit to it at its fifty-seventh session, under the item entitled "Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance", a report on the implementation of the present resolution.	Reporting	UNFPA	Reporting requirement has been fulfilled, and mandate has not been renewed
22187	57/148	8	A/RES/54/96[F]	Humanitarian assistance to the Federal Republic of Yugoslavia	8. Requests the Secretary-General to submit to it at its fifty-ninth session, under the item entitled "Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance", a report on the implementation of the present resolution.	Reporting	OCHA	Reporting requirement has been fulfilled, and mandate has not been renewed

Completed mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
15036	44/168	3		International assistance for the economic rehabilitation of Angola	Requests the Secretary-General to enter into consultation with the Government of Angola for the purpose of determining the level of assistance required by Angola and to report to Member States and the relevant United Nations bodies on the results of those consultations;	Policy	ECA, UNDP	Reporting requirement has been fulfilled, and the mandate was not renewed after the 59th session.
15037	44/168	4		International assistance for the economic rehabilitation of Angola	Also requests the Secretary-General to report to the General Assembly at its forty fifth session on the implementation of the present resolution;	Reporting	ECA, UNDP	Reporting requirement has been fulfilled, and the mandate was not renewed after the 59th session.
21819	57/102	4	A/RES/44/168	International assistance for the economic rehabilitation of Angola	4. Appeals to Member States and in particular the donor community to support the projects foreseen in the mid-term review of the United Nations Consolidated Inter-Agency Appeal for 2002, estimated at 171,057,107 United States dollars, which are to be completed between September and December 2002 in order to assist, inter alia, the 4 million internally displaced people, 1.54 million of whom have critical food needs, and to be especially generous in their support for the United Nations Consolidated Inter-Agency Appeal for 2003;	Declaration	OCHA, OHCHR, UNHCR, DPA, DESA, UNDP	Reporting requirement has been fulfilled, and mandate has not been renewed
21822	57/102	9	A/RES/44/168	International assistance for the economic rehabilitation of Angola	9. Requests the Government of Angola, the United Nations and the international financial institutions to take all necessary steps for the preparation and successful organization of an international donors conference in order to strengthen humanitarian and disaster relief assistance, including special economic assistance;	Declaration	IFI, Member States, UN	Action no longer current, and mandate has not been renewed
21824	57/102	10	A/RES/44/168	International assistance for the economic rehabilitation of Angola	10. Expresses its appreciation to the international community, the United Nations system, funds and programmes, and the governmental and nongovernmental organizations that are participating in humanitarian assistance programmes in Angola, including in mine-action activities, and appeals for their continued contribution in a manner complementary to that of the Government to humanitarian mine-action activities;	Declaration	Funds/programmes, IFI, All Member States, DDA	Action no longer current, and mandate has not been renewed
21825	57/102	11	A/RES/44/168	International assistance for the economic rehabilitation of Angola	11. Urges the Government of Angola to take the lead in mobilizing funding for the expansion of programmes for humanitarian mine-action activities, and encourages international donors to contribute to these efforts;	Declaration	Funds/programmes	Action no longer current, and mandate has not been renewed
21826	57/102	13	A/RES/44/168	International assistance for the economic rehabilitation of Angola	13. Requests the Secretary-General to submit to the General Assembly at its fifty-ninth session a report on the implementation of the present resolution.	Reporting	DDA	Reporting requirement has been fulfilled, and mandate has not been renewed

Completed mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
14423	58/117	10	A/RES/49/21[I]	International assistance to and cooperation with the Alliance for the Sustainable Development of Central America	Requests the Secretary-General to report to the General Assembly at its sixtieth session on the implementation of the present resolution as part of a consolidated report under the item entitled "The situation in Central America: progress in fashioning a region of peace, freedom, democracy and development".	Reporting	OCHA, Funds/programmes, ECLAC, DESA UNDP, UNEP	Reporting requirement has been fulfilled, and mandate has not been renewed
4206	53/1[H]	8	A/RES/52/169[M]	International cooperation and coordination for the human and ecological rehabilitation and economic development of the Semipalatinsk region of Kazakhstan	Requests the Secretary-General to report to the General Assembly at its fifty-fifth session on progress made in the implementation of the present resolution under the item entitled "Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance".	Reporting	OCHA	Specific reporting requirement has been fulfilled.
18742	57/101	8	A/RES/52/169[M]	International cooperation and coordination for the human and ecological rehabilitation and economic development of the Semipalatinsk region of Kazakhstan	Requests the Secretary-General to report to the General Assembly at its sixtieth session, under a separate sub-item, on progress made in the implementation of the present resolution	Reporting	DESA, UNDP, DGACM, UNEP	Reporting requirement has been fulfilled, and mandate has not been renewed
17948	56/102	11	A/RES/49/139 B	Participation of volunteers, White Helmets, in the activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development	Requests the Secretary-General to continue the consideration of the possible strengthening and broadening of consultative mechanisms to promote further and operationalize the concept, as referred to in paragraphs 9 and 10 above, and to report to the General Assembly at its fifty-eighth session, under the item entitled "Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance", on the actions taken in conformity with the present resolution.	Reporting	WFP	Reporting requirement has been completed.
3906	55/175	23	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	Requests the Secretary-General to submit to it at its fifty-sixth session a comprehensive, updated report on the safety and security situation of humanitarian personnel and protection of United Nations personnel and on the implementation of the present resolution, including an account of the measures taken by Governments and the United Nations to prevent and respond to all individual security incidents that involve United Nations and its associated personnel.	Reporting	OCHA, OHCHR, DM, DPKO, UNSSC	Reporting requirement has been fulfilled, and mandate has not been renewed

Completed mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
15842	54/192	17	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	...requests the Secretary-General to submit by May 2000, for its consideration during its fifty-fourth session, a report containing a detailed analysis and recommendations addressing the scope of legal protection under the 1994 Convention on the Safety of United Nations and Associated Personnel...	Reporting	OCHA, OHCHR, DM, DPKO	Reporting requirement has been fulfilled. Mandate calls for no further action.
22670	58/122	30	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	30. Requests the Secretary-General to submit to the General Assembly at its fifty-ninth session a comprehensive and updated report on the safety and security situation of humanitarian personnel and protection of United Nations personnel and on the implementation of the present resolution, including the progress made by the Secretary-General in pursuing accountability and assessing responsibility for all individual security incidents that involve United Nations and its associated personnel at all levels throughout the United Nations system, as well as an account of the measures taken by Governments and the United Nations to prevent and respond to such incidents.	Reporting	DPA, DPKO	Reporting requirement has been fulfilled, and mandate has not been renewed
15898	52/167	7		Safety and security of humanitarian personnel.	7. Welcomes the opportunity to discuss the respect for and security of humanitarian personnel at the First Periodical Meeting on International Humanitarian Law, to be held at Geneva in January 1998, and invites all States parties to the Geneva Conventions of 12 August 1949 to take an active part in that meeting; (GA res 52/167)	Declaration	UNOSC, OLA	This mandate calls for engagement at specific meeting.
18241	54/96[B]	8d		Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	Requests the Secretary-General: (d) To submit to the General Assembly at its fifty-fifth session a report on the actions taken pursuant to the present resolution.	Reporting	UNFPA, WFP	Reporting requirement has been fulfilled. Mandate calls for no further action.
18897	57/146	16D	A/RES/52/169[A]	Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	16. Requests the Secretary-General: (d) To submit to the General Assembly at its fifty-eighth session a report on the actions taken pursuant to the present resolution.	Reporting	DPA, DESA, DPKO	Reporting requirement has been fulfilled, and mandate has not been renewed
22681	52/169	27 (e)	A/RES/52/169A	Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	27. Requests the Secretary-General to: (e) To submit to the General Assembly at its fifty-ninth session a report on the actions taken pursuant to the present resolution.	Reporting	DPA, DPKO	Reporting requirement has been fulfilled, mandate has not been renewed.
18271	52/169[A]	9B		Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo.	9. Requests the Secretary-General: (b) To submit to the General Assembly at its fifty-third session a report on the actions taken pursuant to the present resolution;	Reporting	IBRD, OHRLDC, UNDP	Reporting requirement has been fulfilled, and mandate has not been renewed

Completed mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
7934	53/1[N]	7		Special assistance to Central and East African countries receiving refugees, returnees and displaced persons	Requests the Secretary-General to submit to the General Assembly at its fifty-fourth session a report on the follow-up to the present resolution, with a view to continuing discussions under the item entitled Report of the United Nations High Commissioner for Refugees .	Reporting	UNHCR	Specific reporting requirement has been fulfilled.
7935	53/1[N]	7		Special assistance to Central and East African countries receiving refugees, returnees and displaced persons	Requests the Secretary-General to submit to the General Assembly at its fifty-fourth session a report on the follow-up to the present resolution, with a view to continuing discussions under the item entitled Report of the United Nations High Commissioner for Refugees .	Reporting	UNHCR	Specific reporting requirement has been fulfilled.
22607	58/120	11	A/RES/51/30F	Special emergency economic assistance for the recovery and the development of the Comoros	Further requests the Secretary-General to report to the General Assembly at its fifty-ninth session on the implementation of the present resolution.	Reporting	OCHA	Reporting requirement has been fulfilled, and mandate has not been renewed
4199	53/1[F]	4		Special emergency economic assistance to the Comoros	Requests the Secretary-General to mobilize the above-mentioned assistance and to report to the General Assembly at its fifty-fifth session on the implementation of the present resolution.	Reporting	DPA, DESA, UNDP	Reporting requirement has been fulfilled, and mandate has not been renewed
20411	51/30[F]	4		Special emergency economic assistance to the Comoros	Requests the Secretary-General to furnish all necessary assistance in accordance with paragraph 3 above and asks him to dispatch to Moroni as soon as possible a multidisciplinary humanitarian and technical assessment mission in order to carry out a detailed study of the needs of the country in terms of assistance;	Reporting	OCHA, ECA, DPA, DESA	Mandate has been fulfilled, and has not been renewed.
20412	51/30[F]	6		Special emergency economic assistance to the Comoros	Requests the Secretary-General to report to the General Assembly at its fifty-third session on the implementation of the present resolution.	Reporting	OCHA, ECA, DPA, DESA	Reporting requirement has been fulfilled, and mandate has not been renewed.
3700	55/164	5	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	Requests the Secretary-General to report to the General Assembly at its fifty-sixth session, through the 2001 substantive session of the Economic and Social Council, on progress made in strengthening the coordination of emergency humanitarian assistance of the United Nations, including the implementation of and follow-up to agreed conclusions 1998/1 and 1999/1.	Reporting	OCHA, UNICEF, UNDP	Reporting requirement has been fulfilled. Mandate calls for no further action.

Completed mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
18376	56/107	9	A/RES/46/182	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	9. Requests the Secretary-General to inform Governments regularly about the use of the Revolving Fund and to report to the General Assembly at its fifty-seventh session on the utilization of the Fund and on further possible improvements in its terms of reference in order to enhance its functioning and utilization, inter alia, in relation to the great need for urgent assistance in many under funded, so-called forgotten emergencies;	Reporting	OCHA	Reporting requirement has been completed.
17967	49/139[B]	6		Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including economic assistance : strengthening of the coordination of emergency humanitarian assistance of the United Nations	Invites the Secretary-General, in this context, to include in his report for consideration at the next substantive session of the Economic and Social Council the results of his assessment of the potentials of: (a) The provision by the Department of Humanitarian Affairs and the United Nations Volunteers of coordination for activities to be undertaken by national volunteer corps, including the supportive role of the Resident Coordinator at the country level; (b) The establishment of a distinct window within the Special Voluntary Fund of the United Nations Volunteers for channelling funds for operational purposes; (c) The use of databases within the United Nations system to coordinate and facilitate the rapid provision of assistance by national volunteer corps to the United Nations system; (d) Experiences at the national level with regard to, inter alia, selection and training, deployment, status and security, and the effective utilization of stand-by arrangements;	Reporting	OCHA, UNV	Reporting requirement has been fulfilled, and mandate has not been renewed
17968	49/139[B]	5		Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including economic assistance : strengthening of the coordination of emergency humanitarian assistance of the United Nations	Requests the Secretary-General to submit a report to the Economic and Social Council at its next substantive session incorporating the views expressed by Governments and appropriate intergovernmental organizations and relevant entities within the United Nations system, in particular the Department of Humanitarian Affairs of the Secretariat and the United Nations Volunteers, on ways and means of strengthening national and regional stand-by arrangements, including the establishment and full utilization of national volunteer corps, in the area of emergency humanitarian assistance, as well as in the promotion of a smooth transition from relief to rehabilitation, reconstruction and development, taking into account existing mandates and activities of the United Nations system;	Reporting	OCHA, UNV	Reporting requirement has been fulfilled, and mandate has not been renewed

Completed mandates								
ID	Resolution	Para.	Originating mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
18769	50/88[A]	7		Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance : emergency international assistance for peace, normalcy and reconstruction of war-stricken Afghanistan : the situation in Afghanistan and its implications for international peace and security	Requests the Secretary-General to submit to the General Assembly at its fifty-first session a report on the actions taken pursuant to the present resolution	Reporting	OCHA	Reporting requirement has been fulfilled.
6707	53/1[O]	13		<i>Emergency assistance to the Sudan</i>	<i>Requests the Secretary-General ... to report on the emergency situation in the affected areas and the recovery, rehabilitation and development of the country to the General Assembly at its fifty-fourth session.</i>	<i>Reporting</i>	<i>OCHA</i>	<i>Reporting requirement has been fulfilled, and mandate has not been renewed</i>
15713	54/98	9	A/RES/49/139 B	<i>Participation of volunteers, White Helmets, in activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development</i>	<i>Requests the Secretary-General to conclude his consideration of the possible strengthening and broadening of consultative mechanisms to promote further and operationalize the concept, as referred to in paragraph 14 of his report and to report to the General Assembly at its fifty-sixth session, under the item entitled Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance , on the actions taken in conformity with the present resolution.</i>	<i>Reporting</i>	<i>OCHA, OSG, UNDP</i>	<i>Mandate has been superseded by A/RES/61/220, which decides to report on this in the 64th in a coordinated report. It is non-recurrent and completed.</i>

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Mandate Registry Errors								
ID	Resolution	Para.	Originating Mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Error justification
16670	2816(XXVI)	1		Assistance in cases of natural disaster and other disaster situations	Mandate is empty in registry	Data must be corrected in registry	OCHA	Mandate is empty in registry
16671	2816(XXVI)	1		Assistance in cases of natural disaster and other disaster situations	Mandate is empty in registry	Data must be corrected in registry	OCHA	Mandate is empty in registry
8774	47/42	5		Assistance to Mozambique	Urges the international community, in particular the United Nations system, to be Completedtend its full support and contribute to the peace-building process in Mozambique in accordance with the General Peace Agreement, providing, inter alia, assistance for the electoral process, emergency and rehabilitation assistance for refugees and displaced persons and support for programmes of demobilization of armed forces;	Data must be corrected in registry	OCHA	Mandate does not correspond to the renewal resolution.
8777	47/42	10		Assistance to Mozambique	Requests the Secretary-General, in close cooperation with the Government of Mozambique: (a) To continue his efforts to mobilize the international assistance required by Mozambique; (b) To ensure the coordination of the work of the United Nations system for an adequate response to the emergency, rehabilitation and development needs of Mozambique; (c) To prepare a report on assistance to Mozambique for submission to the General Assembly at its forty-ninth session.	Data must be corrected in registry	OCHA	Mandate does not correspond to the renewal resolution.
19374	41/197	4		Assistance to Mozambique	4. Requests the Secretary-General, in accordance with the provision of General Assembly resolution 41/192 of 8 December 1986: (a) to continue his efforts to mobilize the necessary financial, technical and material assistance to Mozambique; (b) to keep the situation Mozambique under constant review, to maintain close contact with Member States, the specialized agencies, regional and other intergovernmental organizations, international financial institutions and other bodies concerned, and to apprise the Economic and Social Council, at its second regular session of 1988 of the current status of the special programme of economic assistance to Mozambique	Data must be corrected in registry	OCHA	Mandate does not correspond to the renewal resolution.

Mandate Registry Errors								
ID	Resolution	Para.	Originating Mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Error justification
19376	41/197	4 (c)		Assistance to Mozambique	To prepare, on the basis of consultations with the Government of Mozambique, a report on the development of the economic situation and the implementation of the special programme of economic assistance for that country in time for the matter to be considered by the General Assembly at its forty-third session.	Data must be corrected in registry	DPA, DESA, DPKO	Mandate does not correspond to the renewal resolution.
8543	53/1[L]	6 a)		Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	Requests the Secretary-General: (a) To continue to consult urgently with regional leaders, in coordination with the Secretary-General of the Organization of African Unity, about ways to bring about a peaceful and durable solution to the conflict;	Data must be corrected in registry	OCHA, OHCHR, ECA, DPA, UNHCR, UNICEF, WFP, DESA	Mandate does not correspond to the resolution.
8545	53/1[L]	6 b)		Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	Requests the Secretary-General: (b) To keep under review the economic situation in the Democratic Republic of the Congo with a view to promoting participation in and support for a programme of financial and material assistance to the Democratic Republic of the Congo in order to enable it to meet its urgent need for economic recovery and reconstruction;	Data must be corrected in registry	OCHA, ECA, DPA, UNHCR, UNICEF, WFP, DESA	Mandate does not correspond to the resolution.
8546	53/1[L]	6 c)		Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	Requests the Secretary-General: (c) To submit to the General Assembly at its fifty-fourth session a report on the actions taken pursuant to the present resolution.	Data must be corrected in registry	OCHA	Mandate does not correspond to the resolution.

Mandate Review: Effective Coordination of Humanitarian Assistance

Questions and Answers

This document provides a written response to questions Member States submitted to the Co-Chairs. Some questions have been amalgamated into general thematic questions. It also outlines changes made to the Co-Chair's preliminary analysis through consultation with Member States.

Response to other questions arising during the consultation process

General questions

1. What are the opinions of the affected countries?

Response: Member States mentioned in the Mandates were contacted by letter on the 15th of February to request their feedback on the preliminary analysis. The Co-Chairs had close consultation with these countries, and their feedback has been instrumental in improving the analysis. Where applicable, recommendations explicitly state when the affected country agrees with the analysis. Of the Red and Amber Mandates, only comments from Timor-Leste are still forthcoming and final confirmation is expected from the Democratic Republic of Congo by the meeting on Friday 4th of April.

2. What level of resources do these mandates use, and what will the financial implications of changes be?

Response: While the problem of disconnect between Mandates and output based budgeting cannot be entirely bridged – as there is no linear relationship between Mandates and resources allocated – the Controller has advised the following way to address the issue of quantifying financial implications of any changes recommended by the Mandate Review process.

The office of the Controller, in conjunction with Programme Managers, will map the effects of recommendations agreed by Member States to sub-programmes and outputs. This will determine possible financial implications of acting on recommendations for Red and Amber Mandates. These findings will then be fed back to the General Assembly in order to facilitate a final decision by Member States.

3. How are recommendations for consolidation/ strengthening being made?

Response: The recommendations document contains suggestions on how Amber mandates can be consolidated/strengthened. These recommendations fall into three categories

- a) Those where the aim is to improve mandates' structure of coordination and line of responsibility. The level of expertise needed to make precise recommendations on how to improve the structure of implementation suggests that this exercise would be best conducted by the secretariat. We therefore recommend that the Secretary-General report back to Member States before the end of the sixty-second session of the General Assembly with specific proposals in this regard.
- b) Those which aim to consolidate reports. This is based on feedback the co-chairs received from Member States and implementing entities.
- c) Those which aim to follow up on insufficient implementation of mandates. Among the Amber mandates there are those which reflect ongoing need, but there is a gap, or declining, implementation. The recommendation for these mandates is that Member States reiterate the importance of implementing these mandates.

Questions related to Amber mandates

1. ID 8083/ID 18202/18203: Emergency international assistance for Peace, normalcy and reconstruction of war-stricken Afghanistan:

- a) What is the relationship between the mandates under this resolution and similar mandates from the annual Resolution "the situation in Afghanistan"? In its latest version, the Resolution Situation in Afghanistan contains mandates relating to humanitarian assistance
- b) ID 18202: Why is only UNHCR mentioned under "Implementing agencies" when the comment mentions the need for better definition of responsibilities?

Response:

- a) The annual resolution "the situation in Afghanistan" covers elements of humanitarian assistance which complement the 'Emergency international assistance for Peace, normalcy and reconstruction of war-stricken Afghanistan'. However, implementing entities have drawn the Co-Chair's attention to a lack of clarity of division of responsibility and accountability in the implementation of these Mandates. It is recommended that these be clarified.
- b) Mandate ID 18202: contrary to information from the Mandate Registry, UNHCR is not the sole implementing entity on this Mandate. While UNHCR plays an important role in the implementation of this mandate, evidence suggests that the mandate would be better implemented if the roles of UNAMA and UNHCR were clarified.

Questions relating to Green Mandates

1. Why are some mandates which requests reports to be delivered by a specific date – which has now passed – not classified as 'completed' or 'red'? For example: ID 15841/ID18108: Safety and Security (due at the 55 and 60 GA respectively)

Response: In general, reports which request delivery by a certain date were classified as Grey. In some circumstances, the Mandate Registry indicates that a particular mandate is

‘recurrent’. The definition of a ‘recurrent’ Mandate, according to the registry, is that it is “calls for recurrent action (e.g. reporting back to the General Assembly annually, biannually, every three months, etc) or on a continuous basis (e.g. tracking or supporting a peace process of a situation but with no end date stated). Recurring mandates may not appear again in future resolutions although they remain ongoing.”

The Co-Chairs classified these mandates as Red if they no longer reflect need, and were not being delivered. However, if our records show that they are recurrent *and* have been renewed annually, and so reflect current need and continue to be implemented, they have been classified as Green.

Questions arising from Mandate Registry issues

1. Shouldn't we only be looking at Humanitarian Aid mandates in this cluster? E.g. ID 4202/4203: Mozambique: The specific mandates here should be moved to the development cluster. We have difficulties to see any humanitarian component. Similarly, ID 18197: Emergency international assistance for Peace, normalcy and reconstruction of war-stricken Afghanistan

Response: the Co-Chairs acknowledge that some of the mandates included in this cluster appear to have a more development focus than humanitarian aid. However, it was felt that it is important to work from the Mandate Registry as it is, in order to make the review as systematic as possible. However, these irregularities in the Registry have been noted, and the Co-Chairs suggest that the Mandate Registry be updated.

7. Should we be looking at mandates where Member States are implementing entities? E.g. ID21818: Angola. Mandate refers to a Member State as implementing entities. We don't think that mandates that refer to obligations of Member States should be reflected, the review should focus on mandates given to UN bodies/secretariat rather than obligations of MS. Delete it from register?

Response: While the Co-Chairs acknowledge this issue, it was felt that it was important to work from the Mandate Registry as it is, in order to make the review as systematic as possible. However, these irregularities in the Registry have been noted, and, an update of the registry could be recommended.

Changes made to Preliminary Analysis following consultation with Member States

Following the consultation process with Member States and further interaction with the secretariat, we have decided to make the following changes in categorization from the preliminary analysis. These changes are emphasized in italics in the updated analysis document, available at the following web address:

<http://www.un.org/ga/president/62/issues/Mandatereview.shtml>

1) Reclassification from Red to Green.

- These nine mandates stem from resolution 46/182. These mandates were thought to have been superseded by resolution 60/124 and the establishment of the CERF. However, resolution 60/124 actually complements the foundational humanitarian emergency mandates contained in resolution 46/182, and cannot be understood without them. In fact, relevant provisions in 46/182 continue to be the basis for later CERF related mandates. These mandates are therefore Green.

2) Reclassification from Amber to Red.

- The reporting requirement of Mandate 22603 (resolution: '58/118) on the 'Participation of volunteers, White Helmets, in the activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development' was fulfilled in the 61st session (A/61/313). This mandate has now been superseded by resolution 61/220, which decided that the report on this issue is to be incorporated in the report "strengthening of the coordination of emergency humanitarian assistance of the United Nations" in the 64th Session.
- Mandate 18896, on the 'Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo', (resolution '57/146) and Mandates 15905, 15910 (resolution '52/169[A]) moved from Amber to Red because further information has shown that this has been updated through the Consolidated Appeals Process.
- 'Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo', Mandates: 15537 (resolution '54/96[B]), 3703 (resolution '55/166), 18884 and 18885 (resolution '57/146). Further consultation has highlighted that while aspects of the situation remain relevant, the UN now operates in the country under the auspices of MONUC.

3) Reclassification from Amber to Green.

- Following consultation with Somalia, it has been found that Mandate 18405, 'Assistance for humanitarian relief and the economic and social rehabilitation of Somalia' (resolution: '56/106) which "Calls upon the international community to provide continuing and increased assistance in response to the United Nations Consolidated Inter-Agency Appeal for relief, rehabilitation and reconstruction assistance for Somalia" is a declaration, and should be classified Green.
- As of the 64th session reporting on White Helmets will be incorporated into a coordinated report on Humanitarian Assistance (see number 2 above).
- However, Mandate 15712 (resolution: '54/98) and Mandate 17949 (resolution: '56/102) on the 'Participation of volunteers, White Helmets, in activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development', are policy mandates which continue to reflect need and are being implemented. They should therefore be classified as Green.
- Mandate 18394 on the 'Assistance for humanitarian relief, rehabilitation and development for East Timor' (resolution '56/104) has been moved because

paragraph 4 continues to reflect needs and is implemented. It had originally been categorized as Amber because of paragraph 2, which refers to the Transitional Authority. Further consultation has highlighted that the mandate is nonetheless relevant.

- Mandate 22604 on “Special emergency economic assistance for the recovery and the development of the Comoros’ (resolution '58/120), was moved from Amber to Green because the Mandate has only been partially fulfilled and the need for this mandate still remains.
- 18740, 'International cooperation and coordination for the human and ecological rehabilitation and economic development of the Semipalatinsk region of Kazakhstan, (resolution '57/101). Further consultation has highlighted that this mandate is still relevant, and that implementation is ongoing.

4) Reclassification from Amber to Grey

- Mandate 15713 (resolution '54/98) on the “Participation of volunteers, White Helmets, in activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development” refers to a reporting requirement, which has been completed. This mandate is non-recurrent, and therefore should be classified as Grey.

5) Reclassification from Red to Grey

- The reporting requirement of Mandate 6707 (resolution '53/1[O]) on Emergency Assistance to the Sudan, has been completed (A/54/295) and the mandate is non-recurrent.

6) Reclassification from Green to Amber

- Mandate 3905 on Safety and security of humanitarian personnel and protection of United Nations personnel (resolution: '55/175). Further consultation has shown that this mandate predates the creation of DSS and DFS and some coordination difficulties persist.

7) Reclassification from Green to Red

- 22679 and 22676, 'Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo, (resolution: 52/169), and, 3705, (resolution: '55/166). Further consultation shows that these mandates have been updated through the Consolidated Appeals process.



**Permanent Mission of New Zealand
to the United Nations**



**Permanent Mission of the Republic
Namibia to the United Nations**

26 February 2008

All Permanent Representatives and
Permanent Observers to the United Nations
NEW YORK

Excellency

Mandates Review : Informal consultations : 27 February 2008

In preparation for informal consultations at 1000 this Wednesday 27 February in the Trusteeship Council Chamber, we wish to advise that a working document drawing together the co-chairs' preliminary analysis of the humanitarian cluster of mandates is now electronically available on the website of the President of the General Assembly. For ease of access by delegations, the President has agreed to our request to place the working document on the following website <http://www.un.org/ga/president/62/issues/MandateReview.shtml>, on the clear understanding that it is a co-chairs' working paper.

In the working document, mandates are grouped into the following categories for your consideration:

- mandates that appear to us to fully reflect current need and that are being effectively delivered or implemented (green)
- those that would benefit from consolidation or strengthening (amber)
- those on which action is required to either fill a gap or to discontinue (red)
- mandates which have been completed (grey)

Because of the length of the working document covering all 279 mandates, we have decided to extract for circulating in paper form only those mandates which fall into the amber and red categories, ie those which we recommend receive closest attention. We understand that delegations will wish to make their own assessment of the green and grey categories, but respectfully suggest that this be done on line, or from your own printed version.

One hard copy of the shorter version of the working document for each delegation will be available in the room prior to consultations.

Yours sincerely,

Handwritten signature of Rosemary Banks in cursive script.

Rosemary Banks

Handwritten signature of Kaire Mbuende in cursive script.

Kaire Mbuende

Mandate Review: 'Effective Coordination of Humanitarian Assistance'

Summary of findings

This report sets out the findings of the preliminary analysis conducted by the co-chairs of the mandate review process on the 'Effective Coordination of Humanitarian Assistance' cluster. The purpose of this report is to provide a basis for Member States to make their own assessment of mandates. The co-chairs welcome any information Member States have that sheds new light on the analysis of mandates.

Aims and objectives

In October 2007 the President of the General Assembly tasked the Permanent Representatives of Namibia and New Zealand to co-chair the review of mandates older than five years and renewed. This process has been guided by the mutually agreed parameters set out in the letter of the President to Member States of the 6th of November 2007.

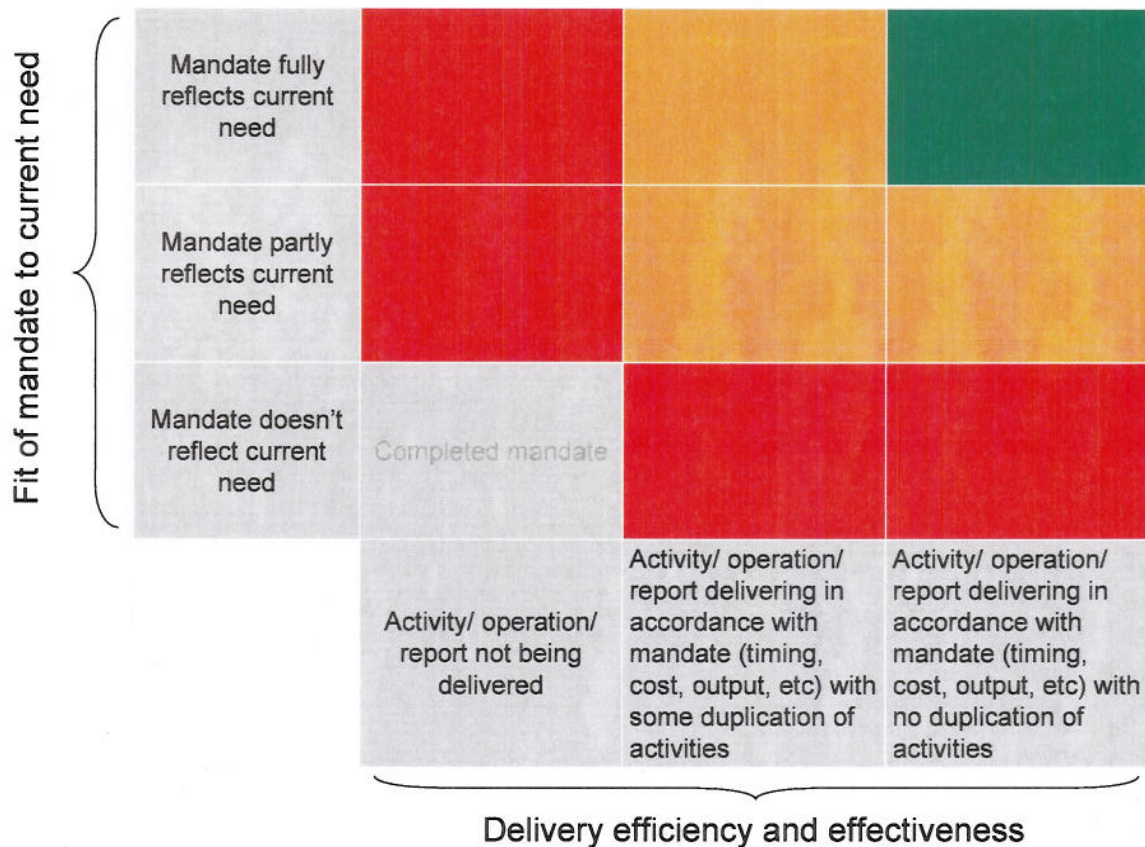
In keeping with this task, the co-chairs have developed a methodology for mandate review which allows for transparent and fact based analysis. This methodology is being 'test driven' on the first cluster, which was selected through consultation with Member States. This report is the outcome of the first part of the methodology: the initial analysis based on input from implementing entities and member states. We have sought but in most cases have not yet received comments from directly affected states. We hope this approach will facilitate further analysis from delegations, leading to decisions on mandates taken by the General Assembly.

Initial findings

On the basis of the preliminary analysis by the co-chairs of the 'Effective Coordination of Humanitarian Assistance' cluster, the 279 mandates have been grouped in a matrix

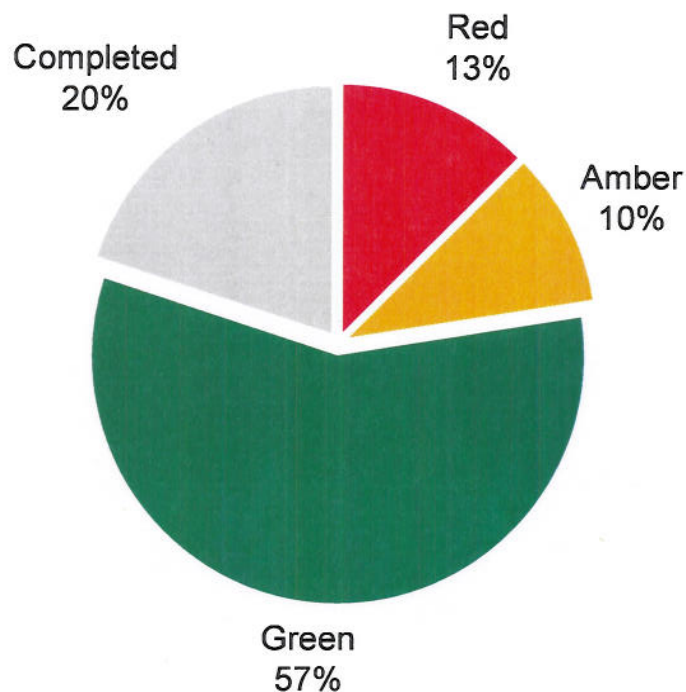
(below).¹ This matrix places mandates in four categories according to the level of 'need' they reflect (on the Y axis) and the status of their 'delivery' (on the X axis). The four categories are:

- Mandates that fully reflect current need, and are effectively implemented (Green)
- Mandates that would benefit from consolidation or strengthening (Amber)
- Mandates on which action is required to fill gap or discontinue (Red)
- Mandates that have been completed within the timeframe specified (Grey)



¹ There are an additional nine mandates which we were unable to analyze because the data in the Mandate Registry was incorrect. These have been included as an appendix.

The preliminary analysis shows that of the 279 mandates, 155 mandates fall into the Green category, 26 in the Amber, and 35 in the Red. A further 54 are Grey or Completed. (See pie chart below)



In order to make the preliminary analysis accessible, mandates are presented in this report with information showing whether their primary purpose is: Operational, Reporting, Policy or a Declaration. It also includes the resolution number, the mandate title, description, and relevant implementing entities of each mandate *exactly as stated in the Mandate Registry*. We also refer to the Mandate ID, which can be used to draw out a complete account of every mandate in the Mandate registry.

www.un.org/mandatereview/registry.html

Please turn to page 4 to see the preliminary analysis of the Amber mandates in this cluster, and to page 12 for the Red mandates. The preliminary analysis of the Green and Gray mandates can be found at the following website:

<http://www.un.org/ga/president/62/issues/MandateReview.shtml>. This division has been made to ensure this document is of a manageable size, in keeping with the co-chairs aim to establish a methodology that can be applied to all clusters.

Amber Mandates

This section of the report looks at the 268 mandates which preliminary analysis indicates could benefit from strengthening or consolidation. These mandates display solid levels of suitability to current need and efficiency and effectiveness.

fully reflects current need			
partly reflects current need			
doesn't reflect current need			
	Not being delivered	Delivered in accordance with mandate, some duplication	Delivered in accordance with mandate, no duplication

Amber Mandates

ID	Resolution	Para.	Originating Mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
18405	56/106	11	A/RES/43/206	Assistance for humanitarian relief and the economic and social rehabilitation of Somalia	11. Calls upon the international community to provide continuing and increased assistance in response to the United Nations Consolidated Inter-Agency Appeal for relief, rehabilitation and reconstruction assistance for Somalia;	Policy	OCHA, UNFPA, WFP	Mandate reflects current need, and is being implemented with some duplication. Defining responsibilities more clearly between implementing entities would improve coordination.
18394	56/104	2, 4	A/RES/54/96[H]	Assistance for humanitarian relief, rehabilitation and development for East Timor	2. Encourages the United Nations, other intergovernmental organizations, Member States and non-governmental organizations, with the coordination of the United Nations Transitional Administration in East Timor, and in close consultation and cooperation with the East Timorese people, to continue to collaborate to address the remaining longer-term vulnerabilities of East Timor, including in the area of preparedness and response capacity for addressing humanitarian emergencies, and to support the transition from relief and rehabilitation to development; 4. Urges United Nations organizations, the international community and non-governmental organizations to continue their efforts aimed at the enhanced ownership and participation of all East Timorese, including women and vulnerable groups, in the rehabilitation, reconstruction and development of East Timor, and in this regard stresses the need for continued international assistance to support local capacity-building, inter alia, in areas such as education, health, agriculture and rural development, the judiciary, governance and public administration, security and law and	Policy	UNFPA, WFP	Mandate reflects current need, but would benefit from updating to reflect current situation.
8083	54/189[B]	B.4	A/RES/50/88A	Emergency international assistance for peace, normalcy and reconstruction of war-stricken Afghanistan	Calls upon all relevant organizations of the United Nations system to continue to coordinate closely their humanitarian assistance to Afghanistan on the basis of the Strategic Framework for Afghanistan, in particular to assure a consistent approach on matters of principle, human rights and security, and appeals to donor countries as well as other humanitarian organizations to cooperate closely with the United Nations, taking into account the inter-agency consolidated appeal for emergency humanitarian and rehabilitation assistance to Afghanistan for 2000;	Policy	OHCHR, OCHA, UNHCR, Funds/Programmes, DPKO	Mandate could be updated to fully meet current need. Implementation would benefit from defining responsibilities more clearly.

Amber Mandates

ID	Resolution	Para.	Originating Mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
18202	59/112[B]	21	A/RES/50/88A	Emergency international assistance for peace, normalcy and reconstruction of war-stricken Afghanistan	Urgently appeals to all States, the United Nations system and international and non-governmental organizations to continue to provide, in close coordination with the Government of Afghanistan and in accordance with its national development strategy, all possible and necessary humanitarian, financial, technical and material assistance for Afghanistan	Policy	UNHCR	Mandate could be updated to fully meet current need. Implementation would benefit from defining responsibilities more clearly.
18203	59/112[B]	23 & 24	A/RES/50/88A	Emergency international assistance for peace, normalcy and reconstruction of war-stricken Afghanistan	23. Invites all States and intergovernmental and non-governmental organizations providing assistance to Afghanistan to emphasize capacity-building, institution-building and local employment generation in their work and to ensure that such work complements and contributes to the development of an economy characterized by sound macroeconomic policies, the development of a financial sector that provides services, inter alia, to micro enterprises, small and medium-sized enterprises and households, transparent business regulations, accountability, good governance and the rule of law; 24. Requests that existing capacity-building programmes and projects be sufficiently funded in order to strengthen, inter alia, the capacity of Afghanistan to respond to natural disasters, in particular long-term drought	Declaration	OCHA, DPA, UNHCR, UNICEF, UNDP, DPKO	Mandate could be updated to fully meet current need. Implementation would benefit from defining responsibilities more clearly and improving coordination.
18740	57/101	3, 4, 5, & 6	A/RES/52/169[M]	International cooperation and coordination for the human and ecological rehabilitation and economic development of the Semipalatinsk region of Kazakhstan	3. Urges the international community to provide assistance in the formulation and implementation of special programmes and projects of treatment and care for the affected population in the Semipalatinsk region; 4. Invites all States, relevant multilateral financial organizations and other entities of the international community, including non-governmental organizations, to share their knowledge and experience in order to contribute to the human and ecological rehabilitation and economic development of the Semipalatinsk region; 5. Invites all Member States, in particular donor States, relevant organs and organizations of the United Nations system, including the funds and programmes, to participate in the rehabilitation of the Semipalatinsk region; 6. Invites the Secretary-General to pursue a consultative process, with the participation of interested States and relevant United Nations agencies, on modalities for mobilizing the necessary support to seek appropriate solutions to the problems and needs of the Semipalatinsk region, including those prioritized in the report	Declaration	OCHA, Funds/programmes, DESA, DPI, UNDP	Mandate could be updated to fully meet current need. Implementation would benefit from defining responsibilities more clearly and improving coordination.

Amber Mandates

ID	Resolution	Para.	Originating Mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
15712	54/98	8	A/RES/49/139 B	Participation of volunteers, White Helmets, in activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development	Invites the Secretary-General, on the basis of the experience acquired, to consider further the potential use of White Helmets as a resource for preventing and mitigating the effects of emergencies and post-conflict humanitarian emergencies and, in this context, to maintain an adequate structure for the White Helmets liaison functions, taking into account the ongoing reforms process;	Policy	OCHA, OSG, UNDP	Mandate reflects current need, but implementation could be improved. A report on this issue will be incorporated into the annual humanitarian coordination report in 64th session.
15713	54/98	9	A/RES/49/139 B	Participation of volunteers, White Helmets, in activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development	Requests the Secretary-General to conclude his consideration of the possible strengthening and broadening of consultative mechanisms to promote further and operationalize the concept, as referred to in paragraph 14 of his report and to report to the General Assembly at its fifty-sixth session, under the item entitled Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance□□, on the actions taken in conformity with the present resolution.	Policy	OCHA, OSG, UNDP	Mandate reflects current need, but implementation could be improved. A report on this issue will be incorporated into the annual humanitarian coordination report in 64th session.
17949	56/102	10	A/RES/49/139 B	Participation of volunteers, White Helmets, in the activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development	Recommends that the Secretary-General encourage relevant agencies of the United Nations system to explore opportunities for collaboration with White Helmets, taking into account the success of coordinated actions carried out, inter alia, with the United Nations Children's Fund, the World Food Programme, the Office for the Coordination of Humanitarian Affairs, the United Nations Development Programme and the United Nations Volunteers;	Policy	UNV, UNHCR, Funds/programmes, DESA, UNHABITAT, WHO, OSRSG-CAAC, Specialized agencies	Mandate reflects current need, but implementation could be improved. A report on this issue will be incorporated into the annual humanitarian coordination report in 64th session.
22603	58/118	9	A/RES/50/19	Participation of volunteers, White Helmets, in the activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development	Requests the Secretary-General to take into consideration the ten years that will have passed since the adoption of its resolution 49/139 B, the first resolution on the White Helmets initiative, and, in view of the success of coordinated actions carried out since then with, inter alia, the United Nations Children's Fund, the World Food Programme, the Office for the Coordination of Humanitarian Affairs of the Secretariat, the United Nations Development Programme and the United Nations Volunteers, to consider their impact and to analyse possible steps and modalities to enhance the integration of the White Helmets initiative within the work of the United Nations system, suggesting appropriate mechanisms and areas, and to report thereon to the General Assembly at its sixtieth session.	Policy	OCHA, UNV, UNICEF, WFP, UNDP	This mandate is to be consolidated into annual humanitarian coordination report in 64th session

Amber Mandates								
ID	Resolution	Para.	Originating Mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
8869	59/211	29	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations Personnel	Requests the Secretary-General to submit to the General Assembly at its sixtieth session a comprehensive and updated report on the safety and security of humanitarian personnel and protection of United Nations personnel and on the implementation of the present resolution.	Reporting	DSS	Mandate reflects current needs, but there is scope for consolidation with other programme implementation reports.
15839	54/192	11	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	Also requests the Secretary-General, in consultation with United Nations agencies and other relevant international organizations, to compile examples of best practices, obstacles encountered and lessons learned with regard to the safety and security of humanitarian personnel and United Nations personnel, to ensure that this information is widely disseminated in the field and to include in his comprehensive report to it at its fifty-fifth session on the subject of the present resolution detailed information in this regard;	Reporting	OCHA, OHCHR, DM, DPKO	Mandate reflects current need, but is being implemented with some duplication. The mandate precedes the creation of DSS, so implementation could be improved by defining responsibilities more clearly.
15840	54/192	12	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	Further requests the Secretary-General to take the necessary measures to ensure that United Nations and other personnel carrying out activities in fulfilment of the mandate of a United Nations operation are properly informed about the conditions under which they are called to operate, including relevant customs and traditions in the host country, and the standards that they are required to meet, including those contained in relevant domestic and international law, and that adequate training in security, human rights and humanitarian law, as well as stress counselling, are provided so as to enhance their security and effectiveness in accomplishing their functions, and reaffirms the necessity for all other humanitarian organizations to provide their personnel with similar support;	Operational	OCHA, OHCHR, DM, DPKO	Mandate reflects current need, and is being implemented with some duplication. Mandate predates creation of DSS and DFS, and would benefit from defining responsibilities more clearly and improving coordination.
15841	54/192	16	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	...requests the Secretary-General to submit to it at its fifty-fifth session a comprehensive report on the safety and security situation of humanitarian personnel and protection of United Nations personnel, including an account of the measures taken by Governments and the United Nations in prevention of and in response to all individual security incidents involving the arrest, hostage-taking or death of United Nations and its associated personnel;	Reporting	OCHA, OHCHR, DM, DPKO	Mandate reflects current need, and is being implemented with some duplication. Mandate predates creation of DSS and DFS, and could be strengthened by defining responsibilities more clearly and improving coordination.

Amber Mandates

ID	Resolution	Para.	Originating Mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
18108	57/155	30	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	Requests the Secretary-General to submit to it at its fifty-eighth session a comprehensive and updated report on the safety and security situation of humanitarian personnel and protection of United Nations personnel and on the implementation of the present resolution, including the progress made by the Secretary-General in pursuing accountability and assessing responsibility for all individual security incidents that involve United Nations and its associated personnel at all levels throughout the United Nations system, as well as an account of the measures taken by Governments and the United Nations to prevent and respond to such incidents, also taking into account the information requested from the Secretary-General in resolution 57/28 of 19 November 2002.	Reporting	OCHA, DM, DPKO	Mandate reflects current need, and is being implemented with some duplication. Mandate could be improved by defining responsibilities more clearly and improving coordination.
22668	58/122	24	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	24. Stresses the need to ensure that all United Nations staff members receive adequate security training, including physical and psychological training, prior to their deployment to the field, the need to attach a high priority to the improvement of stress and trauma counselling services available to United Nations staff members, including through the implementation of a comprehensive security and stress and trauma management training, support and assistance programme for United Nations staff throughout the system, before, during and after missions, and the need to make available to the Secretary-General the means for that purpose;	Policy	DSS, DPKO	Mandate reflects current need, and is being implemented with some duplication. Mandate could be improved by defining responsibilities more clearly and improving coordination.
22669	58/122	26	A/RES/52/167	Safety and security of humanitarian personnel and protection of United Nations personnel	26. Requests the Office of the United Nations Security Coordinator to continue to play a central role in promoting increased cooperation and collaboration among agencies, funds and programmes in the planning and implementation of measures aimed at improving staff security training and awareness and in strengthening the Inter-Agency Security Management Network, and calls upon all relevant United Nations agencies, funds and programmes to support these efforts;	Policy	DSS, DPKO	Mandate reflects current need, and is being implemented with some duplication. Mandate predates creation of DSS and could be strengthened by defining responsibilities more clearly and improving coordination.
3703	55/166	8(a)	A/RES/52/169A	Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	Requests the Secretary-General: (a) To continue to consult urgently with regional leaders, in coordination with the Secretary-General of the Organization of African Unity, about ways to bring about a peaceful and durable solution to the conflict;	Policy	ECA, OHCHR, DPA, UNHCR, UNFPA WFP, DESA, UNDP	Mandate reflects current need, but implementation could be improved by defining responsibilities more clearly.

Amber Mandates								
ID	Resolution	Para.	Originating Mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
15537	54/96[B]	8(a)-(b)		Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	Requests the Secretary-General: (a) To continue to consult urgently with regional leaders, in coordination with the Secretary-General of the Organization of African Unity, about ways to bring about a peaceful and durable solution to the conflict; (b) To continue to consult with regional leaders in coordination with the Secretary-General of the Organization of African Unity in order to convene, when appropriate, an international conference on peace, security and development in the Great Lakes region, under the auspices of the United Nations and the Organization of African Unity, to address the problems of the region in a comprehensive manner;	Policy	OSG	Mandate reflects current need, but implementation could be improved by defining responsibilities more clearly.
18884	57/146	16A	A/RES/52/169[A]	Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	16. Requests the Secretary-General: (a) To continue to consult urgently with regional leaders, in coordination with the Interim President of the African Union, on ways to bring about a peaceful and durable solution to the conflict, in accordance with the Lusaka Ceasefire Agreement and relevant Security Council resolutions;	Policy	DPA, DESA, DPKO	Mandate partially reflects current need, and would benefit from updating to reflect the current situation.
18885	57/146	16B	A/RES/52/169[A]	Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	16. Requests the Secretary-General: (b) To continue to consult with regional leaders, in coordination with the Interim President of the African Union, in order to convene, when appropriate, an international conference on peace, security and development in Central Africa and in the Great Lakes region, under the auspices of the United Nations and the African Union, to address the problems of the region in a comprehensive manner;	Policy	DPA, DESA, DPKO	Mandate partially reflects current need, and would benefit from updating to reflect the current situation.
18896	57/146	16C	A/RES/52/169[A]	Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	16. Requests the Secretary-General: (c) To keep under review the economic situation in the Democratic Republic of the Congo with a view to promoting participation in and support for a programme of financial and material assistance to the country to enable it to meet its urgent needs in terms of economic recovery and reconstruction;	Policy	DPA, DESA, DPKO	Mandate partially reflects current need, and would benefit from updating to reflect the current situation.
15905	52/169[A]	5		Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo.	Requests the appropriate organizations and programmes of the United Nations system to review regularly their current and future programmes of assistance to the Democratic Republic of the Congo and to cooperate closely in organizing an effective international programme of assistance	Policy	IBRD, OHRDLC, UNDP	Mandate reflects need and implementation is ongoing. It is not clear whether there is duplication with other mandates.

Amber Mandates								
ID	Resolution	Para.	Originating Mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
15910	52/169[A]	9A		Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo.	9. Requests the Secretary-General: (a) To promote participation in and support for a programme of financial and material assistance to the Democratic Republic of the Congo to enable it to meet its urgent needs for economic recovery and reconstruction;	Policy	IBRD, OHLDC, UNDP	Mandate reflects current need and continues to be implemented, as flash appeals have been issued yearly. There may be scope for consolidation, as these are consolidated appeals.
22604	58/120	8	A/RES/51/30F	Special emergency economic assistance for the recovery and the development of the Comoros	Requests Member States, international organizations and other relevant organizations of the United Nations system, in the event of an agreement between the Comoros and the authorities of the autonomous islands, and while awaiting the finalization of the Fomboni Agreement by early 2004, to direct their financial and technical assistance towards assisting the most affected sectors of the population during and after the transition period, achieving reconstruction and sustainable development and enabling the country to re-engage with the international financial institutions;	Policy	OCHA, UN	Mandate partially reflects current need. Situation in Comoros has evolved.
4200	53/1[F]	6		Special emergency economic assistance to the Comoros	Requests all Member States and donor bodies, as well as the specialized agencies and other organizations of the United Nations system, to grant to the Comoros all necessary financial, economic and technical assistance, in order to enable it to achieve national reconstruction and sustainable development;	Declaration	DPA, UNDP	Mandate reflects current need, but implementation could be strengthened.

Red Mandates

This section of the report looks at the 35 mandates which preliminary analysis suggests need action to either discontinue or fill a gap. This is because are still being delivered, despite changed needs; or they are not being delivered, but continue to reflect a current need.

fully reflects current need			
partly reflects current need			
doesn't reflect current need			
	Not being delivered	Delivered in accordance with some duplication	Delivered in accordance with mandate, no duplication

Red Mandates								
ID	Resolution	Para.	Originating Mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
16930	54/96[H]	9		Assistance for humanitarian relief, rehabilitation and development for East Timor	Calls upon Member States, United Nations agencies and other international organizations to continue to collaborate, in full cooperation with the Indonesian Government, to ensure safe and unimpeded access for humanitarian assistance to the East Timorese in western Timor and other parts of Indonesia, including those who do not wish to return to East Timor, in accordance with national and international law;	Declaration	OCHA, DPA, UNHCR, OSG, UNDP, DPKO	Mandate does not reflect current need. Refugee situation in West Timor has changed.
18397	56/104	13	A/RES/54/96[H]	Assistance for humanitarian relief, rehabilitation and development for East Timor	13. Acknowledges the efforts of the Government of Indonesia, in cooperation with the Transitional Administration, the Office of the United Nations High Commissioner for Refugees, the International Organization for Migration and other humanitarian organizations, to facilitate organized and spontaneous returns of East Timorese refugees from West Timor, and encourages the Government of Indonesia to continue its efforts to establish effective security in and around the refugee camps in West Timor in order to facilitate safe and voluntary returns of refugees;	Declaration	UNHCR, UNFPA, WFP	Mandate does not reflect current need. Refugee situation in West Timor has changed.
18729	44/177	3		Assistance for the reconstruction and development of Djibouti	Calls upon the Secretary-General, in co-operation with the concerned organs and organizations of the United Nations system and in close collaboration with the Government authorities, to carry out an evaluation of the requirements of Djibouti with a view to drawing up an urgent programme of rehabilitation and reconstruction following the damage to the infrastructure of the country	Policy	OCHA	Mandate does not reflect current need. Assistance for reconstruction of Djibouti has transitioned to development.
18730	44/177	4		Assistance for the reconstruction and development of Djibouti	Also calls upon the Secretary-General to ensure that the international community is informed of those requirements in order that it may respond favourably to them	Policy	OCHA	Mandate does not reflect current need. Assistance for reconstruction of Djibouti has transitioned to development. Reporting requirement has already been fulfilled.
18731	44/177	5		Assistance for the reconstruction and development of Djibouti	Requests the Secretary-General to continue and intensify his efforts to mobilize all possible assistance within the United Nations system to help the Government of Djibouti in its construction and development efforts.	Policy	OCHA	This mandate has been superseded in 2006 by the mobilization of funds through CERF.

Red Mandates								
ID	Resolution	Para.	Originating Mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
18732	44/177	6		Assistance for the reconstruction and development of Djibouti	Encourages the specialized agencies, organizations, and programmes of the United Nations system to intensify their programmes of assistance and to expand them in response to the needs of Djibouti	Policy	OCHA	Mandate does not reflect current need. Assistance for reconstruction of Djibouti has transitioned to development.
8531	53/1[J]	8	A/RES/44/177	Assistance for the reconstruction and development of Djibouti	Requests the Secretary-General to continue, in close cooperation with the Government of Djibouti, his efforts to mobilize the resources necessary for an effective programme of financial, technical and material assistance to Djibouti;	Policy	DPA, UNICEF, WFP, UNDP	Mandate does not reflect current need. Assistance for reconstruction of Djibouti has transitioned to development.
15703	54/96[C]	10	A/RES/44/177	Assistance for the reconstruction and development of Djibouti : resolution	Requests the Secretary-General to continue, in close cooperation with the Government of Djibouti, his efforts to mobilize resources necessary for an effective programme of financial, technical and material assistance to Djibouti;	Policy	DPA, UNICEF, UNDP	Mandate does not reflect current need. Assistance for reconstruction of Djibouti has transitioned to development.
14024	2816(XXVI)	1		Assistance in cases of natural disaster and other disaster situations	Calls upon the Secretary-General to appoint a Disaster Relief Co-ordinator, who will report directly to him and who will be authorized, on his behalf: ...	Operational	OCHA	This mandate has been superseded by OCHA's principle framework resolution 46/182.
18662	58/116	4 & 5	A/RES/44/177	Economic assistance for the reconstruction and development of Djibouti	4. Notes with satisfaction the implementation of a reform programme by Djibouti, and in that context appeals to all Governments, international financial institutions, the specialized agencies and non-governmental organizations to respond adequately to the financial and material needs of the country in line with the poverty reduction strategy paper; 5. Expresses its gratitude to the intergovernmental organizations and the specialized agencies of the United Nations for their contributions to the national rehabilitation of Djibouti, and invites them to continue their efforts	Declaration	DESA, DGACM	Mandate does not reflect current need. Assistance for reconstruction of Djibouti has transitioned to development.
18663	58/116	7	A/RES/44/177	Economic assistance for the reconstruction and development of Djibouti	Requests the Secretary-General to continue, in close cooperation with the Government of Djibouti, his efforts to mobilize resources necessary for an effective programme of financial, technical and material assistance to Djibouti	Policy	DESA, DGACM	Mandate does not reflect current need. Assistance for reconstruction of Djibouti has transitioned to development.

Red Mandates								
ID	Resolution	Para.	Originating Mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
6706	53/1[O]	13		Emergency assistance to the Sudan	Requests the Secretary-General to continue to mobilize and coordinate resources and support for Operation Lifeline Sudan	Policy	OCHA	Mandate has been superseded by the integrated Sudanese country program.
6707	53/1[O]	13		Emergency assistance to the Sudan	Requests the Secretary-General ... to report on the emergency situation in the affected areas and the recovery, rehabilitation and development of the country to the General Assembly at its fifty-fourth session.	Reporting	OCHA	Mandate has been superseded by the integrated Sudanese country program.
8535	53/1[K]	13		Emergency international assistance for peace, normalcy and rehabilitation in Tajikistan	Requests the Secretary-General to continue to monitor the humanitarian situation in Tajikistan and to report to the General Assembly at its fifty-fourth session on the progress made in the implementation of the present resolution;	Reporting	OCHA, DPA, DM, UNHCR, UNDP, DPKO	Mandate does not reflect current need. Situation has shifted from humanitarian assistance to development.
16854	56/10	10	A/RES/52/1691	Emergency international assistance for peace, normalcy and rehabilitation in Tajikistan	10. Warmly welcomes the intention of the Secretary-General to continue the United Nations humanitarian programme in Tajikistan by issuing a consolidated inter-agency appeal for humanitarian assistance to Tajikistan for 2002, taking into account current developments in the region, and urges Member States to fund fully programmes included in the appeal;	Declaration	OCHA, DPA, UNHCR, UNODC, UNFPA, WFP, UNDP, DPKO	Mandate does not reflect current need. Situation has shifted from humanitarian assistance to development.
16857	56/10	11	A/RES/52/1691	Emergency international assistance for peace, normalcy and rehabilitation in Tajikistan	11. Calls upon the Secretary-General to continue to re-evaluate all United Nations humanitarian assistance activities in Tajikistan with a view to preparing a common humanitarian strategy that would support the relief and recovery operations during the transitional period from relief to development, with a major focus on promoting self-reliance and sustainable development;	Policy	OCHA, DPA, UNHCR, UNODC, UNFPA, WFP, UNDP, DPKO	Mandate does not reflect current need. Situation has shifted from humanitarian assistance to development.
16864	56/10	12	A/RES/52/1691	Emergency international assistance for peace, normalcy and rehabilitation in Tajikistan	12. Stresses the need to ensure the security and freedom of movement of humanitarian personnel, and of United Nations and associated personnel, as well as the safety and security of their premises, equipment and supplies;	Policy	OCHA, DPA, UNHCR, UNODC, UNFPA, WFP, UNDP, DPKO	Mandate does not reflect current need. Situation has shifted from humanitarian assistance to development.
21827	57/103	7	A/RES/52/1691	Emergency international assistance for peace, normalcy and rehabilitation in Tajikistan	7. Encourages Member States and others concerned to continue to provide assistance to alleviate the urgent humanitarian needs of Tajikistan through the consolidated appeals process and to offer support to Tajikistan for the post-conflict rehabilitation and reconstruction of its economy;	Declaration	OCHA, DPA, UNDP, All Member States	Mandate does not reflect current need. Situation has shifted from humanitarian assistance to development.

Red Mandates								
ID	Resolution	Para.	Originating Mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
21828	57/103	8	A/RES/52/1691	Emergency international assistance for peace, normalcy and rehabilitation in Tajikistan	8. Emphasizes the importance of further cooperation and assistance from the authorities in facilitating the work of humanitarian organizations, including nongovernmental organizations, welcomes in this regard the establishment of the Aid Coordination Unit in the Executive Office of the President of Tajikistan for the purpose of tracking international humanitarian assistance, and urges the authorities to continue to simplify and streamline without delay the relevant internal bureaucratic procedures and requirements for the delivery of humanitarian assistance;	Policy	OCHA, Civil society, DPA, UNDP	Mandate does not reflect current need. Situation has shifted from humanitarian assistance to development.
21830	57/103	10	A/RES/52/1691	Emergency international assistance for peace, normalcy and rehabilitation in Tajikistan	10. Calls upon the Secretary-General to continue to re-evaluate all United Nations humanitarian assistance activities in Tajikistan with a view to preparing a common humanitarian strategy that would support the relief and recovery operations during the transitional period from relief to development, with a major focus on promoting self-reliance and sustainable development;	Operational	OCHA, DPA, UNDP	Mandate does not reflect current need. Situation has shifted from humanitarian assistance to development.
3892	55/169	4	A/RES/54/96F	Humanitarian assistance to the Federal Republic of Yugoslavia	Calls upon the Secretary-General to continue to mobilize the timely provision of international humanitarian assistance to the Federal Republic of Yugoslavia;	Policy	UNHCR, UNICEF, UNFPA, WFP, UNHABITAT, UNOPS	This mandates in now historical and has been overtaken by events.
22185	57/148	5	A/RES/54/96[F]	Humanitarian assistance to the Federal Republic of Yugoslavia	5. Calls upon the Secretary-General, as well as the Office of the United Nations High Commissioner for Refugees and other agencies, to continue to mobilize the timely provision of international humanitarian and development assistance to the Federal Republic of Yugoslavia;	Policy	UNHCR	This mandates in now historical and has been overtaken by events.
22186	57/148	7	A/RES/54/96[F]	Humanitarian assistance to the Federal Republic of Yugoslavia	7. Requests the United Nations and the specialized agencies to continue their efforts to assess the humanitarian needs, in cooperation with the Government of the Federal Republic of Yugoslavia, relevant international and regional organizations and bodies and interested States, with a view to ensuring effective links between relief and longer-term assistance to the Federal Republic of Yugoslavia, taking into account the work already carried out in this field and the need to avoid duplication and the overlapping of efforts;	Policy	Specialised agencies	This mandates in now historical and has been overtaken by events.

Red Mandates								
ID	Resolution	Para.	Originating Mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
13820	37/144	4-6		Office of the United Nations Disaster Relief Coordinator	Requests the Secretary-General to facilitate, when necessary, rapid appointment of temporary staff and procurement of supplies by the United Nations Disaster Relief Co-ordinator in order to permit a timely response to requests for emergency assistance; Requests the Secretary-General to raise the normal maximum of \$30,000 to \$50,000, the additional \$20,000 to come from voluntary sources, to permit the United Nations Disaster Relief Co-ordinator to respond with grants to requests for emergency disaster assistance up to a total of \$600,000 in any one year, with a normal ceiling of \$50,000 per country in the case of any one disaster; Authorizes the Secretary-General to permit the United Nations Disaster Relief Co-ordinator to mobilize additional voluntary resources to meet the needs presented by completed disasters and emergencies of exceptional magnitude;	Operational	OCHA	This mandate has been superseded in 2006 by the mobilization of funds through CERF (60/124).
13821	37/144	9-12		Office of the United Nations Disaster Relief Coordinator	Endorses the measures taken by the Secretary-General and the Administrative Committee on Co-ordination to implement General Assembly resolution 36/225 and calls upon the Secretary-General, who will normally be represented by the United Nations Disaster Relief Co-ordinator, to consult with the concerned agencies of the United Nations system in order to develop concerted relief programmes as a basis for united appeals for funds to be launched by the Coordinator on behalf of the Secretary General; Urges all Governments and relevant organs and organizations to co-operate with the United Nations Disaster Relief Co-ordinator and to improve in particular their flow of information on relief assistance, actions and plans; Calls upon the specialized agencies and other constituent organizations of the United Nations system, in order to eliminate wasteful duplication of resources, to co-ordinate, in accordance with the provisions of paragraph 3 of General Assembly resolution 36/225, their efforts at all stages of the response of the international community to natural disasters and other disaster situations;	Policy	OCHA	This mandate has been superseded by OCHA's principle framework resolution 46/182.

Red Mandates								
ID	Resolution	Para.	Originating Mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
13822	37/144	13		Office of the United Nations Disaster Relief Coordinator	Reaffirms its belief that the strengthening and reinforcing of the Office of the United Nations Disaster Relief Co-ordinator offers the most efficient and economic means of effectively co-ordinating the relief activities of the United Nations system as a whole in the interest of the survivors of disasters, and requests the Secretary General to assign a higher priority to strengthening, preferably within the means at his disposal, the financial and manpower resources of the Office;	Policy	OCHA	This mandate has been superseded by OCHA's principle framework resolution 46/182.
3704	55/166	8(b)	A/RES/52/169A	Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	8. Requests the Secretary-General: (b) To continue to consult with regional leaders, in coordination with the Secretary-General of the Organization of African Unity, in order to convene, when appropriate, an international conference on peace, security and development in Central Africa and in the Great Lakes region, under the auspices of the United Nations and the Organization of African Unity, to address the problems of the region in a comprehensive manner;	Policy	ECA, OHCHR, DPA, UNHCR, WFP, DESA, UNDP	Mandate reflects current need. However, the international conference requested has not been implemented.
15535	54/96[B]	8c		Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	Requests the Secretary-General: (c) To keep under review the economic situation in the Democratic Republic of the Congo with a view to promoting participation in and support for a programme of financial and material assistance to the country in order to enable it to address its urgent need for economic recovery and reconstruction;	Policy	OCHA	Mandate has been superseded by the mobilization of funds through CERF.
13893	48/57	9	A/RES/46/182	Strengthening of the coordination of humanitarian emergency assistance of the United Nations	Decides to eCompletedpand the scope of the Central Emergency Revolving Fund to include the International Organization for Migration;	Operational	OCHA	This mandate has been superseded in 2006 by the mobilization of funds through CERF (60/124).
13894	48/57	11	A/RES/46/182	Strengthening of the coordination of humanitarian emergency assistance of the United Nations	Requests the Inter-Agency Standing Committee to agree, as a matter of urgency, on the best means and guidelines to ensure adequate human and financial resources for rapid response coordination, including the provision of resources that could be drawn on by the Emergency Relief Coordinator for establishing special coordination arrangements in the initial stage of an emergency, taking into account the relevant provisions of General Assembly resolutions 46/182 and 47/199 of 22 December 1992 and of the agreed conclusions of the Economic and Social Council related to field-level coordination;	Policy	OCHA	This mandate has been superseded in 2006 by the mobilization of funds through CERF (60/124).

Red Mandates								
ID	Resolution	Para.	Originating Mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Comments
13895	48/57	12	A/RES/46/182	Strengthening of the coordination of humanitarian emergency assistance of the United Nations	Decides also, pending a final decision to be taken by the Economic and Social Council at its substantive session of 1994, on the basis of the recommendations of the Inter-Agency Standing Committee, as well as on the experience gained, to authorize, in exceptional circumstances, on a time-bound basis and while preserving the revolving nature of the Central Emergency Revolving Fund, the Emergency Relief Coordinator and relevant operational agencies, under the leadership of the Coordinator, to draw from the interest earned by the Revolving Fund to enhance rapid response coordination where insufficient capacity exists at the field level;	Operational	OCHA	This mandate has been superseded in 2006 by the mobilization of funds through CERF (60/124).
14935	46/182	22-23A		Strengthening of the coordination of humanitarian emergency assistance of the United Nations	In addition, there is a need for a complementary central funding mechanism to ensure the provision of adequate resources for use in the initial phase of emergencies that require a system-wide response. To that end, the Secretary-General should establish under his authority a central emergency revolving fund as a cash-flow mechanism to ensure the rapid and coordinated response of the organizations of the system.	Operational	OCHA	This mandate has been superseded in 2006 by the mobilization of funds through CERF (60/124).
14941	46/182	24A		Strengthening of the coordination of humanitarian emergency assistance of the United Nations	This fund should be put into operation with an amount of 50 million United States dollars. The fund should be financed by voluntary contributions. Consultations among potential donors should be held to this end. To achieve this target, the Secretary-General should launch an appeal to potential donors and convene a meeting of those donors in the first quarter of 1992 to secure contributions to the fund on an assured, broadbased and additional basis.	Operational	IFI, all member states	This mandate has been superseded in 2006 by the mobilization of funds through CERF (60/124).
14944	46/182	25A		Strengthening of the coordination of humanitarian emergency assistance of the United Nations	Resources should be advanced to the operational organizations of the system on the understanding that they would reimburse the fund in the first instance from the voluntary contributions received in response to consolidated appeals.	Operational	OCHA	This mandate has been superseded in 2006 by the mobilization of funds through CERF (60/124).
14953	46/182	29A		Strengthening of the coordination of humanitarian emergency assistance of the United Nations	Special emergency rules and procedures should be developed by the United Nations to enable all organizations to disburse quickly emergency funds, and to procure emergency supplies and equipment, as well as to recruit emergency staff.	Policy	OCHA	This mandate has been superseded in 2006 by the mobilization of funds through CERF (60/124).

Appendix 1

Mandate Registry Errors								
ID	Resolution	Para.	Originating Mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Error Justification
16670	2816(XXVI)	1		Assistance in cases of natural disaster and other disaster situations	Mandate is empty in registry	Data must be corrected in registry	OCHA	Mandate is empty in registry
16671	2816(XXVI)	1		Assistance in cases of natural disaster and other disaster situations	Mandate is empty in registry	Data must be corrected in registry	OCHA	Mandate is empty in registry
8774	47/42	5		Assistance to Mozambique	Urges the international community, in particular the United Nations system, to e Completedtend its full support and contribute to the peace-building process in Mozambique in accordance with the General Peace Agreement, providing, inter alia, assistance for the electoral process, emergency and rehabilitation assistance for refugees and displaced persons and support for programmes of demobilization of armed forces;	Data must be corrected in registry	OCHA	Mandate does not correspond to the renewal resolution.
8777	47/42	10		Assistance to Mozambique	Requests the Secretary-General, in close cooperation with the Government of Mozambique: (a) To continue his efforts to mobilize the international assistance required by Mozambique; (b) To ensure the coordination of the work of the United Nations system for an adequate response to the emergency, rehabilitation and development needs of Mozambique; (c) To prepare a report on assistance to Mozambique for submission to the General Assembly at its forty-ninth session.	Data must be corrected in registry	OCHA	Mandate does not correspond to the renewal resolution.

Mandate Registry Errors								
ID	Resolution	Para.	Originating Mandate	Mandate Title	Mandate description	Purpose	Implementing entities	Error Justification
19374	41/197	4		Assistance to Mozambique	4. Requests the Secretary-General, in accordance with the provision of General Assembly resolution 41/192 of 8 December 1986: (a) to continue his efforts to mobilize the necessary financial, technical and material assistance to Mozambique; (b) to keep the situation Mozambique under constant review, to maintain close contact with Member States, the specialized agencies, regional and other intergovernmental organizations, international financial institutions and other bodies concerned, and to apprise the Economic and Social Council, at its second regular session of 1988 of the current status of the special programme of economic assistance to Mozambique	Data must be corrected in registry	OCHA	Mandate does not correspond to the renewal resolution.
19376	41/197	4 (c)		Assistance to Mozambique	To prepare, on the basis of consultations with the Government of Mozambique, a report on the development of the economic situation and the implementation of the special programme of economic assistance for that county in time for the matter to be considered by the General Assembly at its forty-third session.	Data must be corrected in registry	DPA, DESA, DPKO	Mandate does not correspond to the renewal resolution.
8543	53/1[L]	6 a)		Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	Requests the Secretary-General: (a) To continue to consult urgently with regional leaders, in coordination with the Secretary-General of the Organization of African Unity, about ways to bring about a peaceful and durable solution to the conflict;	Data must be corrected in registry	OCHA, OHCHR, ECA, DPA, UNHCR, UNICEF, WFP, DESA	Mandate does not correspond to the resolution.
8545	53/1[L]	6 b)		Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	Requests the Secretary-General: (b) To keep under review the economic situation in the Democratic Republic of the Congo with a view to promoting participation in and support for a programme of financial and material assistance to the Democratic Republic of the Congo in order to enable it to meet its urgent need for economic recovery and reconstruction;	Data must be corrected in registry	OCHA, ECA, DPA, UNHCR, UNICEF, WFP, DESA	Mandate does not correspond to the resolution.
8546	53/1[L]	6 c)		Special assistance for the economic recovery and reconstruction of the Democratic Republic of the Congo	Requests the Secretary-General: (c) To submit to the General Assembly at its fifty-fourth session a report on the actions taken pursuant to the present resolution.	Data must be corrected in registry	OCHA	Mandate does not correspond to the resolution.



**Permanent Mission of New Zealand
to the United Nations**



**Permanent Mission of the Republic
of Namibia to the United Nations**

PRESENTATION POINTS FOR MANDATES REVIEW INFORMAL CONSULTATIONS: 27 FEBRUARY 2008

As co-chairs we have been tasked by the PGA to take up the mandates review process, and in consultation with Member States, to devise a methodology for substantive work. We believe there is a genuine acceptance of the need for mandates review, as a means "to strengthen the UN, to update its programme of work, and to improve the effective and efficient allocation of scarce resources".

This is the first of three guiding principles for mandates review set out in the PGA's letter of 6 November. The others are that "Resources freed up from a review of development-related mandates should be reinvested into development activities; other savings should be optimally utilized, including for development" and thirdly that "Politically sensitive mandates will be approached with caution and due respect to the perspectives of those Member States whose interests are directly engaged".

Our outreach over the last months has shown that there is a renewed level of interest and commitment to make mandates review work. Across our different regions and perspectives, Member States accept that we cannot keep adding to the list of mandates with which the General Assembly tasks the UN Secretariat and agencies, with no attempt to rationalize, reprioritize or remove redundant mandates.

Then Secretary-General Dag Hammarskjöld was the first to recognize this in 1954, but it has taken us until 2005 to attempt a comprehensive review of mandates. This is a challenging exercise but we believe for the credibility of our Organisation, it is crucial that we find a way to do it.

While this is not a cost cutting exercise, we expect there to be resource implications.

As co-chairs we have tried our best to construct a framework for analysis and a method of working together which will allow mandates information to be presented in a digestible form, which will make it as easy as possible for delegations to assess these and which will bring us expeditiously to the point where decisions can be taken and eventually formalized.

Purpose of first informal consultations

The purpose of this first round of informal consultations is to explain the methodology which we have developed and to present the working document which contains our initial analysis of the cluster of 279 mandates on humanitarian assistance.

After testing reactions to this, we chose to take up the humanitarian cluster first because it is of importance to us all, but at the same time it is manageable in size and scope. We propose to work with the list of nine clusters of mandates which was drawn up by previous co-chairs, and take this opportunity to acknowledge the efforts that have already been made prior to our taking up our responsibilities as co-chairs. We have benefited from the experience and wisdom of our predecessors.

After a brief explanation of the *methodology*, we shall comment on the *working document*, then set out our proposals for a *work programme* and *timeline*.

It would be helpful to us as co-chairs to have your initial reactions and feedback on the format for presenting information on the mandates. We do not however expect delegations to be in a position to respond today on the substance of the mandates review information. There will be further consultations for this purpose.

Our objective as co-chairs is to be able to establish a workable system which is accepted by Member States and the Secretariat, and which can be used to work through the full list of nine cluster areas. This first cycle of analysis is based on a new approach and we may together be able to improve on this before we take up the next cluster.

Methodology

Our aim has been to devise a methodology which is fact based, so that the same questions can be applied to all mandates. The key questions are whether the mandate reflects current need, and whether it is being delivered effectively and efficiently, without duplication.

We are also tasked, through the parameters for mandates review in the PGA's letter of 6 November, with identifying gaps as well as duplications. We believe the matrix approach which we are using will help us to organize mandates into categories for Member States to then assess.

The four categories that come out of the matrix are

- Mandates that fully reflect current need and are effectively implemented (green)

- Mandates that would benefit from consolidation or strengthening (amber)
- Mandates on which action is needed to fill a gap or to discontinue (red)
- Mandates which are already completed (grey)

We repeat that this is a preliminary analysis carried out by the co-chairs.

Limitations to current exercise

While the mandates review is now re-engaged, the database we are working from is the list prepared by the Secretariat in early 2006. It includes mandates that were adopted five years prior to the Outcome Document of September 2005 and were renewed since. We are in discussion with the Secretariat (Department of Management) about longer term capability for keeping the database current. We can only make a case for this if we can prove there is a genuine commitment on the part of Member States to maintain active scrutiny of mandates, to ensure that they are in future rationalized on a regular basis.

A question we have frequently been asked is whether it is possible to show the resource commitment against individual mandates. This would of course make our exercise more directly meaningful, and would indicate where there is scope to reallocate resources.

However under current accounting systems, it is not possible to provide this information.

The Secretariat has commented that it does not track funding by individual mandates. Mandates establish programmes and subprogrammes. The regular budget provides for resources by *subprogramme* and resources are approved accordingly and at the programme level. In addition, tracking resources for humanitarian related mandates is even more complicated, as the majority of funds come from extra budgetary sources and are often raised during emergency situations.

Working document

We have struggled to find the best format in which to present mandate information to you, as a basis for decisions to be taken after due consideration by you as Member States. To keep the document of a more manageable size, we thought of presenting only the "amber" and "red" mandates; but concluded that you would want to make your own assessment of whether you agreed with our preliminary assessment of the "green" mandates as we have categorized them.

You may also want to look through the "grey" mandates which have been completed.

Therefore, we decided to take a dual approach. We have circulated to delegations this morning a hard copy containing the preliminary analysis of the "amber" and "red" mandates. In addition, the complete document, which also include the "green" and "gray" mandates, is available in electronic format on the PGA's website, where it can also be accessed from capitals.

The comments shown in the document are based on feedback from implementing agencies and in some cases the affected country. We have drawn to the attention of directly affected countries the mandates relating to them, and invited their comments. In most cases we have yet to receive such comments and when we do, will add these to the working document.

Work programme and timeline

After receiving your feedback today, we shall allow a two week period for your reflection on the substance of the working document on humanitarian mandates. Then we should schedule a further round of consultations on 12 March. At this session we would receive your comments, and collate these into a final version as a basis for decisions at a subsequent session.

In the period between sessions, we remain eager to engage with delegations who wish to talk through their questions or suggestions. It would be helpful to our work process if we could receive your substantive comments just as soon as you are in a position to offer these, i.e. do not necessarily wait until the 12 March session.

As soon as we are able we would as co-chairs hope to be able to write to the PGA with a set of decisions taken by Member States. At a certain point these would need to be formalized. Indications are that this could be done by attaching a report to a resolution.

Our goal is to complete in the period of our co-chairmanship three clusters before our deadline of the end of July 2008. Such a goal would be achievable if we allow two months for each cluster. This suggests we should move quickly to identify and begin preparatory work on the next cluster to take up.

Choice of the next cluster does to some extent depend on our degree of success with applying the current methodology. As we indicated in our letter of 18 January, we would welcome your suggestions as to your preferred next cluster to be analyzed.

As on all aspects of mandates review, we would welcome your contacting us at any time with your ideas.

MANDATE REVIEW

Cluster areas and number of mandates (older than 5 years and renewed)

- 1) Maintenance of international peace and security (654)
- 2) Promotion of sustained economic growth and sustainable development (1,646)
- 3) Development of Africa (52)
- 4) Promotion of human rights (763)
- 5) Effective coordination of humanitarian assistance efforts (279)**
- 6) Promotion of justice and international law (223)
- 7) Disarmament (599)
- 8) Drug control, crime prevention and combating international terrorism (203)
- 9) Organizational, administrative and other matters (1,171)



General Assembly

Distr.: General
24 October 2005

Sixtieth session
Agenda items 46 and 120

Resolution adopted by the General Assembly

[without reference to a Main Committee (A/60/L.1)]

60/1. 2005 World Summit Outcome

The General Assembly

Adopts the following 2005 World Summit Outcome:

2005 World Summit Outcome

I. Values and principles

1. We, Heads of State and Government, have gathered at United Nations Headquarters in New York from 14 to 16 September 2005.
2. We reaffirm our faith in the United Nations and our commitment to the purposes and principles of the Charter of the United Nations and international law, which are indispensable foundations of a more peaceful, prosperous and just world, and reiterate our determination to foster strict respect for them.
3. We reaffirm the United Nations Millennium Declaration,¹ which we adopted at the dawn of the twenty-first century. We recognize the valuable role of the major United Nations conferences and summits in the economic, social and related fields, including the Millennium Summit, in mobilizing the international community at the local, national, regional and global levels and in guiding the work of the United Nations.
4. We reaffirm that our common fundamental values, including freedom, equality, solidarity, tolerance, respect for all human rights, respect for nature and shared responsibility, are essential to international relations.
5. We are determined to establish a just and lasting peace all over the world in accordance with the purposes and principles of the Charter. We rededicate ourselves to support all efforts to uphold the sovereign equality of all States, respect their territorial integrity and political independence, to refrain in our international relations from the threat or use of force in any manner inconsistent with the purposes and principles of the United Nations, to uphold resolution of disputes by

¹ See resolution 55/2.

peaceful means and in conformity with the principles of justice and international law, the right to self-determination of peoples which remain under colonial domination and foreign occupation, non-interference in the internal affairs of States, respect for human rights and fundamental freedoms, respect for the equal rights of all without distinction as to race, sex, language or religion, international cooperation in solving international problems of an economic, social, cultural or humanitarian character and the fulfilment in good faith of the obligations assumed in accordance with the Charter.

6. We reaffirm the vital importance of an effective multilateral system, in accordance with international law, in order to better address the multifaceted and interconnected challenges and threats confronting our world and to achieve progress in the areas of peace and security, development and human rights, underlining the central role of the United Nations, and commit ourselves to promoting and strengthening the effectiveness of the Organization through the implementation of its decisions and resolutions.

7. We believe that today, more than ever before, we live in a global and interdependent world. No State can stand wholly alone. We acknowledge that collective security depends on effective cooperation, in accordance with international law, against transnational threats.

8. We recognize that current developments and circumstances require that we urgently build consensus on major threats and challenges. We commit ourselves to translating that consensus into concrete action, including addressing the root causes of those threats and challenges with resolve and determination.

9. We acknowledge that peace and security, development and human rights are the pillars of the United Nations system and the foundations for collective security and well-being. We recognize that development, peace and security and human rights are interlinked and mutually reinforcing.

10. We reaffirm that development is a central goal in itself and that sustainable development in its economic, social and environmental aspects constitutes a key element of the overarching framework of United Nations activities.

11. We acknowledge that good governance and the rule of law at the national and international levels are essential for sustained economic growth, sustainable development and the eradication of poverty and hunger.

12. We reaffirm that gender equality and the promotion and protection of the full enjoyment of all human rights and fundamental freedoms for all are essential to advance development and peace and security. We are committed to creating a world fit for future generations, which takes into account the best interests of the child.

13. We reaffirm the universality, indivisibility, interdependence and interrelatedness of all human rights.

14. Acknowledging the diversity of the world, we recognize that all cultures and civilizations contribute to the enrichment of humankind. We acknowledge the importance of respect and understanding for religious and cultural diversity throughout the world. In order to promote international peace and security, we commit ourselves to advancing human welfare, freedom and progress everywhere, as well as to encouraging tolerance, respect, dialogue and cooperation among different cultures, civilizations and peoples.

15. We pledge to enhance the relevance, effectiveness, efficiency, accountability and credibility of the United Nations system. This is our shared responsibility and interest.

16. We therefore resolve to create a more peaceful, prosperous and democratic world and to undertake concrete measures to continue finding ways to implement the outcome of the Millennium Summit and the other major United Nations conferences and summits so as to provide multilateral solutions to problems in the four following areas:

- Development
- Peace and collective security
- Human rights and the rule of law
- Strengthening of the United Nations

II. Development

17. We strongly reiterate our determination to ensure the timely and full realization of the development goals and objectives agreed at the major United Nations conferences and summits, including those agreed at the Millennium Summit that are described as the Millennium Development Goals, which have helped to galvanize efforts towards poverty eradication.

18. We emphasize the vital role played by the major United Nations conferences and summits in the economic, social and related fields in shaping a broad development vision and in identifying commonly agreed objectives, which have contributed to improving human life in different parts of the world.

19. We reaffirm our commitment to eradicate poverty and promote sustained economic growth, sustainable development and global prosperity for all. We are encouraged by reductions in poverty in some countries in the recent past and are determined to reinforce and extend this trend to benefit people worldwide. We remain concerned, however, about the slow and uneven progress towards poverty eradication and the realization of other development goals in some regions. We commit ourselves to promoting the development of the productive sectors in developing countries to enable them to participate more effectively in and benefit from the process of globalization. We underline the need for urgent action on all sides, including more ambitious national development strategies and efforts backed by increased international support.

Global partnership for development

20. We reaffirm our commitment to the global partnership for development set out in the Millennium Declaration,¹ the Monterrey Consensus² and the Johannesburg Plan of Implementation.³

21. We further reaffirm our commitment to sound policies, good governance at all levels and the rule of law, and to mobilize domestic resources, attract international

² Monterrey Consensus of the International Conference on Financing for Development (*Report of the International Conference on Financing for Development, Monterrey, Mexico, 18-22 March 2002* (United Nations publication, Sales No. E.02.II.A.7), chap. I, resolution 1, annex).

³ Plan of Implementation of the World Summit on Sustainable Development (*Report of the World Summit on Sustainable Development, Johannesburg, South Africa, 26 August-4 September 2002* (United Nations publication, Sales No. E.03.II. A.1 and corrigendum), chap I, resolution 2, annex).

flows, promote international trade as an engine for development and increase international financial and technical cooperation for development, sustainable debt financing and external debt relief and to enhance the coherence and consistency of the international monetary, financial and trading systems.

22. We reaffirm that each country must take primary responsibility for its own development and that the role of national policies and development strategies cannot be overemphasized in the achievement of sustainable development. We also recognize that national efforts should be complemented by supportive global programmes, measures and policies aimed at expanding the development opportunities of developing countries, while taking into account national conditions and ensuring respect for national ownership, strategies and sovereignty. To this end, we resolve:

(a) To adopt, by 2006, and implement comprehensive national development strategies to achieve the internationally agreed development goals and objectives, including the Millennium Development Goals;

(b) To manage public finances effectively to achieve and maintain macroeconomic stability and long-term growth and to make effective and transparent use of public funds and ensure that development assistance is used to build national capacities;

(c) To support efforts by developing countries to adopt and implement national development policies and strategies through increased development assistance, the promotion of international trade as an engine for development, the transfer of technology on mutually agreed terms, increased investment flows and wider and deeper debt relief, and to support developing countries by providing a substantial increase in aid of sufficient quality and arriving in a timely manner to assist them in achieving the internationally agreed development goals, including the Millennium Development Goals;

(d) That the increasing interdependence of national economies in a globalizing world and the emergence of rule-based regimes for international economic relations have meant that the space for national economic policy, that is, the scope for domestic policies, especially in the areas of trade, investment and industrial development, is now often framed by international disciplines, commitments and global market considerations. It is for each Government to evaluate the trade-off between the benefits of accepting international rules and commitments and the constraints posed by the loss of policy space. It is particularly important for developing countries, bearing in mind development goals and objectives, that all countries take into account the need for appropriate balance between national policy space and international disciplines and commitments;

(e) To enhance the contribution of non-governmental organizations, civil society, the private sector and other stakeholders in national development efforts, as well as in the promotion of the global partnership for development;

(f) To ensure that the United Nations funds and programmes and the specialized agencies support the efforts of developing countries through the common country assessment and United Nations Development Assistance Framework process, enhancing their support for capacity-building;

(g) To protect our natural resource base in support of development.

Financing for development

23. We reaffirm the Monterrey Consensus² and recognize that mobilizing financial resources for development and the effective use of those resources in developing countries and countries with economies in transition are central to a global partnership for development in support of the achievement of the internationally agreed development goals, including the Millennium Development Goals. In this regard:

(a) We are encouraged by recent commitments to substantial increases in official development assistance and the Organization for Economic Cooperation and Development estimate that official development assistance to all developing countries will now increase by around 50 billion United States dollars a year by 2010, while recognizing that a substantial increase in such assistance is required to achieve the internationally agreed goals, including the Millennium Development Goals, within their respective time frames;

(b) We welcome the increased resources that will become available as a result of the establishment of timetables by many developed countries to achieve the target of 0.7 per cent of gross national product for official development assistance by 2015 and to reach at least 0.5 per cent of gross national product for official development assistance by 2010 as well as, pursuant to the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010,⁴ 0.15 per cent to 0.20 per cent for the least developed countries no later than 2010, and urge those developed countries that have not yet done so to make concrete efforts in this regard in accordance with their commitments;

(c) We further welcome recent efforts and initiatives to enhance the quality of aid and to increase its impact, including the Paris Declaration on Aid Effectiveness, and resolve to take concrete, effective and timely action in implementing all agreed commitments on aid effectiveness, with clear monitoring and deadlines, including through further aligning assistance with countries' strategies, building institutional capacities, reducing transaction costs and eliminating bureaucratic procedures, making progress on untying aid, enhancing the absorptive capacity and financial management of recipient countries and strengthening the focus on development results;

(d) We recognize the value of developing innovative sources of financing, provided those sources do not unduly burden developing countries. In that regard, we take note with interest of the international efforts, contributions and discussions, such as the Action against Hunger and Poverty, aimed at identifying innovative and additional sources of financing for development on a public, private, domestic or external basis to increase and supplement traditional sources of financing. Some countries will implement the International Finance Facility. Some countries have launched the International Finance Facility for immunization. Some countries will implement in the near future, utilizing their national authorities, a contribution on airline tickets to enable the financing of development projects, in particular in the health sector, directly or through financing of the International Finance Facility. Other countries are considering whether and to what extent they will participate in these initiatives;

⁴ A/CONF.191/13, chap. II.

(e) We acknowledge the vital role the private sector can play in generating new investments, employment and financing for development;

(f) We resolve to address the development needs of low-income developing countries by working in competent multilateral and international forums, to help them meet, inter alia, their financial, technical and technological requirements;

(g) We resolve to continue to support the development efforts of middle-income developing countries by working, in competent multilateral and international forums and also through bilateral arrangements, on measures to help them meet, inter alia, their financial, technical and technological requirements;

(h) We resolve to operationalize the World Solidarity Fund established by the General Assembly and invite those countries in a position to do so to make voluntary contributions to the Fund;

(i) We recognize the need for access to financial services, in particular for the poor, including through microfinance and microcredit.

Domestic resource mobilization

24. In our common pursuit of growth, poverty eradication and sustainable development, a critical challenge is to ensure the necessary internal conditions for mobilizing domestic savings, both public and private, sustaining adequate levels of productive investment, increasing human capacity, reducing capital flight, curbing the illicit transfer of funds and enhancing international cooperation for creating an enabling domestic environment. We undertake to support the efforts of developing countries to create a domestic enabling environment for mobilizing domestic resources. To this end, we therefore resolve:

(a) To pursue good governance and sound macroeconomic policies at all levels and support developing countries in their efforts to put in place the policies and investments to drive sustained economic growth, promote small and medium-sized enterprises, promote employment generation and stimulate the private sector;

(b) To reaffirm that good governance is essential for sustainable development; that sound economic policies, solid democratic institutions responsive to the needs of the people and improved infrastructure are the basis for sustained economic growth, poverty eradication and employment creation; and that freedom, peace and security, domestic stability, respect for human rights, including the right to development, the rule of law, gender equality and market-oriented policies and an overall commitment to just and democratic societies are also essential and mutually reinforcing;

(c) To make the fight against corruption a priority at all levels and we welcome all actions taken in this regard at the national and international levels, including the adoption of policies that emphasize accountability, transparent public sector management and corporate responsibility and accountability, including efforts to return assets transferred through corruption, consistent with the United Nations Convention against Corruption.⁵ We urge all States that have not done so to consider signing, ratifying and implementing the Convention;

(d) To channel private capabilities and resources into stimulating the private sector in developing countries through actions in the public, public/private and

⁵ Resolution 58/4, annex.

private spheres to create an enabling environment for partnership and innovation that contributes to accelerated economic development and hunger and poverty eradication;

(e) To support efforts to reduce capital flight and measures to curb the illicit transfer of funds.

Investment

25. We resolve to encourage greater direct investment, including foreign investment, in developing countries and countries with economies in transition to support their development activities and to enhance the benefits they can derive from such investments. In this regard:

(a) We continue to support efforts by developing countries and countries with economies in transition to create a domestic environment conducive to attracting investments through, inter alia, achieving a transparent, stable and predictable investment climate with proper contract enforcement and respect for property rights and the rule of law and pursuing appropriate policy and regulatory frameworks that encourage business formation;

(b) We will put into place policies to ensure adequate investment in a sustainable manner in health, clean water and sanitation, housing and education and in the provision of public goods and social safety nets to protect vulnerable and disadvantaged sectors of society;

(c) We invite national Governments seeking to develop infrastructure projects and generate foreign direct investment to pursue strategies with the involvement of both the public and private sectors and, where appropriate, international donors;

(d) We call upon international financial and banking institutions to consider enhancing the transparency of risk rating mechanisms. Sovereign risk assessments, made by the private sector should maximize the use of strict, objective and transparent parameters, which can be facilitated by high-quality data and analysis;

(e) We underscore the need to sustain sufficient and stable private financial flows to developing countries and countries with economies in transition. It is important to promote measures in source and destination countries to improve transparency and the information about financial flows to developing countries, particularly countries in Africa, the least developed countries, small island developing States and landlocked developing countries. Measures that mitigate the impact of excessive volatility of short-term capital flows are important and must be considered.

Debt

26. We emphasize the high importance of a timely, effective, comprehensive and durable solution to the debt problems of developing countries, since debt financing and relief can be an important source of capital for development. To this end:

(a) We welcome the recent proposals of the Group of Eight to cancel 100 per cent of the outstanding debt of eligible heavily indebted poor countries owed to the International Monetary Fund, the International Development Association and African Development Fund and to provide additional resources to ensure that the financing capacity of the international financial institutions is not reduced;

(b) We emphasize that debt sustainability is essential for underpinning growth and underline the importance of debt sustainability to the efforts to achieve national development goals, including the Millennium Development Goals, recognizing the key role that debt relief can play in liberating resources that can be directed towards activities consistent with poverty eradication, sustained economic growth and sustainable development;

(c) We further stress the need to consider additional measures and initiatives aimed at ensuring long-term debt sustainability through increased grant-based financing, cancellation of 100 per cent of the official multilateral and bilateral debt of heavily indebted poor countries and, where appropriate, and on a case-by-case basis, to consider significant debt relief or restructuring for low- and middle-income developing countries with an unsustainable debt burden that are not part of the Heavily Indebted Poor Countries Initiative, as well as the exploration of mechanisms to comprehensively address the debt problems of those countries. Such mechanisms may include debt for sustainable development swaps or multicreditor debt swap arrangements, as appropriate. These initiatives could include further efforts by the International Monetary Fund and the World Bank to develop the debt sustainability framework for low-income countries. This should be achieved in a fashion that does not detract from official development assistance resources, while maintaining the financial integrity of the multilateral financial institutions.

Trade

27. A universal, rule-based, open, non-discriminatory and equitable multilateral trading system, as well as meaningful trade liberalization, can substantially stimulate development worldwide, benefiting countries at all stages of development. In that regard, we reaffirm our commitment to trade liberalization and to ensure that trade plays its full part in promoting economic growth, employment and development for all.

28. We are committed to efforts designed to ensure that developing countries, especially the least-developed countries, participate fully in the world trading system in order to meet their economic development needs, and reaffirm our commitment to enhanced and predictable market access for the exports of developing countries.

29. We will work towards the objective, in accordance with the Brussels Programme of Action,⁴ of duty-free and quota-free market access for all least developed countries' products to the markets of developed countries, as well as to the markets of developing countries in a position to do so, and support their efforts to overcome their supply-side constraints.

30. We are committed to supporting and promoting increased aid to build productive and trade capacities of developing countries and to taking further steps in that regard, while welcoming the substantial support already provided.

31. We will work to accelerate and facilitate the accession of developing countries and countries with economies in transition to the World Trade Organization consistent with its criteria, recognizing the importance of universal integration in the rules-based global trading system.

32. We will work expeditiously towards implementing the development dimensions of the Doha work programme.⁶

Commodities

33. We emphasize the need to address the impact of weak and volatile commodity prices and support the efforts of commodity-dependent countries to restructure, diversify and strengthen the competitiveness of their commodity sectors.

Quick-impact initiatives

34. Given the need to accelerate progress immediately in countries where current trends make the achievement of the internationally agreed development goals unlikely, we resolve to urgently identify and implement country-led initiatives with adequate international support, consistent with long-term national development strategies, that promise immediate and durable improvements in the lives of people and renewed hope for the achievement of the development goals. In this regard, we will take such actions as the distribution of malaria bed nets, including free distribution, where appropriate, and effective anti-malarial treatments, the expansion of local school meal programmes, using home-grown foods where possible, and the elimination of user fees for primary education and, where appropriate, health-care services.

Systemic issues and global economic decision-making

35. We reaffirm the commitment to broaden and strengthen the participation of developing countries and countries with economies in transition in international economic decision-making and norm-setting, and to that end stress the importance of continuing efforts to reform the international financial architecture, noting that enhancing the voice and participation of developing countries and countries with economies in transition in the Bretton Woods institutions remains a continuous concern.

36. We reaffirm our commitment to governance, equity and transparency in the financial, monetary and trading systems. We are also committed to open, equitable, rule-based, predictable and non-discriminatory multilateral trading and financial systems.

37. We also underscore our commitment to sound domestic financial sectors, which make a vital contribution to national development efforts, as an important component of an international financial architecture that is supportive of development.

38. We further reaffirm the need for the United Nations to play a fundamental role in the promotion of international cooperation for development and the coherence, coordination and implementation of development goals and actions agreed upon by the international community, and we resolve to strengthen coordination within the United Nations system in close cooperation with all other multilateral financial, trade and development institutions in order to support sustained economic growth, poverty eradication and sustainable development.

39. Good governance at the international level is fundamental for achieving sustainable development. In order to ensure a dynamic and enabling international

⁶ See A/C.2/56/7, annex.

economic environment, it is important to promote global economic governance through addressing the international finance, trade, technology and investment patterns that have an impact on the development prospects of developing countries. To this effect, the international community should take all necessary and appropriate measures, including ensuring support for structural and macroeconomic reform, a comprehensive solution to the external debt problem and increasing the market access of developing countries.

South-South cooperation

40. We recognize the achievements and great potential of South-South cooperation and encourage the promotion of such cooperation, which complements North-South cooperation as an effective contribution to development and as a means to share best practices and provide enhanced technical cooperation. In this context, we note the recent decision of the leaders of the South, adopted at the Second South Summit and contained in the Doha Declaration⁷ and the Doha Plan of Action,⁸ to intensify their efforts at South-South cooperation, including through the establishment of the New Asian-African Strategic Partnership and other regional cooperation mechanisms, and encourage the international community, including the international financial institutions, to support the efforts of developing countries, inter alia, through triangular cooperation. We also take note with appreciation of the launching of the third round of negotiations on the Global System of Trade Preferences among Developing Countries as an important instrument to stimulate South-South cooperation.

41. We welcome the work of the United Nations High-Level Committee on South-South Cooperation and invite countries to consider supporting the Special Unit for South-South Cooperation within the United Nations Development Programme in order to respond effectively to the development needs of developing countries.

42. We recognize the considerable contribution of arrangements such as the Organization of Petroleum Exporting Countries Fund initiated by a group of developing countries, as well as the potential contribution of the South Fund for Development and Humanitarian Assistance, to development activities in developing countries.

Education

43. We emphasize the critical role of both formal and informal education in the achievement of poverty eradication and other development goals as envisaged in the Millennium Declaration,¹ in particular basic education and training for eradicating illiteracy, and strive for expanded secondary and higher education as well as vocational education and technical training, especially for girls and women, the creation of human resources and infrastructure capabilities and the empowerment of those living in poverty. In this context, we reaffirm the Dakar Framework for Action adopted at the World Education Forum in 2000⁹ and recognize the importance of the United Nations Educational, Scientific and Cultural Organization strategy for the eradication of poverty, especially extreme poverty, in supporting the Education for

⁷ A/60/111, annex I.

⁸ Ibid., annex II.

⁹ See United Nations Educational, Scientific and Cultural Organization, *Final Report of the World Education Forum, Dakar, Senegal, 26-28 April 2000* (Paris, 2000).

All programmes as a tool to achieve the millennium development goal of universal primary education by 2015.

44. We reaffirm our commitment to support developing country efforts to ensure that all children have access to and complete free and compulsory primary education of good quality, to eliminate gender inequality and imbalance and to renew efforts to improve girls' education. We also commit ourselves to continuing to support the efforts of developing countries in the implementation of the Education for All initiative, including with enhanced resources of all types through the Education for All fast-track initiative in support of country-led national education plans.

45. We commit ourselves to promoting education for peace and human development.

Rural and agricultural development

46. We reaffirm that food security and rural and agricultural development must be adequately and urgently addressed in the context of national development and response strategies and, in this context, will enhance the contributions of indigenous and local communities, as appropriate. We are convinced that the eradication of poverty, hunger and malnutrition, particularly as they affect children, is crucial for the achievement of the Millennium Development Goals. Rural and agricultural development should be an integral part of national and international development policies. We deem it necessary to increase productive investment in rural and agricultural development to achieve food security. We commit ourselves to increasing support for agricultural development and trade capacity-building in the agricultural sector in developing countries. Support for commodity development projects, especially market-based projects, and for their preparation under the Second Account of the Common Fund for Commodities should be encouraged.

Employment

47. We strongly support fair globalization and resolve to make the goals of full and productive employment and decent work for all, including for women and young people, a central objective of our relevant national and international policies as well as our national development strategies, including poverty reduction strategies, as part of our efforts to achieve the Millennium Development Goals. These measures should also encompass the elimination of the worst forms of child labour, as defined in International Labour Organization Convention No. 182, and forced labour. We also resolve to ensure full respect for the fundamental principles and rights at work.

Sustainable development: managing and protecting our common environment

48. We reaffirm our commitment to achieve the goal of sustainable development, including through the implementation of Agenda 21¹⁰ and the Johannesburg Plan of Implementation.³ To this end, we commit ourselves to undertaking concrete actions and measures at all levels and to enhancing international cooperation, taking into account the Rio principles.¹¹ These efforts will also promote the integration of the

¹⁰ *Report of the United Nations Conference on Environment and Development, Rio de Janeiro, 3-14 June 1992* (United Nations publication, Sales No. E.93.I.8 and corrigenda), vol. I: *Resolutions adopted by the Conference*, resolution 1, annex II.

¹¹ *Ibid.*, annex I.

three components of sustainable development – economic development, social development and environmental protection – as interdependent and mutually reinforcing pillars. Poverty eradication, changing unsustainable patterns of production and consumption and protecting and managing the natural resource base of economic and social development are overarching objectives of and essential requirements for sustainable development.

49. We will promote sustainable consumption and production patterns, with the developed countries taking the lead and all countries benefiting from the process, as called for in the Johannesburg Plan of Implementation. In that context, we support developing countries in their efforts to promote a recycling economy.

50. We face serious and multiple challenges in tackling climate change, promoting clean energy, meeting energy needs and achieving sustainable development, and we will act with resolve and urgency in this regard.

51. We recognize that climate change is a serious and long-term challenge that has the potential to affect every part of the globe. We emphasize the need to meet all the commitments and obligations we have undertaken in the United Nations Framework Convention on Climate Change¹² and other relevant international agreements, including, for many of us, the Kyoto Protocol.¹³ The Convention is the appropriate framework for addressing future action on climate change at the global level.

52. We reaffirm our commitment to the ultimate objective of the Convention: to stabilize greenhouse gas concentrations in the atmosphere at a level that prevents dangerous anthropogenic interference with the climate system.

53. We acknowledge that the global nature of climate change calls for the widest possible cooperation and participation in an effective and appropriate international response, in accordance with the principles of the Convention. We are committed to moving forward the global discussion on long-term cooperative action to address climate change, in accordance with these principles. We stress the importance of the eleventh session of the Conference of the Parties to the Convention, to be held in Montreal in November 2005.

54. We acknowledge various partnerships that are under way to advance action on clean energy and climate change, including bilateral, regional and multilateral initiatives.

55. We are committed to taking further action through practical international cooperation, inter alia:

(a) To promote innovation, clean energy and energy efficiency and conservation; improve policy, regulatory and financing frameworks; and accelerate the deployment of cleaner technologies;

(b) To enhance private investment, transfer of technologies and capacity-building to developing countries, as called for in the Johannesburg Plan of Implementation, taking into account their own energy needs and priorities;

(c) To assist developing countries to improve their resilience and integrate adaptation goals into their sustainable development strategies, given that adaptation to the effects of climate change due to both natural and human factors is a high

¹² United Nations, *Treaty Series*, vol. 1771, No. 30822.

¹³ FCCC/CP/1997/7/Add.1, decision 1/CP.3, annex.

priority for all nations, particularly those most vulnerable, namely, those referred to in article 4.8 of the Convention;

(d) To continue to assist developing countries, in particular small island developing States, least developed countries and African countries, including those that are particularly vulnerable to climate change, in addressing their adaptation needs relating to the adverse effects of climate change.

56. In pursuance of our commitment to achieve sustainable development, we further resolve:

(a) To promote the United Nations Decade of Education for Sustainable Development and the International Decade for Action, “Water for Life”;

(b) To support and strengthen the implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa,¹⁴ to address causes of desertification and land degradation, as well as poverty resulting from land degradation, through, inter alia, the mobilization of adequate and predictable financial resources, the transfer of technology and capacity-building at all levels;

(c) That the States parties to the Convention on Biological Diversity¹⁵ and the Cartagena Protocol on Biosafety¹⁶ should support the implementation of the Convention and the Protocol, as well as other biodiversity-related agreements and the Johannesburg commitment for a significant reduction in the rate of loss of biodiversity by 2010. The States parties will continue to negotiate within the framework of the Convention on Biological Diversity, bearing in mind the Bonn Guidelines,¹⁷ an international regime to promote and safeguard the fair and equitable sharing of benefits arising out of the utilization of genetic resources. All States will fulfil commitments and significantly reduce the rate of loss of biodiversity by 2010 and continue ongoing efforts towards elaborating and negotiating an international regime on access to genetic resources and benefit-sharing;

(d) To recognize that the sustainable development of indigenous peoples and their communities is crucial in our fight against hunger and poverty;

(e) To reaffirm our commitment, subject to national legislation, to respect, preserve and maintain the knowledge, innovations and practices of indigenous and local communities embodying traditional lifestyles relevant to the conservation and sustainable use of biological diversity, promote their wider application with the approval and involvement of the holders of such knowledge, innovations and practices and encourage the equitable sharing of the benefits arising from their utilization;

(f) To work expeditiously towards the establishment of a worldwide early warning system for all natural hazards with regional nodes, building on existing national and regional capacity such as the newly established Indian Ocean Tsunami Warning and Mitigation System;

¹⁴ United Nations, *Treaty Series*, vol. 1954, No. 33480

¹⁵ *Ibid.*, vol. 1760, No. 30619.

¹⁶ UNEP/CBD/ExCOP/1/3 and Corr.1, part two, annex.

¹⁷ UNEP/CBD/COP/6/20, annex I, decision VI/24A.

(g) To fully implement the Hyogo Declaration¹⁸ and the Hyogo Framework for Action 2005–2015¹⁹ adopted at the World Conference on Disaster Reduction, in particular those commitments related to assistance for developing countries that are prone to natural disasters and disaster-stricken States in the transition phase towards sustainable physical, social and economic recovery, for risk-reduction activities in post-disaster recovery and for rehabilitation processes;

(h) To assist developing countries' efforts to prepare integrated water resources management and water efficiency plans as part of their national development strategies and to provide access to safe drinking water and basic sanitation in accordance with the Millennium Declaration¹ and the Johannesburg Plan of Implementation,³ including halving by 2015 the proportion of people who are unable to reach or afford safe drinking water and who do not have access to basic sanitation;

(i) To accelerate the development and dissemination of affordable and cleaner energy efficiency and energy conservation technologies, as well as the transfer of such technologies, in particular to developing countries, on favourable terms, including on concessional and preferential terms, as mutually agreed, bearing in mind that access to energy facilitates the eradication of poverty;

(j) To strengthen the conservation, sustainable management and development of all types of forests for the benefit of current and future generations, including through enhanced international cooperation, so that trees and forests may contribute fully to the achievement of the internationally agreed development goals, including those contained in the Millennium Declaration, taking full account of the linkages between the forest sector and other sectors. We look forward to the discussions at the sixth session of the United Nations Forum on Forests;

(k) To promote the sound management of chemicals and hazardous wastes throughout their life cycle, in accordance with Agenda 21 and the Johannesburg Plan of Implementation, aiming to achieve that by 2020 chemicals are used and produced in ways that lead to the minimization of significant adverse effects on human health and the environment using transparent and science-based risk assessment and risk management procedures, by adopting and implementing a voluntary strategic approach to international management of chemicals, and to support developing countries in strengthening their capacity for the sound management of chemicals and hazardous wastes by providing technical and financial assistance, as appropriate;

(l) To improve cooperation and coordination at all levels in order to address issues related to oceans and seas in an integrated manner and promote integrated management and sustainable development of the oceans and seas;

(m) To achieve significant improvement in the lives of at least 100 million slum-dwellers by 2020, recognizing the urgent need for the provision of increased resources for affordable housing and housing-related infrastructure, prioritizing slum prevention and slum upgrading, and to encourage support for the United Nations Habitat and Human Settlements Foundation and its Slum Upgrading Facility;

¹⁸ A/CONF.206/6 and Corr.1, chap. I, resolution 1.

¹⁹ Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters (A/CONF.206/6 and Corr.1, chap. I, resolution 2).

(n) To acknowledge the invaluable role of the Global Environment Facility in facilitating cooperation with developing countries; we look forward to a successful replenishment this year along with the successful conclusion of all outstanding commitments from the third replenishment;

(o) To note that cessation of the transport of radioactive materials through the regions of small island developing States is an ultimate desired goal of small island developing States and some other countries and recognize the right of freedom of navigation in accordance with international law. States should maintain dialogue and consultation, in particular under the aegis of the International Atomic Energy Agency and the International Maritime Organization, with the aim of improved mutual understanding, confidence-building and enhanced communication in relation to the safe maritime transport of radioactive materials. States involved in the transport of such materials are urged to continue to engage in dialogue with small island developing States and other States to address their concerns. These concerns include the further development and strengthening, within the appropriate forums, of international regulatory regimes to enhance safety, disclosure, liability, security and compensation in relation to such transport.

HIV/AIDS, malaria, tuberculosis and other health issues

57. We recognize that HIV/AIDS, malaria, tuberculosis and other infectious diseases pose severe risks for the entire world and serious challenges to the achievement of development goals. We acknowledge the substantial efforts and financial contributions made by the international community, while recognizing that these diseases and other emerging health challenges require a sustained international response. To this end, we commit ourselves to:

(a) Increasing investment, building on existing mechanisms and through partnership, to improve health systems in developing countries and those with economies in transition with the aim of providing sufficient health workers, infrastructure, management systems and supplies to achieve the health-related Millennium Development Goals by 2015;

(b) Implementing measures to increase the capacity of adults and adolescents to protect themselves from the risk of HIV infection;

(c) Fully implementing all commitments established by the Declaration of Commitment on HIV/AIDS²⁰ through stronger leadership, the scaling up of a comprehensive response to achieve broad multisectoral coverage for prevention, care, treatment and support, the mobilization of additional resources from national, bilateral, multilateral and private sources and the substantial funding of the Global Fund to Fight AIDS, Tuberculosis and Malaria as well as of the HIV/AIDS component of the work programmes of the United Nations system agencies and programmes engaged in the fight against HIV/AIDS;

(d) Developing and implementing a package for HIV prevention, treatment and care with the aim of coming as close as possible to the goal of universal access to treatment by 2010 for all those who need it, including through increased resources, and working towards the elimination of stigma and discrimination, enhanced access to affordable medicines and the reduction of vulnerability of

²⁰ Resolution S-26/2, annex.

persons affected by HIV/AIDS and other health issues, in particular orphaned and vulnerable children and older persons;

(e) Ensuring the full implementation of our obligations under the International Health Regulations adopted by the fifty-eighth World Health Assembly in May 2005,²¹ including the need to support the Global Outbreak Alert and Response Network of the World Health Organization;

(f) Working actively to implement the “Three Ones” principles in all countries, including by ensuring that multiple institutions and international partners all work under one agreed HIV/AIDS framework that provides the basis for coordinating the work of all partners, with one national AIDS coordinating authority having a broad-based multisectoral mandate, and under one agreed country-level monitoring and evaluation system. We welcome and support the important recommendations of the Global Task Team on Improving AIDS Coordination among Multilateral Institutions and International Donors;

(g) Achieving universal access to reproductive health by 2015, as set out at the International Conference on Population and Development, integrating this goal in strategies to attain the internationally agreed development goals, including those contained in the Millennium Declaration, aimed at reducing maternal mortality, improving maternal health, reducing child mortality, promoting gender equality, combating HIV/AIDS and eradicating poverty;

(h) Promoting long-term funding, including public-private partnerships where appropriate, for academic and industrial research as well as for the development of new vaccines and microbicides, diagnostic kits, drugs and treatments to address major pandemics, tropical diseases and other diseases, such as avian flu and severe acute respiratory syndrome, and taking forward work on market incentives, where appropriate through such mechanisms as advance purchase commitments;

(i) Stressing the need to urgently address malaria and tuberculosis, in particular in the most affected countries, and welcoming the scaling up, in this regard, of bilateral and multilateral initiatives.

Gender equality and empowerment of women

58. We remain convinced that progress for women is progress for all. We reaffirm that the full and effective implementation of the goals and objectives of the Beijing Declaration and Platform for Action²² and the outcome of the twenty-third special session of the General Assembly is an essential contribution to achieving the internationally agreed development goals, including those contained in the Millennium Declaration, and we resolve to promote gender equality and eliminate pervasive gender discrimination by:

(a) Eliminating gender inequalities in primary and secondary education by the earliest possible date and at all educational levels by 2015;

(b) Guaranteeing the free and equal right of women to own and inherit property and ensuring secure tenure of property and housing by women;

²¹ World Health Assembly resolution 58.3.

²² *Report of the Fourth World Conference on Women, Beijing, 4-15 September 1995* (United Nations publication, Sales No. E.96.IV.13), chap. I, resolution 1, annexes I and II.

- (c) Ensuring equal access to reproductive health;
- (d) Promoting women's equal access to labour markets, sustainable employment and adequate labour protection;
- (e) Ensuring equal access of women to productive assets and resources, including land, credit and technology;
- (f) Eliminating all forms of discrimination and violence against women and the girl child, including by ending impunity and by ensuring the protection of civilians, in particular women and the girl child, during and after armed conflicts in accordance with the obligations of States under international humanitarian law and international human rights law;
- (g) Promoting increased representation of women in Government decision-making bodies, including through ensuring their equal opportunity to participate fully in the political process.

59. We recognize the importance of gender mainstreaming as a tool for achieving gender equality. To that end, we undertake to actively promote the mainstreaming of a gender perspective in the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and social spheres, and further undertake to strengthen the capabilities of the United Nations system in the area of gender.

Science and technology for development

60. We recognize that science and technology, including information and communication technology, are vital for the achievement of the development goals and that international support can help developing countries to benefit from technological advancements and enhance their productive capacity. We therefore commit ourselves to:

- (a) Strengthening and enhancing existing mechanisms and supporting initiatives for research and development, including through voluntary partnerships between the public and private sectors, to address the special needs of developing countries in the areas of health, agriculture, conservation, sustainable use of natural resources and environmental management, energy, forestry and the impact of climate change;
- (b) Promoting and facilitating, as appropriate, access to and the development, transfer and diffusion of technologies, including environmentally sound technologies and corresponding know-how, to developing countries;
- (c) Assisting developing countries in their efforts to promote and develop national strategies for human resources and science and technology, which are primary drivers of national capacity-building for development;
- (d) Promoting and supporting greater efforts to develop renewable sources of energy, such as solar, wind and geothermal;
- (e) Implementing policies at the national and international levels to attract both public and private investment, domestic and foreign, that enhances knowledge, transfers technology on mutually agreed terms and raises productivity;
- (f) Supporting the efforts of developing countries, individually and collectively, to harness new agricultural technologies in order to increase agricultural productivity through environmentally sustainable means;

(g) Building a people-centred and inclusive information society so as to enhance digital opportunities for all people in order to help bridge the digital divide, putting the potential of information and communication technologies at the service of development and addressing new challenges of the information society by implementing the outcomes of the Geneva phase of the World Summit on the Information Society and ensuring the success of the second phase of the Summit, to be held in Tunis in November 2005; in this regard, we welcome the establishment of the Digital Solidarity Fund and encourage voluntary contributions to its financing.

Migration and development

61. We acknowledge the important nexus between international migration and development and the need to deal with the challenges and opportunities that migration presents to countries of origin, destination and transit. We recognize that international migration brings benefits as well as challenges to the global community. We look forward to the high-level dialogue of the General Assembly on international migration and development to be held in 2006, which will offer an opportunity to discuss the multidimensional aspects of international migration and development in order to identify appropriate ways and means to maximize their development benefits and minimize their negative impacts.

62. We reaffirm our resolve to take measures to ensure respect for and protection of the human rights of migrants, migrant workers and members of their families.

63. We reaffirm the need to adopt policies and undertake measures to reduce the cost of transferring migrant remittances to developing countries and welcome efforts by Governments and stakeholders in this regard.

Countries with special needs

64. We reaffirm our commitment to address the special needs of the least developed countries and urge all countries and all relevant organizations of the United Nations system, including the Bretton Woods institutions, to make concerted efforts and adopt speedy measures for meeting in a timely manner the goals and targets of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001–2010.⁴

65. We recognize the special needs of and challenges faced by landlocked developing countries and therefore reaffirm our commitment to urgently address those needs and challenges through the full, timely and effective implementation of the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries²³ and the São Paulo Consensus adopted at the eleventh session of the United Nations Conference on Trade and Development.²⁴ We encourage the work undertaken by United Nations regional commissions and organizations towards establishing a time-cost methodology for indicators to measure the progress in implementation of the Almaty Programme of Action. We also recognize the special difficulties and concerns of landlocked developing countries in their efforts to integrate their economies into the

²³ *Report of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation, Almaty, Kazakhstan, 28 and 29 August 2003 (A/CONF.202/3), annex I.*

²⁴ TD/412, part II.

multilateral trading system. In this regard, priority should be given to the full and timely implementation of the Almaty Declaration²⁵ and the Almaty Programme of Action.²³

66. We recognize the special needs and vulnerabilities of small island developing States and reaffirm our commitment to take urgent and concrete action to address those needs and vulnerabilities through the full and effective implementation of the Mauritius Strategy adopted by the International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States,²⁶ the Barbados Programme of Action²⁷ and the outcome of the twenty-second special session of the General Assembly.²⁸ We further undertake to promote greater international cooperation and partnership for the implementation of the Mauritius Strategy through, inter alia, the mobilization of domestic and international resources, the promotion of international trade as an engine for development and increased international financial and technical cooperation.

67. We emphasize the need for continued, coordinated and effective international support for achieving the development goals in countries emerging from conflict and in those recovering from natural disasters.

Meeting the special needs of Africa

68. We welcome the substantial progress made by the African countries in fulfilling their commitments and emphasize the need to carry forward the implementation of the New Partnership for Africa's Development²⁹ to promote sustainable growth and development and deepen democracy, human rights, good governance and sound economic management and gender equality and encourage African countries, with the participation of civil society and the private sector, to continue their efforts in this regard by developing and strengthening institutions for governance and the development of the region, and also welcome the recent decisions taken by Africa's partners, including the Group of Eight and the European Union, in support of Africa's development efforts, including commitments that will lead to an increase in official development assistance to Africa of 25 billion dollars per year by 2010. We reaffirm our commitment to address the special needs of Africa, which is the only continent not on track to meet any of the goals of the Millennium Declaration by 2015, to enable it to enter the mainstream of the world economy, and resolve:

(a) To strengthen cooperation with the New Partnership for Africa's Development by providing coherent support for the programmes drawn up by African leaders within that framework, including by mobilizing internal and

²⁵ *Report of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation, Almaty, Kazakhstan, 28 and 29 August 2003 (A/CONF.202/3), annex II.*

²⁶ *Report of the International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, Port Louis, Mauritius, 10-14 January 2005 (United Nations publication, Sales No. E.05.II.A.4 and corrigendum), chap. I, resolution 1, annex II.*

²⁷ *Report of the Global Conference on the Sustainable Development of Small Island Developing States, Bridgetown, Barbados, 25 April-6 May 1994 (United Nations publication, Sales No. E.94.I.18 and corrigenda), chap. I, resolution 1, annex II.*

²⁸ Resolution S-22/2, annex.

²⁹ A/57/304, annex.

external financial resources and facilitating approval of such programmes by the multilateral financial institutions;

(b) To support the African commitment to ensure that by 2015 all children have access to complete, free and compulsory primary education of good quality, as well as to basic health care;

(c) To support the building of an international infrastructure consortium involving the African Union, the World Bank and the African Development Bank, with the New Partnership for Africa's Development as the main framework, to facilitate public and private infrastructure investment in Africa;

(d) To promote a comprehensive and durable solution to the external debt problems of African countries, including through the cancellation of 100 per cent of multilateral debt consistent with the recent Group of Eight proposal for the heavily indebted poor countries, and, on a case-by-case basis, where appropriate, significant debt relief, including, inter alia, cancellation or restructuring for heavily indebted African countries not part of the Heavily Indebted Poor Countries Initiative that have unsustainable debt burdens;

(e) To make efforts to fully integrate African countries in the international trading system, including through targeted trade capacity-building programmes;

(f) To support the efforts of commodity-dependent African countries to restructure, diversify and strengthen the competitiveness of their commodity sectors and decide to work towards market-based arrangements with the participation of the private sector for commodity price-risk management;

(g) To supplement the efforts of African countries, individually and collectively, to increase agricultural productivity, in a sustainable way, as set out in the Comprehensive Africa Agriculture Development Programme of the New Partnership for Africa's Development as part of an African "Green Revolution";

(h) To encourage and support the initiatives of the African Union and subregional organizations to prevent, mediate and resolve conflicts with the assistance of the United Nations, and in this regard welcomes the proposals from the Group of Eight countries to provide support for African peacekeeping;

(i) To provide, with the aim of an AIDS-, malaria- and tuberculosis-free generation in Africa, assistance for prevention and care and to come as close as possible to achieving the goal of universal access by 2010 to HIV/AIDS treatment in African countries, to encourage pharmaceutical companies to make drugs, including antiretroviral drugs, affordable and accessible in Africa and to ensure increased bilateral and multilateral assistance, where possible on a grant basis, to combat malaria, tuberculosis and other infectious diseases in Africa through the strengthening of health systems.

III. Peace and collective security

69. We recognize that we are facing a whole range of threats that require our urgent, collective and more determined response.

70. We also recognize that, in accordance with the Charter, addressing such threats requires cooperation among all the principal organs of the United Nations within their respective mandates.

71. We acknowledge that we are living in an interdependent and global world and that many of today's threats recognize no national boundaries, are interlinked and

must be tackled at the global, regional and national levels in accordance with the Charter and international law.

72. We therefore reaffirm our commitment to work towards a security consensus based on the recognition that many threats are interlinked, that development, peace, security and human rights are mutually reinforcing, that no State can best protect itself by acting entirely alone and that all States need an effective and efficient collective security system pursuant to the purposes and principles of the Charter.

Pacific settlement of disputes

73. We emphasize the obligation of States to settle their disputes by peaceful means in accordance with Chapter VI of the Charter, including, when appropriate, by the use of the International Court of Justice. All States should act in accordance with the Declaration on Principles of International Law concerning Friendly Relations and Cooperation among States in accordance with the Charter of the United Nations.³⁰

74. We stress the importance of prevention of armed conflict in accordance with the purposes and principles of the Charter and solemnly renew our commitment to promote a culture of prevention of armed conflict as a means of effectively addressing the interconnected security and development challenges faced by peoples throughout the world, as well as to strengthen the capacity of the United Nations for the prevention of armed conflict.

75. We further stress the importance of a coherent and integrated approach to the prevention of armed conflicts and the settlement of disputes and the need for the Security Council, the General Assembly, the Economic and Social Council and the Secretary-General to coordinate their activities within their respective Charter mandates.

76. Recognizing the important role of the good offices of the Secretary-General, including in the mediation of disputes, we support the Secretary-General's efforts to strengthen his capacity in this area.

Use of force under the Charter of the United Nations

77. We reiterate the obligation of all Member States to refrain in their international relations from the threat or use of force in any manner inconsistent with the Charter. We reaffirm that the purposes and principles guiding the United Nations are, inter alia, to maintain international peace and security, to develop friendly relations among nations based on respect for the principles of equal rights and self-determination of peoples and to take other appropriate measures to strengthen universal peace, and to that end we are determined to take effective collective measures for the prevention and removal of threats to the peace and for the suppression of acts of aggression or other breaches of the peace, and to bring about by peaceful means, in conformity with the principles of justice and international law, the adjustment or settlement of international disputes or situations that might lead to a breach of the peace.

78. We reiterate the importance of promoting and strengthening the multilateral process and of addressing international challenges and problems by strictly abiding

³⁰ Resolution 2625 (XXV), annex.

by the Charter and the principles of international law, and further stress our commitment to multilateralism.

79. We reaffirm that the relevant provisions of the Charter are sufficient to address the full range of threats to international peace and security. We further reaffirm the authority of the Security Council to mandate coercive action to maintain and restore international peace and security. We stress the importance of acting in accordance with the purposes and principles of the Charter.

80. We also reaffirm that the Security Council has primary responsibility in the maintenance of international peace and security. We also note the role of the General Assembly relating to the maintenance of international peace and security in accordance with the relevant provisions of the Charter.

Terrorism

81. We strongly condemn terrorism in all its forms and manifestations, committed by whomever, wherever and for whatever purposes, as it constitutes one of the most serious threats to international peace and security.

82. We welcome the Secretary-General's identification of elements of a counter-terrorism strategy. These elements should be developed by the General Assembly without delay with a view to adopting and implementing a strategy to promote comprehensive, coordinated and consistent responses, at the national, regional and international levels, to counter terrorism, which also takes into account the conditions conducive to the spread of terrorism. In this context, we commend the various initiatives to promote dialogue, tolerance and understanding among civilizations.

83. We stress the need to make every effort to reach an agreement on and conclude a comprehensive convention on international terrorism during the sixtieth session of the General Assembly.

84. We acknowledge that the question of convening a high-level conference under the auspices of the United Nations to formulate an international response to terrorism in all its forms and manifestations could be considered.

85. We recognize that international cooperation to fight terrorism must be conducted in conformity with international law, including the Charter and relevant international conventions and protocols. States must ensure that any measures taken to combat terrorism comply with their obligations under international law, in particular human rights law, refugee law and international humanitarian law.

86. We reiterate our call upon States to refrain from organizing, financing, encouraging, providing training for or otherwise supporting terrorist activities and to take appropriate measures to ensure that their territories are not used for such activities.

87. We acknowledge the important role played by the United Nations in combating terrorism and also stress the vital contribution of regional and bilateral cooperation, particularly at the practical level of law enforcement cooperation and technical exchange.

88. We urge the international community, including the United Nations, to assist States in building national and regional capacity to combat terrorism. We invite the Secretary-General to submit proposals to the General Assembly and the Security Council, within their respective mandates, to strengthen the capacity of the United

Nations system to assist States in combating terrorism and to enhance the coordination of United Nations activities in this regard.

89. We stress the importance of assisting victims of terrorism and of providing them and their families with support to cope with their loss and their grief.

90. We encourage the Security Council to consider ways to strengthen its monitoring and enforcement role in counter-terrorism, including by consolidating State reporting requirements, taking into account and respecting the different mandates of its counter-terrorism subsidiary bodies. We are committed to cooperating fully with the three competent subsidiary bodies in the fulfilment of their tasks, recognizing that many States continue to require assistance in implementing relevant Security Council resolutions.

91. We support efforts for the early entry into force of the International Convention for the Suppression of Acts of Nuclear Terrorism³¹ and strongly encourage States to consider becoming parties to it expeditiously and acceding without delay to the twelve other international conventions and protocols against terrorism and implementing them.

Peacekeeping

92. Recognizing that United Nations peacekeeping plays a vital role in helping parties to conflict end hostilities and commending the contribution of United Nations peacekeepers in that regard, noting improvements made in recent years in United Nations peacekeeping, including the deployment of integrated missions in complex situations, and stressing the need to mount operations with adequate capacity to counter hostilities and fulfil effectively their mandates, we urge further development of proposals for enhanced rapidly deployable capacities to reinforce peacekeeping operations in crises. We endorse the creation of an initial operating capability for a standing police capacity to provide coherent, effective and responsive start-up capability for the policing component of the United Nations peacekeeping missions and to assist existing missions through the provision of advice and expertise.

93. Recognizing the important contribution to peace and security by regional organizations as provided for under Chapter VIII of the Charter and the importance of forging predictable partnerships and arrangements between the United Nations and regional organizations, and noting in particular, given the special needs of Africa, the importance of a strong African Union:

(a) We support the efforts of the European Union and other regional entities to develop capacities such as for rapid deployment, standby and bridging arrangements;

(b) We support the development and implementation of a ten-year plan for capacity-building with the African Union.

³¹ Resolution 59/290, annex.

94. We support implementation of the 2001 Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects.³²

95. We urge States parties to the Anti-Personnel Mine Ban Convention³³ and Amended Protocol II to the Convention on Certain Conventional Weapons³⁴ to fully implement their respective obligations. We call upon States in a position to do so to provide greater technical assistance to mine-affected States.

96. We underscore the importance of the recommendations of the Adviser to the Secretary-General on Sexual Exploitation and Abuse by United Nations Peacekeeping Personnel,³⁵ and urge that those measures adopted in the relevant General Assembly resolutions based upon the recommendations be fully implemented without delay.

Peacebuilding

97. Emphasizing the need for a coordinated, coherent and integrated approach to post-conflict peacebuilding and reconciliation with a view to achieving sustainable peace, recognizing the need for a dedicated institutional mechanism to address the special needs of countries emerging from conflict towards recovery, reintegration and reconstruction and to assist them in laying the foundation for sustainable development, and recognizing the vital role of the United Nations in that regard, we decide to establish a Peacebuilding Commission as an intergovernmental advisory body.

98. The main purpose of the Peacebuilding Commission is to bring together all relevant actors to marshal resources and to advise on and propose integrated strategies for post-conflict peacebuilding and recovery. The Commission should focus attention on the reconstruction and institution-building efforts necessary for recovery from conflict and support the development of integrated strategies in order to lay the foundation for sustainable development. In addition, it should provide recommendations and information to improve the coordination of all relevant actors within and outside the United Nations, develop best practices, help to ensure predictable financing for early recovery activities and extend the period of attention by the international community to post-conflict recovery. The Commission should act in all matters on the basis of consensus of its members.

99. The Peacebuilding Commission should make the outcome of its discussions and recommendations publicly available as United Nations documents to all relevant bodies and actors, including the international financial institutions. The Peacebuilding Commission should submit an annual report to the General Assembly.

100. The Peacebuilding Commission should meet in various configurations. Country-specific meetings of the Commission, upon invitation of the Organizational

³² See *Report of the United Nations Conference on the Illicit Trade in Small Arms and Light Weapons in All Its Aspects, New York, 9-20 July 2001* (A/CONF.192/15), chap. IV, para. 24.

³³ Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-personnel Mines and on Their Destruction (United Nations, *Treaty Series*, vol. 2056, No. 35597).

³⁴ Amended Protocol II to the Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects (CCW/CONF.I/16 (Part I), annex B).

³⁵ A/59/710, paras. 68-93.

Committee referred to in paragraph 101 below, should include as members, in addition to members of the Organizational Committee, representatives from:

- (a) The country under consideration;
- (b) Countries in the region engaged in the post-conflict process and other countries that are involved in relief efforts and/or political dialogue, as well as relevant regional and subregional organizations;
- (c) The major financial, troop and civilian police contributors involved in the recovery effort;
- (d) The senior United Nations representative in the field and other relevant United Nations representatives;
- (e) Such regional and international financial institutions as may be relevant.

101. The Peacebuilding Commission should have a standing Organizational Committee, responsible for developing its procedures and organizational matters, comprising:

- (a) Members of the Security Council, including permanent members;
- (b) Members of the Economic and Social Council, elected from regional groups, giving due consideration to those countries that have experienced post-conflict recovery;
- (c) Top providers of assessed contributions to the United Nations budgets and voluntary contributions to the United Nations funds, programmes and agencies, including the standing Peacebuilding Fund, that are not among those selected in (a) or (b) above;
- (d) Top providers of military personnel and civilian police to United Nations missions that are not among those selected in (a), (b) or (c) above.

102. Representatives from the World Bank, the International Monetary Fund and other institutional donors should be invited to participate in all meetings of the Peacebuilding Commission in a manner suitable to their governing arrangements, in addition to a representative of the Secretary-General.

103. We request the Secretary-General to establish a multi-year standing Peacebuilding Fund for post-conflict peacebuilding, funded by voluntary contributions and taking due account of existing instruments. The objectives of the Peacebuilding Fund will include ensuring the immediate release of resources needed to launch peacebuilding activities and the availability of appropriate financing for recovery.

104. We also request the Secretary-General to establish, within the Secretariat and from within existing resources, a small peacebuilding support office staffed by qualified experts to assist and support the Peacebuilding Commission. The office should draw on the best expertise available.

105. The Peacebuilding Commission should begin its work no later than 31 December 2005.

Sanctions

106. We underscore that sanctions remain an important tool under the Charter in our efforts to maintain international peace and security without recourse to the use of force, and resolve to ensure that sanctions are carefully targeted in support of clear

objectives, to comply with sanctions established by the Security Council and to ensure that sanctions are implemented in ways that balance effectiveness to achieve the desired results against the possible adverse consequences, including socio-economic and humanitarian consequences, for populations and third States.

107. Sanctions should be implemented and monitored effectively with clear benchmarks and should be periodically reviewed, as appropriate, and remain for as limited a period as necessary to achieve their objectives and should be terminated once the objectives have been achieved.

108. We call upon the Security Council, with the support of the Secretary-General, to improve its monitoring of the implementation and effects of sanctions, to ensure that sanctions are implemented in an accountable manner, to review regularly the results of such monitoring and to develop a mechanism to address special economic problems arising from the application of sanctions in accordance with the Charter.

109. We also call upon the Security Council, with the support of the Secretary-General, to ensure that fair and clear procedures exist for placing individuals and entities on sanctions lists and for removing them, as well as for granting humanitarian exemptions.

110. We support efforts through the United Nations to strengthen State capacity to implement sanctions provisions.

Transnational crime

111. We express our grave concern at the negative effects on development, peace and security and human rights posed by transnational crime, including the smuggling of and trafficking in human beings, the world narcotic drug problem and the illicit trade in small arms and light weapons, and at the increasing vulnerability of States to such crime. We reaffirm the need to work collectively to combat transnational crime.

112. We recognize that trafficking in persons continues to pose a serious challenge to humanity and requires a concerted international response. To that end, we urge all States to devise, enforce and strengthen effective measures to combat and eliminate all forms of trafficking in persons to counter the demand for trafficked victims and to protect the victims.

113. We urge all States that have not yet done so to consider becoming parties to the relevant international conventions on organized crime and corruption and, following their entry into force, to implement them effectively, including by incorporating the provisions of those conventions into national legislation and by strengthening criminal justice systems.

114. We reaffirm our unwavering determination and commitment to overcome the world narcotic drug problem through international cooperation and national strategies to eliminate both the illicit supply of and demand for illicit drugs.

115. We resolve to strengthen the capacity of the United Nations Office on Drugs and Crime, within its existing mandates, to provide assistance to Member States in those tasks upon request.

Women in the prevention and resolution of conflicts

116. We stress the important role of women in the prevention and resolution of conflicts and in peacebuilding. We reaffirm our commitment to the full and effective implementation of Security Council resolution 1325 (2000) of 31 October 2000 on

women and peace and security. We also underline the importance of integrating a gender perspective and of women having the opportunity for equal participation and full involvement in all efforts to maintain and promote peace and security, as well as the need to increase their role in decision-making at all levels. We strongly condemn all violations of the human rights of women and girls in situations of armed conflict and the use of sexual exploitation, violence and abuse, and we commit ourselves to elaborating and implementing strategies to report on, prevent and punish gender-based violence.

Protecting children in situations of armed conflict

117. We reaffirm our commitment to promote and protect the rights and welfare of children in armed conflicts. We welcome the significant advances and innovations that have been achieved over the past several years. We welcome in particular the adoption of Security Council resolution 1612 (2005) of 26 July 2005. We call upon States to consider ratifying the Convention on the Rights of the Child³⁶ and the Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict.³⁷ We also call upon States to take effective measures, as appropriate, to prevent the recruitment and use of children in armed conflict, contrary to international law, by armed forces and groups, and to prohibit and criminalize such practices.

118. We therefore call upon all States concerned to take concrete measures to ensure accountability and compliance by those responsible for grave abuses against children. We also reaffirm our commitment to ensure that children in armed conflicts receive timely and effective humanitarian assistance, including education, for their rehabilitation and reintegration into society.

IV. Human rights and the rule of law

119. We recommit ourselves to actively protecting and promoting all human rights, the rule of law and democracy and recognize that they are interlinked and mutually reinforcing and that they belong to the universal and indivisible core values and principles of the United Nations, and call upon all parts of the United Nations to promote human rights and fundamental freedoms in accordance with their mandates.

120. We reaffirm the solemn commitment of our States to fulfil their obligations to promote universal respect for and the observance and protection of all human rights and fundamental freedoms for all in accordance with the Charter, the Universal Declaration of Human Rights³⁸ and other instruments relating to human rights and international law. The universal nature of these rights and freedoms is beyond question.

Human rights

121. We reaffirm that all human rights are universal, indivisible, interrelated, interdependent and mutually reinforcing and that all human rights must be treated in a fair and equal manner, on the same footing and with the same emphasis. While the significance of national and regional particularities and various historical, cultural and religious backgrounds must be borne in mind, all States, regardless of their

³⁶ United Nations, *Treaty Series*, vol. 1577, No. 27531.

³⁷ Resolution 54/263, annex I.

³⁸ Resolution 217 A (III).

political, economic and cultural systems, have the duty to promote and protect all human rights and fundamental freedoms.

122. We emphasize the responsibilities of all States, in conformity with the Charter, to respect human rights and fundamental freedoms for all, without distinction of any kind as to race, colour, sex, language or religion, political or other opinion, national or social origin, property, birth or other status.

123. We resolve further to strengthen the United Nations human rights machinery with the aim of ensuring effective enjoyment by all of all human rights and civil, political, economic, social and cultural rights, including the right to development.

124. We resolve to strengthen the Office of the United Nations High Commissioner for Human Rights, taking note of the High Commissioner's plan of action, to enable it to effectively carry out its mandate to respond to the broad range of human rights challenges facing the international community, particularly in the areas of technical assistance and capacity-building, through the doubling of its regular budget resources over the next five years with a view to progressively setting a balance between regular budget and voluntary contributions to its resources, keeping in mind other priority programmes for developing countries and the recruitment of highly competent staff on a broad geographical basis and with gender balance, under the regular budget, and we support its closer cooperation with all relevant United Nations bodies, including the General Assembly, the Economic and Social Council and the Security Council.

125. We resolve to improve the effectiveness of the human rights treaty bodies, including through more timely reporting, improved and streamlined reporting procedures and technical assistance to States to enhance their reporting capacities and further enhance the implementation of their recommendations.

126. We resolve to integrate the promotion and protection of human rights into national policies and to support the further mainstreaming of human rights throughout the United Nations system, as well as closer cooperation between the Office of the United Nations High Commissioner for Human Rights and all relevant United Nations bodies.

127. We reaffirm our commitment to continue making progress in the advancement of the human rights of the world's indigenous peoples at the local, national, regional and international levels, including through consultation and collaboration with them, and to present for adoption a final draft United Nations declaration on the rights of indigenous peoples as soon as possible.

128. We recognize the need to pay special attention to the human rights of women and children and undertake to advance them in every possible way, including by bringing gender and child-protection perspectives into the human rights agenda.

129. We recognize the need for persons with disabilities to be guaranteed full enjoyment of their rights without discrimination. We also affirm the need to finalize a comprehensive draft convention on the rights of persons with disabilities.

130. We note that the promotion and protection of the rights of persons belonging to national or ethnic, religious and linguistic minorities contribute to political and social stability and peace and enrich the cultural diversity and heritage of society.

131. We support the promotion of human rights education and learning at all levels, including through the implementation of the World Programme for Human Rights Education, as appropriate, and encourage all States to develop initiatives in this regard.

Internally displaced persons

132. We recognize the Guiding Principles on Internal Displacement³⁹ as an important international framework for the protection of internally displaced persons and resolve to take effective measures to increase the protection of internally displaced persons.

Refugee protection and assistance

133. We commit ourselves to safeguarding the principle of refugee protection and to upholding our responsibility in resolving the plight of refugees, including through the support of efforts aimed at addressing the causes of refugee movement, bringing about the safe and sustainable return of those populations, finding durable solutions for refugees in protracted situations and preventing refugee movement from becoming a source of tension among States. We reaffirm the principle of solidarity and burden-sharing and resolve to support nations in assisting refugee populations and their host communities.

Rule of law

134. Recognizing the need for universal adherence to and implementation of the rule of law at both the national and international levels, we:

(a) Reaffirm our commitment to the purposes and principles of the Charter and international law and to an international order based on the rule of law and international law, which is essential for peaceful coexistence and cooperation among States;

(b) Support the annual treaty event;

(c) Encourage States that have not yet done so to consider becoming parties to all treaties that relate to the protection of civilians;

(d) Call upon States to continue their efforts to eradicate policies and practices that discriminate against women and to adopt laws and promote practices that protect the rights of women and promote gender equality;

(e) Support the idea of establishing a rule of law assistance unit within the Secretariat, in accordance with existing relevant procedures, subject to a report by the Secretary-General to the General Assembly, so as to strengthen United Nations activities to promote the rule of law, including through technical assistance and capacity-building;

(f) Recognize the important role of the International Court of Justice, the principal judicial organ of the United Nations, in adjudicating disputes among States and the value of its work, call upon States that have not yet done so to consider accepting the jurisdiction of the Court in accordance with its Statute and consider means of strengthening the Court's work, including by supporting the Secretary-General's Trust Fund to Assist States in the Settlement of Disputes through the International Court of Justice on a voluntary basis.

³⁹ E/CN.4/1998/53/Add.2, annex.

Democracy

135. We reaffirm that democracy is a universal value based on the freely expressed will of people to determine their own political, economic, social and cultural systems and their full participation in all aspects of their lives. We also reaffirm that while democracies share common features, there is no single model of democracy, that it does not belong to any country or region, and reaffirm the necessity of due respect for sovereignty and the right of self-determination. We stress that democracy, development and respect for all human rights and fundamental freedoms are interdependent and mutually reinforcing.

136. We renew our commitment to support democracy by strengthening countries' capacity to implement the principles and practices of democracy and resolve to strengthen the capacity of the United Nations to assist Member States upon their request. We welcome the establishment of a Democracy Fund at the United Nations. We note that the advisory board to be established should reflect diverse geographical representation. We invite the Secretary-General to help to ensure that practical arrangements for the Democracy Fund take proper account of existing United Nations activity in this field.

137. We invite interested Member States to give serious consideration to contributing to the Fund.

Responsibility to protect populations from genocide, war crimes, ethnic cleansing and crimes against humanity

138. Each individual State has the responsibility to protect its populations from genocide, war crimes, ethnic cleansing and crimes against humanity. This responsibility entails the prevention of such crimes, including their incitement, through appropriate and necessary means. We accept that responsibility and will act in accordance with it. The international community should, as appropriate, encourage and help States to exercise this responsibility and support the United Nations in establishing an early warning capability.

139. The international community, through the United Nations, also has the responsibility to use appropriate diplomatic, humanitarian and other peaceful means, in accordance with Chapters VI and VIII of the Charter, to help to protect populations from genocide, war crimes, ethnic cleansing and crimes against humanity. In this context, we are prepared to take collective action, in a timely and decisive manner, through the Security Council, in accordance with the Charter, including Chapter VII, on a case-by-case basis and in cooperation with relevant regional organizations as appropriate, should peaceful means be inadequate and national authorities are manifestly failing to protect their populations from genocide, war crimes, ethnic cleansing and crimes against humanity. We stress the need for the General Assembly to continue consideration of the responsibility to protect populations from genocide, war crimes, ethnic cleansing and crimes against humanity and its implications, bearing in mind the principles of the Charter and international law. We also intend to commit ourselves, as necessary and appropriate, to helping States build capacity to protect their populations from genocide, war crimes, ethnic cleansing and crimes against humanity and to assisting those which are under stress before crises and conflicts break out.

140. We fully support the mission of the Special Adviser of the Secretary-General on the Prevention of Genocide.

Children's rights

141. We express dismay at the increasing number of children involved in and affected by armed conflict, as well as all other forms of violence, including domestic violence, sexual abuse and exploitation and trafficking. We support cooperation policies aimed at strengthening national capacities to improve the situation of those children and to assist in their rehabilitation and reintegration into society.

142. We commit ourselves to respecting and ensuring the rights of each child without discrimination of any kind, irrespective of the race, colour, sex, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status of the child or his or her parent(s) or legal guardian(s). We call upon States to consider as a priority becoming a party to the Convention on the Rights of the Child.³⁶

Human security

143. We stress the right of people to live in freedom and dignity, free from poverty and despair. We recognize that all individuals, in particular vulnerable people, are entitled to freedom from fear and freedom from want, with an equal opportunity to enjoy all their rights and fully develop their human potential. To this end, we commit ourselves to discussing and defining the notion of human security in the General Assembly.

Culture of peace and initiatives on dialogue among cultures, civilizations and religions

144. We reaffirm the Declaration and Programme of Action on a Culture of Peace⁴⁰ as well as the Global Agenda for Dialogue among Civilizations and its Programme of Action⁴¹ adopted by the General Assembly and the value of different initiatives on dialogue among cultures and civilizations, including the dialogue on interfaith cooperation. We commit ourselves to taking action to promote a culture of peace and dialogue at the local, national, regional and international levels and request the Secretary-General to explore enhancing implementation mechanisms and to follow up on those initiatives. In this regard, we also welcome the Alliance of Civilizations initiative announced by the Secretary-General on 14 July 2005.

145. We underline that sports can foster peace and development and can contribute to an atmosphere of tolerance and understanding, and we encourage discussions in the General Assembly for proposals leading to a plan of action on sport and development.

V. Strengthening the United Nations

146. We reaffirm our commitment to strengthen the United Nations with a view to enhancing its authority and efficiency, as well as its capacity to address effectively, and in accordance with the purposes and principles of the Charter, the full range of challenges of our time. We are determined to reinvigorate the intergovernmental organs of the United Nations and to adapt them to the needs of the twenty-first century.

⁴⁰ Resolutions 53/243 A and B.

⁴¹ See resolution 56/6.

147. We stress that, in order to efficiently perform their respective mandates as provided under the Charter, United Nations bodies should develop good cooperation and coordination in the common endeavour of building a more effective United Nations.

148. We emphasize the need to provide the United Nations with adequate and timely resources with a view to enabling it to carry out its mandates. A reformed United Nations must be responsive to the entire membership, faithful to its founding principles and adapted to carrying out its mandate.

General Assembly

149. We reaffirm the central position of the General Assembly as the chief deliberative, policymaking and representative organ of the United Nations, as well as the role of the Assembly in the process of standard-setting and the codification of international law.

150. We welcome the measures adopted by the General Assembly with a view to strengthening its role and authority and the role and leadership of the President of the Assembly and, to that end, we call for their full and speedy implementation.

151. We call for strengthening the relationship between the General Assembly and the other principal organs to ensure better coordination on topical issues that require coordinated action by the United Nations, in accordance with their respective mandates.

Security Council

152. We reaffirm that Member States have conferred on the Security Council primary responsibility for the maintenance of international peace and security, acting on their behalf, as provided for by the Charter.

153. We support early reform of the Security Council - an essential element of our overall effort to reform the United Nations - in order to make it more broadly representative, efficient and transparent and thus to further enhance its effectiveness and the legitimacy and implementation of its decisions. We commit ourselves to continuing our efforts to achieve a decision to this end and request the General Assembly to review progress on the reform set out above by the end of 2005.

154. We recommend that the Security Council continue to adapt its working methods so as to increase the involvement of States not members of the Council in its work, as appropriate, enhance its accountability to the membership and increase the transparency of its work.

Economic and Social Council

155. We reaffirm the role that the Charter and the General Assembly have vested in the Economic and Social Council and recognize the need for a more effective Economic and Social Council as a principal body for coordination, policy review, policy dialogue and recommendations on issues of economic and social development, as well as for implementation of the international development goals agreed at the major United Nations conferences and summits, including the Millennium Development Goals. To achieve these objectives, the Council should:

(a) Promote global dialogue and partnership on global policies and trends in the economic, social, environmental and humanitarian fields. For this purpose, the Council should serve as a quality platform for high-level engagement among

Member States and with the international financial institutions, the private sector and civil society on emerging global trends, policies and action and develop its ability to respond better and more rapidly to developments in the international economic, environmental and social fields;

(b) Hold a biennial high-level Development Cooperation Forum to review trends in international development cooperation, including strategies, policies and financing, promote greater coherence among the development activities of different development partners and strengthen the links between the normative and operational work of the United Nations;

(c) Ensure follow-up of the outcomes of the major United Nations conferences and summits, including the internationally agreed development goals, and hold annual ministerial-level substantive reviews to assess progress, drawing on its functional and regional commissions and other international institutions, in accordance with their respective mandates;

(d) Support and complement international efforts aimed at addressing humanitarian emergencies, including natural disasters, in order to promote an improved, coordinated response from the United Nations;

(e) Play a major role in the overall coordination of funds, programmes and agencies, ensuring coherence among them and avoiding duplication of mandates and activities.

156. We stress that in order to fully perform the above functions, the organization of work, the agenda and the current methods of work of the Economic and Social Council should be adapted.

Human Rights Council

157. Pursuant to our commitment to further strengthen the United Nations human rights machinery, we resolve to create a Human Rights Council.

158. The Council will be responsible for promoting universal respect for the protection of all human rights and fundamental freedoms for all, without distinction of any kind and in a fair and equal manner.

159. The Council should address situations of violations of human rights, including gross and systematic violations, and make recommendations thereon. It should also promote effective coordination and the mainstreaming of human rights within the United Nations system.

160. We request the President of the General Assembly to conduct open, transparent and inclusive negotiations, to be completed as soon as possible during the sixtieth session, with the aim of establishing the mandate, modalities, functions, size, composition, membership, working methods and procedures of the Council.

Secretariat and management reform

161. We recognize that in order to effectively comply with the principles and objectives of the Charter, we need an efficient, effective and accountable Secretariat. Its staff shall act in accordance with Article 100 of the Charter, in a culture of organizational accountability, transparency and integrity. Consequently we:

(a) Recognize the ongoing reform measures carried out by the Secretary-General to strengthen accountability and oversight, improve management

performance and transparency and reinforce ethical conduct, and invite him to report to the General Assembly on the progress made in their implementation;

(b) Emphasize the importance of establishing effective and efficient mechanisms for responsibility and accountability of the Secretariat;

(c) Urge the Secretary-General to ensure that the highest standards of efficiency, competence, and integrity shall be the paramount consideration in the employment of the staff, with due regard to the principle of equitable geographical distribution, in accordance with Article 101 of the Charter;

(d) Welcome the Secretary-General's efforts to ensure ethical conduct, more extensive financial disclosure for United Nations officials and enhanced protection for those who reveal wrongdoing within the Organization. We urge the Secretary-General to scrupulously apply the existing standards of conduct and develop a system-wide code of ethics for all United Nations personnel. In this regard, we request the Secretary-General to submit details on an ethics office with independent status, which he intends to create, to the General Assembly at its sixtieth session;

(e) Pledge to provide the United Nations with adequate resources, on a timely basis, to enable the Organization to implement its mandates and achieve its objectives, having regard to the priorities agreed by the General Assembly and the need to respect budget discipline. We stress that all Member States should meet their obligations with regard to the expenses of the Organization;

(f) Strongly urge the Secretary-General to make the best and most efficient use of resources in accordance with clear rules and procedures agreed by the General Assembly, in the interest of all Member States, by adopting the best management practices, including effective use of information and communication technologies, with a view to increasing efficiency and enhancing organizational capacity, concentrating on those tasks that reflect the agreed priorities of the Organization.

162. We reaffirm the role of the Secretary-General as the chief administrative officer of the Organization, in accordance with Article 97 of the Charter. We request the Secretary-General to make proposals to the General Assembly for its consideration on the conditions and measures necessary for him to carry out his managerial responsibilities effectively.

163. We commend the Secretary-General's previous and ongoing efforts to enhance the effective management of the United Nations and his commitment to update the Organization. Bearing in mind our responsibility as Member States, we emphasize the need to decide on additional reforms in order to make more efficient use of the financial and human resources available to the Organization and thus better comply with its principles, objectives and mandates. We call on the Secretary-General to submit proposals for implementing management reforms to the General Assembly for consideration and decision in the first quarter of 2006, which will include the following elements:

(a) We will ensure that the United Nations budgetary, financial and human resource policies, regulations and rules respond to the current needs of the Organization and enable the efficient and effective conduct of its work, and request the Secretary-General to provide an assessment and recommendations to the General Assembly for decision during the first quarter of 2006. The assessment and recommendations of the Secretary-General should take account of the measures already under way for the reform of human resources management and the budget process;

(b) We resolve to strengthen and update the programme of work of the United Nations so that it responds to the contemporary requirements of Member States. To this end, the General Assembly and other relevant organs will review all mandates older than five years originating from resolutions of the General Assembly and other organs, which would be complementary to the existing periodic reviews of activities. The General Assembly and the other organs should complete and take the necessary decisions arising from this review during 2006. We request the Secretary-General to facilitate this review with analysis and recommendations, including on the opportunities for programmatic shifts that could be considered for early General Assembly consideration;

(c) A detailed proposal on the framework for a one-time staff buyout to improve personnel structure and quality, including an indication of costs involved and mechanisms to ensure that it achieves its intended purpose.

164. We recognize the urgent need to substantially improve the United Nations oversight and management processes. We emphasize the importance of ensuring the operational independence of the Office of Internal Oversight Services. Therefore:

(a) The expertise, capacity and resources of the Office of Internal Oversight Services in respect of audit and investigations will be significantly strengthened as a matter of urgency;

(b) We request the Secretary-General to submit an independent external evaluation of the auditing and oversight system of the United Nations, including the specialized agencies, including the roles and responsibilities of management, with due regard to the nature of the auditing and oversight bodies in question. This evaluation will take place within the context of the comprehensive review of the governance arrangements. We ask the General Assembly to adopt measures during its sixtieth session at the earliest possible stage, based on the consideration of recommendations of the evaluation and those made by the Secretary-General;

(c) We recognize that additional measures are needed to enhance the independence of the oversight structures. We therefore request the Secretary-General to submit detailed proposals to the General Assembly at its sixtieth session for its early consideration on the creation of an independent oversight advisory committee, including its mandate, composition, selection process and qualification of experts;

(d) We authorize the Office of Internal Oversight Services to examine the feasibility of expanding its services to provide internal oversight to United Nations agencies that request such services in such a way as to ensure that the provision of internal oversight services to the Secretariat will not be compromised.

165. We insist on the highest standards of behaviour from all United Nations personnel and support the considerable efforts under way with respect to the implementation of the Secretary-General's policy of zero tolerance regarding sexual exploitation and abuse by United Nations personnel, both at Headquarters and in the field. We encourage the Secretary-General to submit proposals to the General Assembly leading to a comprehensive approach to victims' assistance by 31 December 2005.

166. We encourage the Secretary-General and all decision-making bodies to take further steps in mainstreaming a gender perspective in the policies and decisions of the Organization.

167. We strongly condemn all attacks against the safety and security of personnel engaged in United Nations activities. We call upon States to consider becoming parties to the Convention on the Safety of United Nations and Associated Personnel⁴² and stress the need to conclude negotiations on a protocol expanding the scope of legal protection during the sixtieth session of the General Assembly.

System-wide coherence

168. We recognize that the United Nations brings together a unique wealth of expertise and resources on global issues. We commend the extensive experience and expertise of the various development-related organizations, agencies, funds and programmes of the United Nations system in their diverse and complementary fields of activity and their important contributions to the achievement of the Millennium Development Goals and the other development objectives established by various United Nations conferences.

169. We support stronger system-wide coherence by implementing the following measures:

Policy

- Strengthening linkages between the normative work of the United Nations system and its operational activities
- Coordinating our representation on the governing boards of the various development and humanitarian agencies so as to ensure that they pursue a coherent policy in assigning mandates and allocating resources throughout the system
- Ensuring that the main horizontal policy themes, such as sustainable development, human rights and gender, are taken into account in decision-making throughout the United Nations

Operational activities

- Implementing current reforms aimed at a more effective, efficient, coherent, coordinated and better-performing United Nations country presence with a strengthened role for the senior resident official, whether special representative, resident coordinator or humanitarian coordinator, including appropriate authority, resources and accountability, and a common management, programming and monitoring framework
- Inviting the Secretary-General to launch work to further strengthen the management and coordination of United Nations operational activities so that they can make an even more effective contribution to the achievement of the internationally agreed development goals, including the Millennium Development Goals, including proposals for consideration by Member States for more tightly managed entities in the fields of development, humanitarian assistance and the environment

⁴² United Nations, *Treaty Series*, vol. 2051, No. 35457.

Humanitarian assistance

- Upholding and respecting the humanitarian principles of humanity, neutrality, impartiality and independence and ensuring that humanitarian actors have safe and unhindered access to populations in need in conformity with the relevant provisions of international law and national laws
- Supporting the efforts of countries, in particular developing countries, to strengthen their capacities at all levels in order to prepare for and respond rapidly to natural disasters and mitigate their impact
- Strengthening the effectiveness of the United Nations humanitarian response, inter alia, by improving the timeliness and predictability of humanitarian funding, in part by improving the Central Emergency Revolving Fund
- Further developing and improving, as required, mechanisms for the use of emergency standby capacities, under the auspices of the United Nations, for a timely response to humanitarian emergencies

Environmental activities

- Recognizing the need for more efficient environmental activities in the United Nations system, with enhanced coordination, improved policy advice and guidance, strengthened scientific knowledge, assessment and cooperation, better treaty compliance, while respecting the legal autonomy of the treaties, and better integration of environmental activities in the broader sustainable development framework at the operational level, including through capacity-building, we agree to explore the possibility of a more coherent institutional framework to address this need, including a more integrated structure, building on existing institutions and internationally agreed instruments, as well as the treaty bodies and the specialized agencies

Regional organizations

170. We support a stronger relationship between the United Nations and regional and subregional organizations, pursuant to Chapter VIII of the Charter, and therefore resolve:

(a) To expand consultation and cooperation between the United Nations and regional and subregional organizations through formalized agreements between the respective secretariats and, as appropriate, involvement of regional organizations in the work of the Security Council;

(b) To ensure that regional organizations that have a capacity for the prevention of armed conflict or peacekeeping consider the option of placing such capacity in the framework of the United Nations Standby Arrangements System;

(c) To strengthen cooperation in the economic, social and cultural fields.

Cooperation between the United Nations and parliaments

171. We call for strengthened cooperation between the United Nations and national and regional parliaments, in particular through the Inter-Parliamentary Union, with a view to furthering all aspects of the Millennium Declaration in all fields of the work of the United Nations and ensuring the effective implementation of United Nations reform.

Participation of local authorities, the private sector and civil society, including non-governmental organizations

172. We welcome the positive contributions of the private sector and civil society, including non-governmental organizations, in the promotion and implementation of development and human rights programmes and stress the importance of their continued engagement with Governments, the United Nations and other international organizations in these key areas.

173. We welcome the dialogue between those organizations and Member States, as reflected in the first informal interactive hearings of the General Assembly with representatives of non-governmental organizations, civil society and the private sector.

174. We underline the important role of local authorities in contributing to the achievement of the internationally agreed development goals, including the Millennium Development Goals.

175. We encourage responsible business practices, such as those promoted by the Global Compact.

Charter of the United Nations

176. Considering that the Trusteeship Council no longer meets and has no remaining functions, we should delete Chapter XIII of the Charter and references to the Council in Chapter XII.

177. Taking into account General Assembly resolution 50/52 of 11 December 1995 and recalling the related discussions conducted in the General Assembly, bearing in mind the profound cause for the founding of the United Nations and looking to our common future, we resolve to delete references to “enemy States” in Articles 53, 77 and 107 of the Charter.

178. We request the Security Council to consider the composition, mandate and working methods of the Military Staff Committee.

*8th plenary meeting
16 September 2005*



General Assembly

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Sixtieth session

Agenda item 112 (e)

Elections to fill vacancies in subsidiary organs and other elections: election of 47 members of the Human Rights Council

Note verbale dated 5 April 2006 from the Permanent Mission of Ukraine to the United Nations addressed to the President of the General Assembly

The Permanent Mission of Ukraine to the United Nations presents its compliments to the President of the General Assembly and, referring to the note of 24 March 2006 on the decision of the Government of Ukraine to present its candidature to the Human Rights Council at the elections to be held during the meeting of the General Assembly on 9 May 2006, has the honour to communicate the following.

Ukraine has always attached great importance to the United Nations activities on the promotion and protection of human rights and fundamental freedoms. Our country pays special attention to the issues of combating human trafficking, the elimination of all forms of violence against women, protection of the rights of the child, of persons belonging to national, religious, linguistic or ethnic minorities, the prevention of shameful practices of torture, racism, racial discrimination and any forms of religious intolerance.

The rule of law, respect for human rights and fundamental freedoms, which have always represented important values for our country, were further strengthened in Ukraine's practice as internal and foreign policy after the "Orange Revolution". The parliamentary elections held on 26 March 2006 became yet another strong evidence of Ukraine's dedication to the internationally recognized norms and principles of democracy and the rule of law.

Ukraine strongly supported the initiative of the Secretary-General regarding the establishment of the Human Rights Council and, if elected, will make every effort to ensure that the Council is able to fulfil its mandate responsibly and effectively through dialogue and cooperation.

The Human Rights Council is mandated to examine the human rights records of all countries, beginning with its members, through the universal periodic review. Ukraine will be ready to come under such scrutiny.

As a party to all major human rights treaties adopted under the auspices of the United Nations, Ukraine will strictly adhere to their provisions and make every effort to uphold the highest standards of promotion and protection of human rights and fundamental freedoms.

Advancing UN Reform – Management Reform

At the 2005 World Summit, the Heads of State and Government recognized the importance of improving the management of the United Nations and requested a number of reform measures. Management reform is necessary to improve the effectiveness, efficiency, and accountability of the Secretariat in all areas of the organizations work. Reform is necessary to improve human resource functions, governance and oversight, information and communication technology, procurement and the administration of justice.

An important part of the management reform process concerns the review of all mandates older than five years originating from resolutions of the General Assembly and other organs. The objective of the review is to strengthen and updates the programme of work of the United Nations. In the 62nd session, Member States will continue to work towards making progress on this issue and other issues.

The President of the General Assembly will convene a thematic debate on management reform to better assess what has accomplished since 2005 and to discuss further action that should be taken.



General Assembly

Distr.: General
24 October 2005

Sixtieth session
Agenda items 46 and 120

Resolution adopted by the General Assembly

[without reference to a Main Committee (A/60/L.1)]

60/1. 2005 World Summit Outcome

The General Assembly

Adopts the following 2005 World Summit Outcome:

2005 World Summit Outcome

I. Values and principles

1. We, Heads of State and Government, have gathered at United Nations Headquarters in New York from 14 to 16 September 2005.
2. We reaffirm our faith in the United Nations and our commitment to the purposes and principles of the Charter of the United Nations and international law, which are indispensable foundations of a more peaceful, prosperous and just world, and reiterate our determination to foster strict respect for them.
3. We reaffirm the United Nations Millennium Declaration,¹ which we adopted at the dawn of the twenty-first century. We recognize the valuable role of the major United Nations conferences and summits in the economic, social and related fields, including the Millennium Summit, in mobilizing the international community at the local, national, regional and global levels and in guiding the work of the United Nations.
4. We reaffirm that our common fundamental values, including freedom, equality, solidarity, tolerance, respect for all human rights, respect for nature and shared responsibility, are essential to international relations.
5. We are determined to establish a just and lasting peace all over the world in accordance with the purposes and principles of the Charter. We rededicate ourselves to support all efforts to uphold the sovereign equality of all States, respect their territorial integrity and political independence, to refrain in our international relations from the threat or use of force in any manner inconsistent with the purposes and principles of the United Nations, to uphold resolution of disputes by

¹ See resolution 55/2.

peaceful means and in conformity with the principles of justice and international law, the right to self-determination of peoples which remain under colonial domination and foreign occupation, non-interference in the internal affairs of States, respect for human rights and fundamental freedoms, respect for the equal rights of all without distinction as to race, sex, language or religion, international cooperation in solving international problems of an economic, social, cultural or humanitarian character and the fulfilment in good faith of the obligations assumed in accordance with the Charter.

6. We reaffirm the vital importance of an effective multilateral system, in accordance with international law, in order to better address the multifaceted and interconnected challenges and threats confronting our world and to achieve progress in the areas of peace and security, development and human rights, underlining the central role of the United Nations, and commit ourselves to promoting and strengthening the effectiveness of the Organization through the implementation of its decisions and resolutions.

7. We believe that today, more than ever before, we live in a global and interdependent world. No State can stand wholly alone. We acknowledge that collective security depends on effective cooperation, in accordance with international law, against transnational threats.

8. We recognize that current developments and circumstances require that we urgently build consensus on major threats and challenges. We commit ourselves to translating that consensus into concrete action, including addressing the root causes of those threats and challenges with resolve and determination.

9. We acknowledge that peace and security, development and human rights are the pillars of the United Nations system and the foundations for collective security and well-being. We recognize that development, peace and security and human rights are interlinked and mutually reinforcing.

10. We reaffirm that development is a central goal in itself and that sustainable development in its economic, social and environmental aspects constitutes a key element of the overarching framework of United Nations activities.

11. We acknowledge that good governance and the rule of law at the national and international levels are essential for sustained economic growth, sustainable development and the eradication of poverty and hunger.

12. We reaffirm that gender equality and the promotion and protection of the full enjoyment of all human rights and fundamental freedoms for all are essential to advance development and peace and security. We are committed to creating a world fit for future generations, which takes into account the best interests of the child.

13. We reaffirm the universality, indivisibility, interdependence and interrelatedness of all human rights.

14. Acknowledging the diversity of the world, we recognize that all cultures and civilizations contribute to the enrichment of humankind. We acknowledge the importance of respect and understanding for religious and cultural diversity throughout the world. In order to promote international peace and security, we commit ourselves to advancing human welfare, freedom and progress everywhere, as well as to encouraging tolerance, respect, dialogue and cooperation among different cultures, civilizations and peoples.

15. We pledge to enhance the relevance, effectiveness, efficiency, accountability and credibility of the United Nations system. This is our shared responsibility and interest.

16. We therefore resolve to create a more peaceful, prosperous and democratic world and to undertake concrete measures to continue finding ways to implement the outcome of the Millennium Summit and the other major United Nations conferences and summits so as to provide multilateral solutions to problems in the four following areas:

- Development
- Peace and collective security
- Human rights and the rule of law
- Strengthening of the United Nations

II. Development

17. We strongly reiterate our determination to ensure the timely and full realization of the development goals and objectives agreed at the major United Nations conferences and summits, including those agreed at the Millennium Summit that are described as the Millennium Development Goals, which have helped to galvanize efforts towards poverty eradication.

18. We emphasize the vital role played by the major United Nations conferences and summits in the economic, social and related fields in shaping a broad development vision and in identifying commonly agreed objectives, which have contributed to improving human life in different parts of the world.

19. We reaffirm our commitment to eradicate poverty and promote sustained economic growth, sustainable development and global prosperity for all. We are encouraged by reductions in poverty in some countries in the recent past and are determined to reinforce and extend this trend to benefit people worldwide. We remain concerned, however, about the slow and uneven progress towards poverty eradication and the realization of other development goals in some regions. We commit ourselves to promoting the development of the productive sectors in developing countries to enable them to participate more effectively in and benefit from the process of globalization. We underline the need for urgent action on all sides, including more ambitious national development strategies and efforts backed by increased international support.

Global partnership for development

20. We reaffirm our commitment to the global partnership for development set out in the Millennium Declaration,¹ the Monterrey Consensus² and the Johannesburg Plan of Implementation.³

21. We further reaffirm our commitment to sound policies, good governance at all levels and the rule of law, and to mobilize domestic resources, attract international

² Monterrey Consensus of the International Conference on Financing for Development (*Report of the International Conference on Financing for Development, Monterrey, Mexico, 18-22 March 2002* (United Nations publication, Sales No. E.02.II.A.7), chap. I, resolution 1, annex).

³ Plan of Implementation of the World Summit on Sustainable Development (*Report of the World Summit on Sustainable Development, Johannesburg, South Africa, 26 August-4 September 2002* (United Nations publication, Sales No. E.03.II. A.1 and corrigendum), chap I, resolution 2, annex).

flows, promote international trade as an engine for development and increase international financial and technical cooperation for development, sustainable debt financing and external debt relief and to enhance the coherence and consistency of the international monetary, financial and trading systems.

22. We reaffirm that each country must take primary responsibility for its own development and that the role of national policies and development strategies cannot be overemphasized in the achievement of sustainable development. We also recognize that national efforts should be complemented by supportive global programmes, measures and policies aimed at expanding the development opportunities of developing countries, while taking into account national conditions and ensuring respect for national ownership, strategies and sovereignty. To this end, we resolve:

(a) To adopt, by 2006, and implement comprehensive national development strategies to achieve the internationally agreed development goals and objectives, including the Millennium Development Goals;

(b) To manage public finances effectively to achieve and maintain macroeconomic stability and long-term growth and to make effective and transparent use of public funds and ensure that development assistance is used to build national capacities;

(c) To support efforts by developing countries to adopt and implement national development policies and strategies through increased development assistance, the promotion of international trade as an engine for development, the transfer of technology on mutually agreed terms, increased investment flows and wider and deeper debt relief, and to support developing countries by providing a substantial increase in aid of sufficient quality and arriving in a timely manner to assist them in achieving the internationally agreed development goals, including the Millennium Development Goals;

(d) That the increasing interdependence of national economies in a globalizing world and the emergence of rule-based regimes for international economic relations have meant that the space for national economic policy, that is, the scope for domestic policies, especially in the areas of trade, investment and industrial development, is now often framed by international disciplines, commitments and global market considerations. It is for each Government to evaluate the trade-off between the benefits of accepting international rules and commitments and the constraints posed by the loss of policy space. It is particularly important for developing countries, bearing in mind development goals and objectives, that all countries take into account the need for appropriate balance between national policy space and international disciplines and commitments;

(e) To enhance the contribution of non-governmental organizations, civil society, the private sector and other stakeholders in national development efforts, as well as in the promotion of the global partnership for development;

(f) To ensure that the United Nations funds and programmes and the specialized agencies support the efforts of developing countries through the common country assessment and United Nations Development Assistance Framework process, enhancing their support for capacity-building;

(g) To protect our natural resource base in support of development.

Financing for development

23. We reaffirm the Monterrey Consensus² and recognize that mobilizing financial resources for development and the effective use of those resources in developing countries and countries with economies in transition are central to a global partnership for development in support of the achievement of the internationally agreed development goals, including the Millennium Development Goals. In this regard:

(a) We are encouraged by recent commitments to substantial increases in official development assistance and the Organization for Economic Cooperation and Development estimate that official development assistance to all developing countries will now increase by around 50 billion United States dollars a year by 2010, while recognizing that a substantial increase in such assistance is required to achieve the internationally agreed goals, including the Millennium Development Goals, within their respective time frames;

(b) We welcome the increased resources that will become available as a result of the establishment of timetables by many developed countries to achieve the target of 0.7 per cent of gross national product for official development assistance by 2015 and to reach at least 0.5 per cent of gross national product for official development assistance by 2010 as well as, pursuant to the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010,⁴ 0.15 per cent to 0.20 per cent for the least developed countries no later than 2010, and urge those developed countries that have not yet done so to make concrete efforts in this regard in accordance with their commitments;

(c) We further welcome recent efforts and initiatives to enhance the quality of aid and to increase its impact, including the Paris Declaration on Aid Effectiveness, and resolve to take concrete, effective and timely action in implementing all agreed commitments on aid effectiveness, with clear monitoring and deadlines, including through further aligning assistance with countries' strategies, building institutional capacities, reducing transaction costs and eliminating bureaucratic procedures, making progress on untying aid, enhancing the absorptive capacity and financial management of recipient countries and strengthening the focus on development results;

(d) We recognize the value of developing innovative sources of financing, provided those sources do not unduly burden developing countries. In that regard, we take note with interest of the international efforts, contributions and discussions, such as the Action against Hunger and Poverty, aimed at identifying innovative and additional sources of financing for development on a public, private, domestic or external basis to increase and supplement traditional sources of financing. Some countries will implement the International Finance Facility. Some countries have launched the International Finance Facility for immunization. Some countries will implement in the near future, utilizing their national authorities, a contribution on airline tickets to enable the financing of development projects, in particular in the health sector, directly or through financing of the International Finance Facility. Other countries are considering whether and to what extent they will participate in these initiatives;

⁴ A/CONF.191/13, chap. II.

(e) We acknowledge the vital role the private sector can play in generating new investments, employment and financing for development;

(f) We resolve to address the development needs of low-income developing countries by working in competent multilateral and international forums, to help them meet, inter alia, their financial, technical and technological requirements;

(g) We resolve to continue to support the development efforts of middle-income developing countries by working, in competent multilateral and international forums and also through bilateral arrangements, on measures to help them meet, inter alia, their financial, technical and technological requirements;

(h) We resolve to operationalize the World Solidarity Fund established by the General Assembly and invite those countries in a position to do so to make voluntary contributions to the Fund;

(i) We recognize the need for access to financial services, in particular for the poor, including through microfinance and microcredit.

Domestic resource mobilization

24. In our common pursuit of growth, poverty eradication and sustainable development, a critical challenge is to ensure the necessary internal conditions for mobilizing domestic savings, both public and private, sustaining adequate levels of productive investment, increasing human capacity, reducing capital flight, curbing the illicit transfer of funds and enhancing international cooperation for creating an enabling domestic environment. We undertake to support the efforts of developing countries to create a domestic enabling environment for mobilizing domestic resources. To this end, we therefore resolve:

(a) To pursue good governance and sound macroeconomic policies at all levels and support developing countries in their efforts to put in place the policies and investments to drive sustained economic growth, promote small and medium-sized enterprises, promote employment generation and stimulate the private sector;

(b) To reaffirm that good governance is essential for sustainable development; that sound economic policies, solid democratic institutions responsive to the needs of the people and improved infrastructure are the basis for sustained economic growth, poverty eradication and employment creation; and that freedom, peace and security, domestic stability, respect for human rights, including the right to development, the rule of law, gender equality and market-oriented policies and an overall commitment to just and democratic societies are also essential and mutually reinforcing;

(c) To make the fight against corruption a priority at all levels and we welcome all actions taken in this regard at the national and international levels, including the adoption of policies that emphasize accountability, transparent public sector management and corporate responsibility and accountability, including efforts to return assets transferred through corruption, consistent with the United Nations Convention against Corruption.⁵ We urge all States that have not done so to consider signing, ratifying and implementing the Convention;

(d) To channel private capabilities and resources into stimulating the private sector in developing countries through actions in the public, public/private and

⁵ Resolution 58/4, annex.

private spheres to create an enabling environment for partnership and innovation that contributes to accelerated economic development and hunger and poverty eradication;

(e) To support efforts to reduce capital flight and measures to curb the illicit transfer of funds.

Investment

25. We resolve to encourage greater direct investment, including foreign investment, in developing countries and countries with economies in transition to support their development activities and to enhance the benefits they can derive from such investments. In this regard:

(a) We continue to support efforts by developing countries and countries with economies in transition to create a domestic environment conducive to attracting investments through, inter alia, achieving a transparent, stable and predictable investment climate with proper contract enforcement and respect for property rights and the rule of law and pursuing appropriate policy and regulatory frameworks that encourage business formation;

(b) We will put into place policies to ensure adequate investment in a sustainable manner in health, clean water and sanitation, housing and education and in the provision of public goods and social safety nets to protect vulnerable and disadvantaged sectors of society;

(c) We invite national Governments seeking to develop infrastructure projects and generate foreign direct investment to pursue strategies with the involvement of both the public and private sectors and, where appropriate, international donors;

(d) We call upon international financial and banking institutions to consider enhancing the transparency of risk rating mechanisms. Sovereign risk assessments, made by the private sector should maximize the use of strict, objective and transparent parameters, which can be facilitated by high-quality data and analysis;

(e) We underscore the need to sustain sufficient and stable private financial flows to developing countries and countries with economies in transition. It is important to promote measures in source and destination countries to improve transparency and the information about financial flows to developing countries, particularly countries in Africa, the least developed countries, small island developing States and landlocked developing countries. Measures that mitigate the impact of excessive volatility of short-term capital flows are important and must be considered.

Debt

26. We emphasize the high importance of a timely, effective, comprehensive and durable solution to the debt problems of developing countries, since debt financing and relief can be an important source of capital for development. To this end:

(a) We welcome the recent proposals of the Group of Eight to cancel 100 per cent of the outstanding debt of eligible heavily indebted poor countries owed to the International Monetary Fund, the International Development Association and African Development Fund and to provide additional resources to ensure that the financing capacity of the international financial institutions is not reduced;

(b) We emphasize that debt sustainability is essential for underpinning growth and underline the importance of debt sustainability to the efforts to achieve national development goals, including the Millennium Development Goals, recognizing the key role that debt relief can play in liberating resources that can be directed towards activities consistent with poverty eradication, sustained economic growth and sustainable development;

(c) We further stress the need to consider additional measures and initiatives aimed at ensuring long-term debt sustainability through increased grant-based financing, cancellation of 100 per cent of the official multilateral and bilateral debt of heavily indebted poor countries and, where appropriate, and on a case-by-case basis, to consider significant debt relief or restructuring for low- and middle-income developing countries with an unsustainable debt burden that are not part of the Heavily Indebted Poor Countries Initiative, as well as the exploration of mechanisms to comprehensively address the debt problems of those countries. Such mechanisms may include debt for sustainable development swaps or multicreditor debt swap arrangements, as appropriate. These initiatives could include further efforts by the International Monetary Fund and the World Bank to develop the debt sustainability framework for low-income countries. This should be achieved in a fashion that does not detract from official development assistance resources, while maintaining the financial integrity of the multilateral financial institutions.

Trade

27. A universal, rule-based, open, non-discriminatory and equitable multilateral trading system, as well as meaningful trade liberalization, can substantially stimulate development worldwide, benefiting countries at all stages of development. In that regard, we reaffirm our commitment to trade liberalization and to ensure that trade plays its full part in promoting economic growth, employment and development for all.

28. We are committed to efforts designed to ensure that developing countries, especially the least-developed countries, participate fully in the world trading system in order to meet their economic development needs, and reaffirm our commitment to enhanced and predictable market access for the exports of developing countries.

29. We will work towards the objective, in accordance with the Brussels Programme of Action,⁴ of duty-free and quota-free market access for all least developed countries' products to the markets of developed countries, as well as to the markets of developing countries in a position to do so, and support their efforts to overcome their supply-side constraints.

30. We are committed to supporting and promoting increased aid to build productive and trade capacities of developing countries and to taking further steps in that regard, while welcoming the substantial support already provided.

31. We will work to accelerate and facilitate the accession of developing countries and countries with economies in transition to the World Trade Organization consistent with its criteria, recognizing the importance of universal integration in the rules-based global trading system.

32. We will work expeditiously towards implementing the development dimensions of the Doha work programme.⁶

Commodities

33. We emphasize the need to address the impact of weak and volatile commodity prices and support the efforts of commodity-dependent countries to restructure, diversify and strengthen the competitiveness of their commodity sectors.

Quick-impact initiatives

34. Given the need to accelerate progress immediately in countries where current trends make the achievement of the internationally agreed development goals unlikely, we resolve to urgently identify and implement country-led initiatives with adequate international support, consistent with long-term national development strategies, that promise immediate and durable improvements in the lives of people and renewed hope for the achievement of the development goals. In this regard, we will take such actions as the distribution of malaria bed nets, including free distribution, where appropriate, and effective anti-malarial treatments, the expansion of local school meal programmes, using home-grown foods where possible, and the elimination of user fees for primary education and, where appropriate, health-care services.

Systemic issues and global economic decision-making

35. We reaffirm the commitment to broaden and strengthen the participation of developing countries and countries with economies in transition in international economic decision-making and norm-setting, and to that end stress the importance of continuing efforts to reform the international financial architecture, noting that enhancing the voice and participation of developing countries and countries with economies in transition in the Bretton Woods institutions remains a continuous concern.

36. We reaffirm our commitment to governance, equity and transparency in the financial, monetary and trading systems. We are also committed to open, equitable, rule-based, predictable and non-discriminatory multilateral trading and financial systems.

37. We also underscore our commitment to sound domestic financial sectors, which make a vital contribution to national development efforts, as an important component of an international financial architecture that is supportive of development.

38. We further reaffirm the need for the United Nations to play a fundamental role in the promotion of international cooperation for development and the coherence, coordination and implementation of development goals and actions agreed upon by the international community, and we resolve to strengthen coordination within the United Nations system in close cooperation with all other multilateral financial, trade and development institutions in order to support sustained economic growth, poverty eradication and sustainable development.

39. Good governance at the international level is fundamental for achieving sustainable development. In order to ensure a dynamic and enabling international

⁶ See A/C.2/56/7, annex.

economic environment, it is important to promote global economic governance through addressing the international finance, trade, technology and investment patterns that have an impact on the development prospects of developing countries. To this effect, the international community should take all necessary and appropriate measures, including ensuring support for structural and macroeconomic reform, a comprehensive solution to the external debt problem and increasing the market access of developing countries.

South-South cooperation

40. We recognize the achievements and great potential of South-South cooperation and encourage the promotion of such cooperation, which complements North-South cooperation as an effective contribution to development and as a means to share best practices and provide enhanced technical cooperation. In this context, we note the recent decision of the leaders of the South, adopted at the Second South Summit and contained in the Doha Declaration⁷ and the Doha Plan of Action,⁸ to intensify their efforts at South-South cooperation, including through the establishment of the New Asian-African Strategic Partnership and other regional cooperation mechanisms, and encourage the international community, including the international financial institutions, to support the efforts of developing countries, inter alia, through triangular cooperation. We also take note with appreciation of the launching of the third round of negotiations on the Global System of Trade Preferences among Developing Countries as an important instrument to stimulate South-South cooperation.

41. We welcome the work of the United Nations High-Level Committee on South-South Cooperation and invite countries to consider supporting the Special Unit for South-South Cooperation within the United Nations Development Programme in order to respond effectively to the development needs of developing countries.

42. We recognize the considerable contribution of arrangements such as the Organization of Petroleum Exporting Countries Fund initiated by a group of developing countries, as well as the potential contribution of the South Fund for Development and Humanitarian Assistance, to development activities in developing countries.

Education

43. We emphasize the critical role of both formal and informal education in the achievement of poverty eradication and other development goals as envisaged in the Millennium Declaration,¹ in particular basic education and training for eradicating illiteracy, and strive for expanded secondary and higher education as well as vocational education and technical training, especially for girls and women, the creation of human resources and infrastructure capabilities and the empowerment of those living in poverty. In this context, we reaffirm the Dakar Framework for Action adopted at the World Education Forum in 2000⁹ and recognize the importance of the United Nations Educational, Scientific and Cultural Organization strategy for the eradication of poverty, especially extreme poverty, in supporting the Education for

⁷ A/60/111, annex I.

⁸ Ibid., annex II.

⁹ See United Nations Educational, Scientific and Cultural Organization, *Final Report of the World Education Forum, Dakar, Senegal, 26-28 April 2000* (Paris, 2000).

All programmes as a tool to achieve the millennium development goal of universal primary education by 2015.

44. We reaffirm our commitment to support developing country efforts to ensure that all children have access to and complete free and compulsory primary education of good quality, to eliminate gender inequality and imbalance and to renew efforts to improve girls' education. We also commit ourselves to continuing to support the efforts of developing countries in the implementation of the Education for All initiative, including with enhanced resources of all types through the Education for All fast-track initiative in support of country-led national education plans.

45. We commit ourselves to promoting education for peace and human development.

Rural and agricultural development

46. We reaffirm that food security and rural and agricultural development must be adequately and urgently addressed in the context of national development and response strategies and, in this context, will enhance the contributions of indigenous and local communities, as appropriate. We are convinced that the eradication of poverty, hunger and malnutrition, particularly as they affect children, is crucial for the achievement of the Millennium Development Goals. Rural and agricultural development should be an integral part of national and international development policies. We deem it necessary to increase productive investment in rural and agricultural development to achieve food security. We commit ourselves to increasing support for agricultural development and trade capacity-building in the agricultural sector in developing countries. Support for commodity development projects, especially market-based projects, and for their preparation under the Second Account of the Common Fund for Commodities should be encouraged.

Employment

47. We strongly support fair globalization and resolve to make the goals of full and productive employment and decent work for all, including for women and young people, a central objective of our relevant national and international policies as well as our national development strategies, including poverty reduction strategies, as part of our efforts to achieve the Millennium Development Goals. These measures should also encompass the elimination of the worst forms of child labour, as defined in International Labour Organization Convention No. 182, and forced labour. We also resolve to ensure full respect for the fundamental principles and rights at work.

Sustainable development: managing and protecting our common environment

48. We reaffirm our commitment to achieve the goal of sustainable development, including through the implementation of Agenda 21¹⁰ and the Johannesburg Plan of Implementation.³ To this end, we commit ourselves to undertaking concrete actions and measures at all levels and to enhancing international cooperation, taking into account the Rio principles.¹¹ These efforts will also promote the integration of the

¹⁰ *Report of the United Nations Conference on Environment and Development, Rio de Janeiro, 3-14 June 1992* (United Nations publication, Sales No. E.93.I.8 and corrigenda), vol. I: *Resolutions adopted by the Conference*, resolution 1, annex II.

¹¹ *Ibid.*, annex I.

three components of sustainable development – economic development, social development and environmental protection – as interdependent and mutually reinforcing pillars. Poverty eradication, changing unsustainable patterns of production and consumption and protecting and managing the natural resource base of economic and social development are overarching objectives of and essential requirements for sustainable development.

49. We will promote sustainable consumption and production patterns, with the developed countries taking the lead and all countries benefiting from the process, as called for in the Johannesburg Plan of Implementation. In that context, we support developing countries in their efforts to promote a recycling economy.

50. We face serious and multiple challenges in tackling climate change, promoting clean energy, meeting energy needs and achieving sustainable development, and we will act with resolve and urgency in this regard.

51. We recognize that climate change is a serious and long-term challenge that has the potential to affect every part of the globe. We emphasize the need to meet all the commitments and obligations we have undertaken in the United Nations Framework Convention on Climate Change¹² and other relevant international agreements, including, for many of us, the Kyoto Protocol.¹³ The Convention is the appropriate framework for addressing future action on climate change at the global level.

52. We reaffirm our commitment to the ultimate objective of the Convention: to stabilize greenhouse gas concentrations in the atmosphere at a level that prevents dangerous anthropogenic interference with the climate system.

53. We acknowledge that the global nature of climate change calls for the widest possible cooperation and participation in an effective and appropriate international response, in accordance with the principles of the Convention. We are committed to moving forward the global discussion on long-term cooperative action to address climate change, in accordance with these principles. We stress the importance of the eleventh session of the Conference of the Parties to the Convention, to be held in Montreal in November 2005.

54. We acknowledge various partnerships that are under way to advance action on clean energy and climate change, including bilateral, regional and multilateral initiatives.

55. We are committed to taking further action through practical international cooperation, inter alia:

(a) To promote innovation, clean energy and energy efficiency and conservation; improve policy, regulatory and financing frameworks; and accelerate the deployment of cleaner technologies;

(b) To enhance private investment, transfer of technologies and capacity-building to developing countries, as called for in the Johannesburg Plan of Implementation, taking into account their own energy needs and priorities;

(c) To assist developing countries to improve their resilience and integrate adaptation goals into their sustainable development strategies, given that adaptation to the effects of climate change due to both natural and human factors is a high

¹² United Nations, *Treaty Series*, vol. 1771, No. 30822.

¹³ FCCC/CP/1997/7/Add.1, decision 1/CP.3, annex.

priority for all nations, particularly those most vulnerable, namely, those referred to in article 4.8 of the Convention;

(d) To continue to assist developing countries, in particular small island developing States, least developed countries and African countries, including those that are particularly vulnerable to climate change, in addressing their adaptation needs relating to the adverse effects of climate change.

56. In pursuance of our commitment to achieve sustainable development, we further resolve:

(a) To promote the United Nations Decade of Education for Sustainable Development and the International Decade for Action, “Water for Life”;

(b) To support and strengthen the implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa,¹⁴ to address causes of desertification and land degradation, as well as poverty resulting from land degradation, through, inter alia, the mobilization of adequate and predictable financial resources, the transfer of technology and capacity-building at all levels;

(c) That the States parties to the Convention on Biological Diversity¹⁵ and the Cartagena Protocol on Biosafety¹⁶ should support the implementation of the Convention and the Protocol, as well as other biodiversity-related agreements and the Johannesburg commitment for a significant reduction in the rate of loss of biodiversity by 2010. The States parties will continue to negotiate within the framework of the Convention on Biological Diversity, bearing in mind the Bonn Guidelines,¹⁷ an international regime to promote and safeguard the fair and equitable sharing of benefits arising out of the utilization of genetic resources. All States will fulfil commitments and significantly reduce the rate of loss of biodiversity by 2010 and continue ongoing efforts towards elaborating and negotiating an international regime on access to genetic resources and benefit-sharing;

(d) To recognize that the sustainable development of indigenous peoples and their communities is crucial in our fight against hunger and poverty;

(e) To reaffirm our commitment, subject to national legislation, to respect, preserve and maintain the knowledge, innovations and practices of indigenous and local communities embodying traditional lifestyles relevant to the conservation and sustainable use of biological diversity, promote their wider application with the approval and involvement of the holders of such knowledge, innovations and practices and encourage the equitable sharing of the benefits arising from their utilization;

(f) To work expeditiously towards the establishment of a worldwide early warning system for all natural hazards with regional nodes, building on existing national and regional capacity such as the newly established Indian Ocean Tsunami Warning and Mitigation System;

¹⁴ United Nations, *Treaty Series*, vol. 1954, No. 33480

¹⁵ *Ibid.*, vol. 1760, No. 30619.

¹⁶ UNEP/CBD/ExCOP/1/3 and Corr.1, part two, annex.

¹⁷ UNEP/CBD/COP/6/20, annex I, decision VI/24A.

(g) To fully implement the Hyogo Declaration¹⁸ and the Hyogo Framework for Action 2005–2015¹⁹ adopted at the World Conference on Disaster Reduction, in particular those commitments related to assistance for developing countries that are prone to natural disasters and disaster-stricken States in the transition phase towards sustainable physical, social and economic recovery, for risk-reduction activities in post-disaster recovery and for rehabilitation processes;

(h) To assist developing countries' efforts to prepare integrated water resources management and water efficiency plans as part of their national development strategies and to provide access to safe drinking water and basic sanitation in accordance with the Millennium Declaration¹ and the Johannesburg Plan of Implementation,³ including halving by 2015 the proportion of people who are unable to reach or afford safe drinking water and who do not have access to basic sanitation;

(i) To accelerate the development and dissemination of affordable and cleaner energy efficiency and energy conservation technologies, as well as the transfer of such technologies, in particular to developing countries, on favourable terms, including on concessional and preferential terms, as mutually agreed, bearing in mind that access to energy facilitates the eradication of poverty;

(j) To strengthen the conservation, sustainable management and development of all types of forests for the benefit of current and future generations, including through enhanced international cooperation, so that trees and forests may contribute fully to the achievement of the internationally agreed development goals, including those contained in the Millennium Declaration, taking full account of the linkages between the forest sector and other sectors. We look forward to the discussions at the sixth session of the United Nations Forum on Forests;

(k) To promote the sound management of chemicals and hazardous wastes throughout their life cycle, in accordance with Agenda 21 and the Johannesburg Plan of Implementation, aiming to achieve that by 2020 chemicals are used and produced in ways that lead to the minimization of significant adverse effects on human health and the environment using transparent and science-based risk assessment and risk management procedures, by adopting and implementing a voluntary strategic approach to international management of chemicals, and to support developing countries in strengthening their capacity for the sound management of chemicals and hazardous wastes by providing technical and financial assistance, as appropriate;

(l) To improve cooperation and coordination at all levels in order to address issues related to oceans and seas in an integrated manner and promote integrated management and sustainable development of the oceans and seas;

(m) To achieve significant improvement in the lives of at least 100 million slum-dwellers by 2020, recognizing the urgent need for the provision of increased resources for affordable housing and housing-related infrastructure, prioritizing slum prevention and slum upgrading, and to encourage support for the United Nations Habitat and Human Settlements Foundation and its Slum Upgrading Facility;

¹⁸ A/CONF.206/6 and Corr.1, chap. I, resolution 1.

¹⁹ Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters (A/CONF.206/6 and Corr.1, chap. I, resolution 2).

(n) To acknowledge the invaluable role of the Global Environment Facility in facilitating cooperation with developing countries; we look forward to a successful replenishment this year along with the successful conclusion of all outstanding commitments from the third replenishment;

(o) To note that cessation of the transport of radioactive materials through the regions of small island developing States is an ultimate desired goal of small island developing States and some other countries and recognize the right of freedom of navigation in accordance with international law. States should maintain dialogue and consultation, in particular under the aegis of the International Atomic Energy Agency and the International Maritime Organization, with the aim of improved mutual understanding, confidence-building and enhanced communication in relation to the safe maritime transport of radioactive materials. States involved in the transport of such materials are urged to continue to engage in dialogue with small island developing States and other States to address their concerns. These concerns include the further development and strengthening, within the appropriate forums, of international regulatory regimes to enhance safety, disclosure, liability, security and compensation in relation to such transport.

HIV/AIDS, malaria, tuberculosis and other health issues

57. We recognize that HIV/AIDS, malaria, tuberculosis and other infectious diseases pose severe risks for the entire world and serious challenges to the achievement of development goals. We acknowledge the substantial efforts and financial contributions made by the international community, while recognizing that these diseases and other emerging health challenges require a sustained international response. To this end, we commit ourselves to:

(a) Increasing investment, building on existing mechanisms and through partnership, to improve health systems in developing countries and those with economies in transition with the aim of providing sufficient health workers, infrastructure, management systems and supplies to achieve the health-related Millennium Development Goals by 2015;

(b) Implementing measures to increase the capacity of adults and adolescents to protect themselves from the risk of HIV infection;

(c) Fully implementing all commitments established by the Declaration of Commitment on HIV/AIDS²⁰ through stronger leadership, the scaling up of a comprehensive response to achieve broad multisectoral coverage for prevention, care, treatment and support, the mobilization of additional resources from national, bilateral, multilateral and private sources and the substantial funding of the Global Fund to Fight AIDS, Tuberculosis and Malaria as well as of the HIV/AIDS component of the work programmes of the United Nations system agencies and programmes engaged in the fight against HIV/AIDS;

(d) Developing and implementing a package for HIV prevention, treatment and care with the aim of coming as close as possible to the goal of universal access to treatment by 2010 for all those who need it, including through increased resources, and working towards the elimination of stigma and discrimination, enhanced access to affordable medicines and the reduction of vulnerability of

²⁰ Resolution S-26/2, annex.

persons affected by HIV/AIDS and other health issues, in particular orphaned and vulnerable children and older persons;

(e) Ensuring the full implementation of our obligations under the International Health Regulations adopted by the fifty-eighth World Health Assembly in May 2005,²¹ including the need to support the Global Outbreak Alert and Response Network of the World Health Organization;

(f) Working actively to implement the “Three Ones” principles in all countries, including by ensuring that multiple institutions and international partners all work under one agreed HIV/AIDS framework that provides the basis for coordinating the work of all partners, with one national AIDS coordinating authority having a broad-based multisectoral mandate, and under one agreed country-level monitoring and evaluation system. We welcome and support the important recommendations of the Global Task Team on Improving AIDS Coordination among Multilateral Institutions and International Donors;

(g) Achieving universal access to reproductive health by 2015, as set out at the International Conference on Population and Development, integrating this goal in strategies to attain the internationally agreed development goals, including those contained in the Millennium Declaration, aimed at reducing maternal mortality, improving maternal health, reducing child mortality, promoting gender equality, combating HIV/AIDS and eradicating poverty;

(h) Promoting long-term funding, including public-private partnerships where appropriate, for academic and industrial research as well as for the development of new vaccines and microbicides, diagnostic kits, drugs and treatments to address major pandemics, tropical diseases and other diseases, such as avian flu and severe acute respiratory syndrome, and taking forward work on market incentives, where appropriate through such mechanisms as advance purchase commitments;

(i) Stressing the need to urgently address malaria and tuberculosis, in particular in the most affected countries, and welcoming the scaling up, in this regard, of bilateral and multilateral initiatives.

Gender equality and empowerment of women

58. We remain convinced that progress for women is progress for all. We reaffirm that the full and effective implementation of the goals and objectives of the Beijing Declaration and Platform for Action²² and the outcome of the twenty-third special session of the General Assembly is an essential contribution to achieving the internationally agreed development goals, including those contained in the Millennium Declaration, and we resolve to promote gender equality and eliminate pervasive gender discrimination by:

(a) Eliminating gender inequalities in primary and secondary education by the earliest possible date and at all educational levels by 2015;

(b) Guaranteeing the free and equal right of women to own and inherit property and ensuring secure tenure of property and housing by women;

²¹ World Health Assembly resolution 58.3.

²² *Report of the Fourth World Conference on Women, Beijing, 4-15 September 1995* (United Nations publication, Sales No. E.96.IV.13), chap. I, resolution 1, annexes I and II.

- (c) Ensuring equal access to reproductive health;
- (d) Promoting women's equal access to labour markets, sustainable employment and adequate labour protection;
- (e) Ensuring equal access of women to productive assets and resources, including land, credit and technology;
- (f) Eliminating all forms of discrimination and violence against women and the girl child, including by ending impunity and by ensuring the protection of civilians, in particular women and the girl child, during and after armed conflicts in accordance with the obligations of States under international humanitarian law and international human rights law;
- (g) Promoting increased representation of women in Government decision-making bodies, including through ensuring their equal opportunity to participate fully in the political process.

59. We recognize the importance of gender mainstreaming as a tool for achieving gender equality. To that end, we undertake to actively promote the mainstreaming of a gender perspective in the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and social spheres, and further undertake to strengthen the capabilities of the United Nations system in the area of gender.

Science and technology for development

60. We recognize that science and technology, including information and communication technology, are vital for the achievement of the development goals and that international support can help developing countries to benefit from technological advancements and enhance their productive capacity. We therefore commit ourselves to:

- (a) Strengthening and enhancing existing mechanisms and supporting initiatives for research and development, including through voluntary partnerships between the public and private sectors, to address the special needs of developing countries in the areas of health, agriculture, conservation, sustainable use of natural resources and environmental management, energy, forestry and the impact of climate change;
- (b) Promoting and facilitating, as appropriate, access to and the development, transfer and diffusion of technologies, including environmentally sound technologies and corresponding know-how, to developing countries;
- (c) Assisting developing countries in their efforts to promote and develop national strategies for human resources and science and technology, which are primary drivers of national capacity-building for development;
- (d) Promoting and supporting greater efforts to develop renewable sources of energy, such as solar, wind and geothermal;
- (e) Implementing policies at the national and international levels to attract both public and private investment, domestic and foreign, that enhances knowledge, transfers technology on mutually agreed terms and raises productivity;
- (f) Supporting the efforts of developing countries, individually and collectively, to harness new agricultural technologies in order to increase agricultural productivity through environmentally sustainable means;

(g) Building a people-centred and inclusive information society so as to enhance digital opportunities for all people in order to help bridge the digital divide, putting the potential of information and communication technologies at the service of development and addressing new challenges of the information society by implementing the outcomes of the Geneva phase of the World Summit on the Information Society and ensuring the success of the second phase of the Summit, to be held in Tunis in November 2005; in this regard, we welcome the establishment of the Digital Solidarity Fund and encourage voluntary contributions to its financing.

Migration and development

61. We acknowledge the important nexus between international migration and development and the need to deal with the challenges and opportunities that migration presents to countries of origin, destination and transit. We recognize that international migration brings benefits as well as challenges to the global community. We look forward to the high-level dialogue of the General Assembly on international migration and development to be held in 2006, which will offer an opportunity to discuss the multidimensional aspects of international migration and development in order to identify appropriate ways and means to maximize their development benefits and minimize their negative impacts.

62. We reaffirm our resolve to take measures to ensure respect for and protection of the human rights of migrants, migrant workers and members of their families.

63. We reaffirm the need to adopt policies and undertake measures to reduce the cost of transferring migrant remittances to developing countries and welcome efforts by Governments and stakeholders in this regard.

Countries with special needs

64. We reaffirm our commitment to address the special needs of the least developed countries and urge all countries and all relevant organizations of the United Nations system, including the Bretton Woods institutions, to make concerted efforts and adopt speedy measures for meeting in a timely manner the goals and targets of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001–2010.⁴

65. We recognize the special needs of and challenges faced by landlocked developing countries and therefore reaffirm our commitment to urgently address those needs and challenges through the full, timely and effective implementation of the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries²³ and the São Paulo Consensus adopted at the eleventh session of the United Nations Conference on Trade and Development.²⁴ We encourage the work undertaken by United Nations regional commissions and organizations towards establishing a time-cost methodology for indicators to measure the progress in implementation of the Almaty Programme of Action. We also recognize the special difficulties and concerns of landlocked developing countries in their efforts to integrate their economies into the

²³ *Report of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation, Almaty, Kazakhstan, 28 and 29 August 2003 (A/CONF.202/3), annex I.*

²⁴ TD/412, part II.

multilateral trading system. In this regard, priority should be given to the full and timely implementation of the Almaty Declaration²⁵ and the Almaty Programme of Action.²³

66. We recognize the special needs and vulnerabilities of small island developing States and reaffirm our commitment to take urgent and concrete action to address those needs and vulnerabilities through the full and effective implementation of the Mauritius Strategy adopted by the International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States,²⁶ the Barbados Programme of Action²⁷ and the outcome of the twenty-second special session of the General Assembly.²⁸ We further undertake to promote greater international cooperation and partnership for the implementation of the Mauritius Strategy through, inter alia, the mobilization of domestic and international resources, the promotion of international trade as an engine for development and increased international financial and technical cooperation.

67. We emphasize the need for continued, coordinated and effective international support for achieving the development goals in countries emerging from conflict and in those recovering from natural disasters.

Meeting the special needs of Africa

68. We welcome the substantial progress made by the African countries in fulfilling their commitments and emphasize the need to carry forward the implementation of the New Partnership for Africa's Development²⁹ to promote sustainable growth and development and deepen democracy, human rights, good governance and sound economic management and gender equality and encourage African countries, with the participation of civil society and the private sector, to continue their efforts in this regard by developing and strengthening institutions for governance and the development of the region, and also welcome the recent decisions taken by Africa's partners, including the Group of Eight and the European Union, in support of Africa's development efforts, including commitments that will lead to an increase in official development assistance to Africa of 25 billion dollars per year by 2010. We reaffirm our commitment to address the special needs of Africa, which is the only continent not on track to meet any of the goals of the Millennium Declaration by 2015, to enable it to enter the mainstream of the world economy, and resolve:

(a) To strengthen cooperation with the New Partnership for Africa's Development by providing coherent support for the programmes drawn up by African leaders within that framework, including by mobilizing internal and

²⁵ *Report of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation, Almaty, Kazakhstan, 28 and 29 August 2003 (A/CONF.202/3), annex II.*

²⁶ *Report of the International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, Port Louis, Mauritius, 10-14 January 2005 (United Nations publication, Sales No. E.05.II.A.4 and corrigendum), chap. I, resolution 1, annex II.*

²⁷ *Report of the Global Conference on the Sustainable Development of Small Island Developing States, Bridgetown, Barbados, 25 April-6 May 1994 (United Nations publication, Sales No. E.94.I.18 and corrigenda), chap. I, resolution 1, annex II.*

²⁸ Resolution S-22/2, annex.

²⁹ A/57/304, annex.

external financial resources and facilitating approval of such programmes by the multilateral financial institutions;

(b) To support the African commitment to ensure that by 2015 all children have access to complete, free and compulsory primary education of good quality, as well as to basic health care;

(c) To support the building of an international infrastructure consortium involving the African Union, the World Bank and the African Development Bank, with the New Partnership for Africa's Development as the main framework, to facilitate public and private infrastructure investment in Africa;

(d) To promote a comprehensive and durable solution to the external debt problems of African countries, including through the cancellation of 100 per cent of multilateral debt consistent with the recent Group of Eight proposal for the heavily indebted poor countries, and, on a case-by-case basis, where appropriate, significant debt relief, including, inter alia, cancellation or restructuring for heavily indebted African countries not part of the Heavily Indebted Poor Countries Initiative that have unsustainable debt burdens;

(e) To make efforts to fully integrate African countries in the international trading system, including through targeted trade capacity-building programmes;

(f) To support the efforts of commodity-dependent African countries to restructure, diversify and strengthen the competitiveness of their commodity sectors and decide to work towards market-based arrangements with the participation of the private sector for commodity price-risk management;

(g) To supplement the efforts of African countries, individually and collectively, to increase agricultural productivity, in a sustainable way, as set out in the Comprehensive Africa Agriculture Development Programme of the New Partnership for Africa's Development as part of an African "Green Revolution";

(h) To encourage and support the initiatives of the African Union and subregional organizations to prevent, mediate and resolve conflicts with the assistance of the United Nations, and in this regard welcomes the proposals from the Group of Eight countries to provide support for African peacekeeping;

(i) To provide, with the aim of an AIDS-, malaria- and tuberculosis-free generation in Africa, assistance for prevention and care and to come as close as possible to achieving the goal of universal access by 2010 to HIV/AIDS treatment in African countries, to encourage pharmaceutical companies to make drugs, including antiretroviral drugs, affordable and accessible in Africa and to ensure increased bilateral and multilateral assistance, where possible on a grant basis, to combat malaria, tuberculosis and other infectious diseases in Africa through the strengthening of health systems.

III. Peace and collective security

69. We recognize that we are facing a whole range of threats that require our urgent, collective and more determined response.

70. We also recognize that, in accordance with the Charter, addressing such threats requires cooperation among all the principal organs of the United Nations within their respective mandates.

71. We acknowledge that we are living in an interdependent and global world and that many of today's threats recognize no national boundaries, are interlinked and

must be tackled at the global, regional and national levels in accordance with the Charter and international law.

72. We therefore reaffirm our commitment to work towards a security consensus based on the recognition that many threats are interlinked, that development, peace, security and human rights are mutually reinforcing, that no State can best protect itself by acting entirely alone and that all States need an effective and efficient collective security system pursuant to the purposes and principles of the Charter.

Pacific settlement of disputes

73. We emphasize the obligation of States to settle their disputes by peaceful means in accordance with Chapter VI of the Charter, including, when appropriate, by the use of the International Court of Justice. All States should act in accordance with the Declaration on Principles of International Law concerning Friendly Relations and Cooperation among States in accordance with the Charter of the United Nations.³⁰

74. We stress the importance of prevention of armed conflict in accordance with the purposes and principles of the Charter and solemnly renew our commitment to promote a culture of prevention of armed conflict as a means of effectively addressing the interconnected security and development challenges faced by peoples throughout the world, as well as to strengthen the capacity of the United Nations for the prevention of armed conflict.

75. We further stress the importance of a coherent and integrated approach to the prevention of armed conflicts and the settlement of disputes and the need for the Security Council, the General Assembly, the Economic and Social Council and the Secretary-General to coordinate their activities within their respective Charter mandates.

76. Recognizing the important role of the good offices of the Secretary-General, including in the mediation of disputes, we support the Secretary-General's efforts to strengthen his capacity in this area.

Use of force under the Charter of the United Nations

77. We reiterate the obligation of all Member States to refrain in their international relations from the threat or use of force in any manner inconsistent with the Charter. We reaffirm that the purposes and principles guiding the United Nations are, inter alia, to maintain international peace and security, to develop friendly relations among nations based on respect for the principles of equal rights and self-determination of peoples and to take other appropriate measures to strengthen universal peace, and to that end we are determined to take effective collective measures for the prevention and removal of threats to the peace and for the suppression of acts of aggression or other breaches of the peace, and to bring about by peaceful means, in conformity with the principles of justice and international law, the adjustment or settlement of international disputes or situations that might lead to a breach of the peace.

78. We reiterate the importance of promoting and strengthening the multilateral process and of addressing international challenges and problems by strictly abiding

³⁰ Resolution 2625 (XXV), annex.

by the Charter and the principles of international law, and further stress our commitment to multilateralism.

79. We reaffirm that the relevant provisions of the Charter are sufficient to address the full range of threats to international peace and security. We further reaffirm the authority of the Security Council to mandate coercive action to maintain and restore international peace and security. We stress the importance of acting in accordance with the purposes and principles of the Charter.

80. We also reaffirm that the Security Council has primary responsibility in the maintenance of international peace and security. We also note the role of the General Assembly relating to the maintenance of international peace and security in accordance with the relevant provisions of the Charter.

Terrorism

81. We strongly condemn terrorism in all its forms and manifestations, committed by whomever, wherever and for whatever purposes, as it constitutes one of the most serious threats to international peace and security.

82. We welcome the Secretary-General's identification of elements of a counter-terrorism strategy. These elements should be developed by the General Assembly without delay with a view to adopting and implementing a strategy to promote comprehensive, coordinated and consistent responses, at the national, regional and international levels, to counter terrorism, which also takes into account the conditions conducive to the spread of terrorism. In this context, we commend the various initiatives to promote dialogue, tolerance and understanding among civilizations.

83. We stress the need to make every effort to reach an agreement on and conclude a comprehensive convention on international terrorism during the sixtieth session of the General Assembly.

84. We acknowledge that the question of convening a high-level conference under the auspices of the United Nations to formulate an international response to terrorism in all its forms and manifestations could be considered.

85. We recognize that international cooperation to fight terrorism must be conducted in conformity with international law, including the Charter and relevant international conventions and protocols. States must ensure that any measures taken to combat terrorism comply with their obligations under international law, in particular human rights law, refugee law and international humanitarian law.

86. We reiterate our call upon States to refrain from organizing, financing, encouraging, providing training for or otherwise supporting terrorist activities and to take appropriate measures to ensure that their territories are not used for such activities.

87. We acknowledge the important role played by the United Nations in combating terrorism and also stress the vital contribution of regional and bilateral cooperation, particularly at the practical level of law enforcement cooperation and technical exchange.

88. We urge the international community, including the United Nations, to assist States in building national and regional capacity to combat terrorism. We invite the Secretary-General to submit proposals to the General Assembly and the Security Council, within their respective mandates, to strengthen the capacity of the United

Nations system to assist States in combating terrorism and to enhance the coordination of United Nations activities in this regard.

89. We stress the importance of assisting victims of terrorism and of providing them and their families with support to cope with their loss and their grief.

90. We encourage the Security Council to consider ways to strengthen its monitoring and enforcement role in counter-terrorism, including by consolidating State reporting requirements, taking into account and respecting the different mandates of its counter-terrorism subsidiary bodies. We are committed to cooperating fully with the three competent subsidiary bodies in the fulfilment of their tasks, recognizing that many States continue to require assistance in implementing relevant Security Council resolutions.

91. We support efforts for the early entry into force of the International Convention for the Suppression of Acts of Nuclear Terrorism³¹ and strongly encourage States to consider becoming parties to it expeditiously and acceding without delay to the twelve other international conventions and protocols against terrorism and implementing them.

Peacekeeping

92. Recognizing that United Nations peacekeeping plays a vital role in helping parties to conflict end hostilities and commending the contribution of United Nations peacekeepers in that regard, noting improvements made in recent years in United Nations peacekeeping, including the deployment of integrated missions in complex situations, and stressing the need to mount operations with adequate capacity to counter hostilities and fulfil effectively their mandates, we urge further development of proposals for enhanced rapidly deployable capacities to reinforce peacekeeping operations in crises. We endorse the creation of an initial operating capability for a standing police capacity to provide coherent, effective and responsive start-up capability for the policing component of the United Nations peacekeeping missions and to assist existing missions through the provision of advice and expertise.

93. Recognizing the important contribution to peace and security by regional organizations as provided for under Chapter VIII of the Charter and the importance of forging predictable partnerships and arrangements between the United Nations and regional organizations, and noting in particular, given the special needs of Africa, the importance of a strong African Union:

(a) We support the efforts of the European Union and other regional entities to develop capacities such as for rapid deployment, standby and bridging arrangements;

(b) We support the development and implementation of a ten-year plan for capacity-building with the African Union.

³¹ Resolution 59/290, annex.

94. We support implementation of the 2001 Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects.³²

95. We urge States parties to the Anti-Personnel Mine Ban Convention³³ and Amended Protocol II to the Convention on Certain Conventional Weapons³⁴ to fully implement their respective obligations. We call upon States in a position to do so to provide greater technical assistance to mine-affected States.

96. We underscore the importance of the recommendations of the Adviser to the Secretary-General on Sexual Exploitation and Abuse by United Nations Peacekeeping Personnel,³⁵ and urge that those measures adopted in the relevant General Assembly resolutions based upon the recommendations be fully implemented without delay.

Peacebuilding

97. Emphasizing the need for a coordinated, coherent and integrated approach to post-conflict peacebuilding and reconciliation with a view to achieving sustainable peace, recognizing the need for a dedicated institutional mechanism to address the special needs of countries emerging from conflict towards recovery, reintegration and reconstruction and to assist them in laying the foundation for sustainable development, and recognizing the vital role of the United Nations in that regard, we decide to establish a Peacebuilding Commission as an intergovernmental advisory body.

98. The main purpose of the Peacebuilding Commission is to bring together all relevant actors to marshal resources and to advise on and propose integrated strategies for post-conflict peacebuilding and recovery. The Commission should focus attention on the reconstruction and institution-building efforts necessary for recovery from conflict and support the development of integrated strategies in order to lay the foundation for sustainable development. In addition, it should provide recommendations and information to improve the coordination of all relevant actors within and outside the United Nations, develop best practices, help to ensure predictable financing for early recovery activities and extend the period of attention by the international community to post-conflict recovery. The Commission should act in all matters on the basis of consensus of its members.

99. The Peacebuilding Commission should make the outcome of its discussions and recommendations publicly available as United Nations documents to all relevant bodies and actors, including the international financial institutions. The Peacebuilding Commission should submit an annual report to the General Assembly.

100. The Peacebuilding Commission should meet in various configurations. Country-specific meetings of the Commission, upon invitation of the Organizational

³² See *Report of the United Nations Conference on the Illicit Trade in Small Arms and Light Weapons in All Its Aspects, New York, 9-20 July 2001* (A/CONF.192/15), chap. IV, para. 24.

³³ Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-personnel Mines and on Their Destruction (United Nations, *Treaty Series*, vol. 2056, No. 35597).

³⁴ Amended Protocol II to the Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects (CCW/CONF.I/16 (Part I), annex B).

³⁵ A/59/710, paras. 68-93.

Committee referred to in paragraph 101 below, should include as members, in addition to members of the Organizational Committee, representatives from:

- (a) The country under consideration;
- (b) Countries in the region engaged in the post-conflict process and other countries that are involved in relief efforts and/or political dialogue, as well as relevant regional and subregional organizations;
- (c) The major financial, troop and civilian police contributors involved in the recovery effort;
- (d) The senior United Nations representative in the field and other relevant United Nations representatives;
- (e) Such regional and international financial institutions as may be relevant.

101. The Peacebuilding Commission should have a standing Organizational Committee, responsible for developing its procedures and organizational matters, comprising:

- (a) Members of the Security Council, including permanent members;
- (b) Members of the Economic and Social Council, elected from regional groups, giving due consideration to those countries that have experienced post-conflict recovery;
- (c) Top providers of assessed contributions to the United Nations budgets and voluntary contributions to the United Nations funds, programmes and agencies, including the standing Peacebuilding Fund, that are not among those selected in (a) or (b) above;
- (d) Top providers of military personnel and civilian police to United Nations missions that are not among those selected in (a), (b) or (c) above.

102. Representatives from the World Bank, the International Monetary Fund and other institutional donors should be invited to participate in all meetings of the Peacebuilding Commission in a manner suitable to their governing arrangements, in addition to a representative of the Secretary-General.

103. We request the Secretary-General to establish a multi-year standing Peacebuilding Fund for post-conflict peacebuilding, funded by voluntary contributions and taking due account of existing instruments. The objectives of the Peacebuilding Fund will include ensuring the immediate release of resources needed to launch peacebuilding activities and the availability of appropriate financing for recovery.

104. We also request the Secretary-General to establish, within the Secretariat and from within existing resources, a small peacebuilding support office staffed by qualified experts to assist and support the Peacebuilding Commission. The office should draw on the best expertise available.

105. The Peacebuilding Commission should begin its work no later than 31 December 2005.

Sanctions

106. We underscore that sanctions remain an important tool under the Charter in our efforts to maintain international peace and security without recourse to the use of force, and resolve to ensure that sanctions are carefully targeted in support of clear

objectives, to comply with sanctions established by the Security Council and to ensure that sanctions are implemented in ways that balance effectiveness to achieve the desired results against the possible adverse consequences, including socio-economic and humanitarian consequences, for populations and third States.

107. Sanctions should be implemented and monitored effectively with clear benchmarks and should be periodically reviewed, as appropriate, and remain for as limited a period as necessary to achieve their objectives and should be terminated once the objectives have been achieved.

108. We call upon the Security Council, with the support of the Secretary-General, to improve its monitoring of the implementation and effects of sanctions, to ensure that sanctions are implemented in an accountable manner, to review regularly the results of such monitoring and to develop a mechanism to address special economic problems arising from the application of sanctions in accordance with the Charter.

109. We also call upon the Security Council, with the support of the Secretary-General, to ensure that fair and clear procedures exist for placing individuals and entities on sanctions lists and for removing them, as well as for granting humanitarian exemptions.

110. We support efforts through the United Nations to strengthen State capacity to implement sanctions provisions.

Transnational crime

111. We express our grave concern at the negative effects on development, peace and security and human rights posed by transnational crime, including the smuggling of and trafficking in human beings, the world narcotic drug problem and the illicit trade in small arms and light weapons, and at the increasing vulnerability of States to such crime. We reaffirm the need to work collectively to combat transnational crime.

112. We recognize that trafficking in persons continues to pose a serious challenge to humanity and requires a concerted international response. To that end, we urge all States to devise, enforce and strengthen effective measures to combat and eliminate all forms of trafficking in persons to counter the demand for trafficked victims and to protect the victims.

113. We urge all States that have not yet done so to consider becoming parties to the relevant international conventions on organized crime and corruption and, following their entry into force, to implement them effectively, including by incorporating the provisions of those conventions into national legislation and by strengthening criminal justice systems.

114. We reaffirm our unwavering determination and commitment to overcome the world narcotic drug problem through international cooperation and national strategies to eliminate both the illicit supply of and demand for illicit drugs.

115. We resolve to strengthen the capacity of the United Nations Office on Drugs and Crime, within its existing mandates, to provide assistance to Member States in those tasks upon request.

Women in the prevention and resolution of conflicts

116. We stress the important role of women in the prevention and resolution of conflicts and in peacebuilding. We reaffirm our commitment to the full and effective implementation of Security Council resolution 1325 (2000) of 31 October 2000 on

women and peace and security. We also underline the importance of integrating a gender perspective and of women having the opportunity for equal participation and full involvement in all efforts to maintain and promote peace and security, as well as the need to increase their role in decision-making at all levels. We strongly condemn all violations of the human rights of women and girls in situations of armed conflict and the use of sexual exploitation, violence and abuse, and we commit ourselves to elaborating and implementing strategies to report on, prevent and punish gender-based violence.

Protecting children in situations of armed conflict

117. We reaffirm our commitment to promote and protect the rights and welfare of children in armed conflicts. We welcome the significant advances and innovations that have been achieved over the past several years. We welcome in particular the adoption of Security Council resolution 1612 (2005) of 26 July 2005. We call upon States to consider ratifying the Convention on the Rights of the Child³⁶ and the Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict.³⁷ We also call upon States to take effective measures, as appropriate, to prevent the recruitment and use of children in armed conflict, contrary to international law, by armed forces and groups, and to prohibit and criminalize such practices.

118. We therefore call upon all States concerned to take concrete measures to ensure accountability and compliance by those responsible for grave abuses against children. We also reaffirm our commitment to ensure that children in armed conflicts receive timely and effective humanitarian assistance, including education, for their rehabilitation and reintegration into society.

IV. Human rights and the rule of law

119. We recommit ourselves to actively protecting and promoting all human rights, the rule of law and democracy and recognize that they are interlinked and mutually reinforcing and that they belong to the universal and indivisible core values and principles of the United Nations, and call upon all parts of the United Nations to promote human rights and fundamental freedoms in accordance with their mandates.

120. We reaffirm the solemn commitment of our States to fulfil their obligations to promote universal respect for and the observance and protection of all human rights and fundamental freedoms for all in accordance with the Charter, the Universal Declaration of Human Rights³⁸ and other instruments relating to human rights and international law. The universal nature of these rights and freedoms is beyond question.

Human rights

121. We reaffirm that all human rights are universal, indivisible, interrelated, interdependent and mutually reinforcing and that all human rights must be treated in a fair and equal manner, on the same footing and with the same emphasis. While the significance of national and regional particularities and various historical, cultural and religious backgrounds must be borne in mind, all States, regardless of their

³⁶ United Nations, *Treaty Series*, vol. 1577, No. 27531.

³⁷ Resolution 54/263, annex I.

³⁸ Resolution 217 A (III).

political, economic and cultural systems, have the duty to promote and protect all human rights and fundamental freedoms.

122. We emphasize the responsibilities of all States, in conformity with the Charter, to respect human rights and fundamental freedoms for all, without distinction of any kind as to race, colour, sex, language or religion, political or other opinion, national or social origin, property, birth or other status.

123. We resolve further to strengthen the United Nations human rights machinery with the aim of ensuring effective enjoyment by all of all human rights and civil, political, economic, social and cultural rights, including the right to development.

124. We resolve to strengthen the Office of the United Nations High Commissioner for Human Rights, taking note of the High Commissioner's plan of action, to enable it to effectively carry out its mandate to respond to the broad range of human rights challenges facing the international community, particularly in the areas of technical assistance and capacity-building, through the doubling of its regular budget resources over the next five years with a view to progressively setting a balance between regular budget and voluntary contributions to its resources, keeping in mind other priority programmes for developing countries and the recruitment of highly competent staff on a broad geographical basis and with gender balance, under the regular budget, and we support its closer cooperation with all relevant United Nations bodies, including the General Assembly, the Economic and Social Council and the Security Council.

125. We resolve to improve the effectiveness of the human rights treaty bodies, including through more timely reporting, improved and streamlined reporting procedures and technical assistance to States to enhance their reporting capacities and further enhance the implementation of their recommendations.

126. We resolve to integrate the promotion and protection of human rights into national policies and to support the further mainstreaming of human rights throughout the United Nations system, as well as closer cooperation between the Office of the United Nations High Commissioner for Human Rights and all relevant United Nations bodies.

127. We reaffirm our commitment to continue making progress in the advancement of the human rights of the world's indigenous peoples at the local, national, regional and international levels, including through consultation and collaboration with them, and to present for adoption a final draft United Nations declaration on the rights of indigenous peoples as soon as possible.

128. We recognize the need to pay special attention to the human rights of women and children and undertake to advance them in every possible way, including by bringing gender and child-protection perspectives into the human rights agenda.

129. We recognize the need for persons with disabilities to be guaranteed full enjoyment of their rights without discrimination. We also affirm the need to finalize a comprehensive draft convention on the rights of persons with disabilities.

130. We note that the promotion and protection of the rights of persons belonging to national or ethnic, religious and linguistic minorities contribute to political and social stability and peace and enrich the cultural diversity and heritage of society.

131. We support the promotion of human rights education and learning at all levels, including through the implementation of the World Programme for Human Rights Education, as appropriate, and encourage all States to develop initiatives in this regard.

Internally displaced persons

132. We recognize the Guiding Principles on Internal Displacement³⁹ as an important international framework for the protection of internally displaced persons and resolve to take effective measures to increase the protection of internally displaced persons.

Refugee protection and assistance

133. We commit ourselves to safeguarding the principle of refugee protection and to upholding our responsibility in resolving the plight of refugees, including through the support of efforts aimed at addressing the causes of refugee movement, bringing about the safe and sustainable return of those populations, finding durable solutions for refugees in protracted situations and preventing refugee movement from becoming a source of tension among States. We reaffirm the principle of solidarity and burden-sharing and resolve to support nations in assisting refugee populations and their host communities.

Rule of law

134. Recognizing the need for universal adherence to and implementation of the rule of law at both the national and international levels, we:

(a) Reaffirm our commitment to the purposes and principles of the Charter and international law and to an international order based on the rule of law and international law, which is essential for peaceful coexistence and cooperation among States;

(b) Support the annual treaty event;

(c) Encourage States that have not yet done so to consider becoming parties to all treaties that relate to the protection of civilians;

(d) Call upon States to continue their efforts to eradicate policies and practices that discriminate against women and to adopt laws and promote practices that protect the rights of women and promote gender equality;

(e) Support the idea of establishing a rule of law assistance unit within the Secretariat, in accordance with existing relevant procedures, subject to a report by the Secretary-General to the General Assembly, so as to strengthen United Nations activities to promote the rule of law, including through technical assistance and capacity-building;

(f) Recognize the important role of the International Court of Justice, the principal judicial organ of the United Nations, in adjudicating disputes among States and the value of its work, call upon States that have not yet done so to consider accepting the jurisdiction of the Court in accordance with its Statute and consider means of strengthening the Court's work, including by supporting the Secretary-General's Trust Fund to Assist States in the Settlement of Disputes through the International Court of Justice on a voluntary basis.

³⁹ E/CN.4/1998/53/Add.2, annex.

Democracy

135. We reaffirm that democracy is a universal value based on the freely expressed will of people to determine their own political, economic, social and cultural systems and their full participation in all aspects of their lives. We also reaffirm that while democracies share common features, there is no single model of democracy, that it does not belong to any country or region, and reaffirm the necessity of due respect for sovereignty and the right of self-determination. We stress that democracy, development and respect for all human rights and fundamental freedoms are interdependent and mutually reinforcing.

136. We renew our commitment to support democracy by strengthening countries' capacity to implement the principles and practices of democracy and resolve to strengthen the capacity of the United Nations to assist Member States upon their request. We welcome the establishment of a Democracy Fund at the United Nations. We note that the advisory board to be established should reflect diverse geographical representation. We invite the Secretary-General to help to ensure that practical arrangements for the Democracy Fund take proper account of existing United Nations activity in this field.

137. We invite interested Member States to give serious consideration to contributing to the Fund.

Responsibility to protect populations from genocide, war crimes, ethnic cleansing and crimes against humanity

138. Each individual State has the responsibility to protect its populations from genocide, war crimes, ethnic cleansing and crimes against humanity. This responsibility entails the prevention of such crimes, including their incitement, through appropriate and necessary means. We accept that responsibility and will act in accordance with it. The international community should, as appropriate, encourage and help States to exercise this responsibility and support the United Nations in establishing an early warning capability.

139. The international community, through the United Nations, also has the responsibility to use appropriate diplomatic, humanitarian and other peaceful means, in accordance with Chapters VI and VIII of the Charter, to help to protect populations from genocide, war crimes, ethnic cleansing and crimes against humanity. In this context, we are prepared to take collective action, in a timely and decisive manner, through the Security Council, in accordance with the Charter, including Chapter VII, on a case-by-case basis and in cooperation with relevant regional organizations as appropriate, should peaceful means be inadequate and national authorities are manifestly failing to protect their populations from genocide, war crimes, ethnic cleansing and crimes against humanity. We stress the need for the General Assembly to continue consideration of the responsibility to protect populations from genocide, war crimes, ethnic cleansing and crimes against humanity and its implications, bearing in mind the principles of the Charter and international law. We also intend to commit ourselves, as necessary and appropriate, to helping States build capacity to protect their populations from genocide, war crimes, ethnic cleansing and crimes against humanity and to assisting those which are under stress before crises and conflicts break out.

140. We fully support the mission of the Special Adviser of the Secretary-General on the Prevention of Genocide.

Children's rights

141. We express dismay at the increasing number of children involved in and affected by armed conflict, as well as all other forms of violence, including domestic violence, sexual abuse and exploitation and trafficking. We support cooperation policies aimed at strengthening national capacities to improve the situation of those children and to assist in their rehabilitation and reintegration into society.

142. We commit ourselves to respecting and ensuring the rights of each child without discrimination of any kind, irrespective of the race, colour, sex, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status of the child or his or her parent(s) or legal guardian(s). We call upon States to consider as a priority becoming a party to the Convention on the Rights of the Child.³⁶

Human security

143. We stress the right of people to live in freedom and dignity, free from poverty and despair. We recognize that all individuals, in particular vulnerable people, are entitled to freedom from fear and freedom from want, with an equal opportunity to enjoy all their rights and fully develop their human potential. To this end, we commit ourselves to discussing and defining the notion of human security in the General Assembly.

Culture of peace and initiatives on dialogue among cultures, civilizations and religions

144. We reaffirm the Declaration and Programme of Action on a Culture of Peace⁴⁰ as well as the Global Agenda for Dialogue among Civilizations and its Programme of Action⁴¹ adopted by the General Assembly and the value of different initiatives on dialogue among cultures and civilizations, including the dialogue on interfaith cooperation. We commit ourselves to taking action to promote a culture of peace and dialogue at the local, national, regional and international levels and request the Secretary-General to explore enhancing implementation mechanisms and to follow up on those initiatives. In this regard, we also welcome the Alliance of Civilizations initiative announced by the Secretary-General on 14 July 2005.

145. We underline that sports can foster peace and development and can contribute to an atmosphere of tolerance and understanding, and we encourage discussions in the General Assembly for proposals leading to a plan of action on sport and development.

V. Strengthening the United Nations

146. We reaffirm our commitment to strengthen the United Nations with a view to enhancing its authority and efficiency, as well as its capacity to address effectively, and in accordance with the purposes and principles of the Charter, the full range of challenges of our time. We are determined to reinvigorate the intergovernmental organs of the United Nations and to adapt them to the needs of the twenty-first century.

⁴⁰ Resolutions 53/243 A and B.

⁴¹ See resolution 56/6.

147. We stress that, in order to efficiently perform their respective mandates as provided under the Charter, United Nations bodies should develop good cooperation and coordination in the common endeavour of building a more effective United Nations.

148. We emphasize the need to provide the United Nations with adequate and timely resources with a view to enabling it to carry out its mandates. A reformed United Nations must be responsive to the entire membership, faithful to its founding principles and adapted to carrying out its mandate.

General Assembly

149. We reaffirm the central position of the General Assembly as the chief deliberative, policymaking and representative organ of the United Nations, as well as the role of the Assembly in the process of standard-setting and the codification of international law.

150. We welcome the measures adopted by the General Assembly with a view to strengthening its role and authority and the role and leadership of the President of the Assembly and, to that end, we call for their full and speedy implementation.

151. We call for strengthening the relationship between the General Assembly and the other principal organs to ensure better coordination on topical issues that require coordinated action by the United Nations, in accordance with their respective mandates.

Security Council

152. We reaffirm that Member States have conferred on the Security Council primary responsibility for the maintenance of international peace and security, acting on their behalf, as provided for by the Charter.

153. We support early reform of the Security Council - an essential element of our overall effort to reform the United Nations - in order to make it more broadly representative, efficient and transparent and thus to further enhance its effectiveness and the legitimacy and implementation of its decisions. We commit ourselves to continuing our efforts to achieve a decision to this end and request the General Assembly to review progress on the reform set out above by the end of 2005.

154. We recommend that the Security Council continue to adapt its working methods so as to increase the involvement of States not members of the Council in its work, as appropriate, enhance its accountability to the membership and increase the transparency of its work.

Economic and Social Council

155. We reaffirm the role that the Charter and the General Assembly have vested in the Economic and Social Council and recognize the need for a more effective Economic and Social Council as a principal body for coordination, policy review, policy dialogue and recommendations on issues of economic and social development, as well as for implementation of the international development goals agreed at the major United Nations conferences and summits, including the Millennium Development Goals. To achieve these objectives, the Council should:

(a) Promote global dialogue and partnership on global policies and trends in the economic, social, environmental and humanitarian fields. For this purpose, the Council should serve as a quality platform for high-level engagement among

Member States and with the international financial institutions, the private sector and civil society on emerging global trends, policies and action and develop its ability to respond better and more rapidly to developments in the international economic, environmental and social fields;

(b) Hold a biennial high-level Development Cooperation Forum to review trends in international development cooperation, including strategies, policies and financing, promote greater coherence among the development activities of different development partners and strengthen the links between the normative and operational work of the United Nations;

(c) Ensure follow-up of the outcomes of the major United Nations conferences and summits, including the internationally agreed development goals, and hold annual ministerial-level substantive reviews to assess progress, drawing on its functional and regional commissions and other international institutions, in accordance with their respective mandates;

(d) Support and complement international efforts aimed at addressing humanitarian emergencies, including natural disasters, in order to promote an improved, coordinated response from the United Nations;

(e) Play a major role in the overall coordination of funds, programmes and agencies, ensuring coherence among them and avoiding duplication of mandates and activities.

156. We stress that in order to fully perform the above functions, the organization of work, the agenda and the current methods of work of the Economic and Social Council should be adapted.

Human Rights Council

157. Pursuant to our commitment to further strengthen the United Nations human rights machinery, we resolve to create a Human Rights Council.

158. The Council will be responsible for promoting universal respect for the protection of all human rights and fundamental freedoms for all, without distinction of any kind and in a fair and equal manner.

159. The Council should address situations of violations of human rights, including gross and systematic violations, and make recommendations thereon. It should also promote effective coordination and the mainstreaming of human rights within the United Nations system.

160. We request the President of the General Assembly to conduct open, transparent and inclusive negotiations, to be completed as soon as possible during the sixtieth session, with the aim of establishing the mandate, modalities, functions, size, composition, membership, working methods and procedures of the Council.

Secretariat and management reform

161. We recognize that in order to effectively comply with the principles and objectives of the Charter, we need an efficient, effective and accountable Secretariat. Its staff shall act in accordance with Article 100 of the Charter, in a culture of organizational accountability, transparency and integrity. Consequently we:

(a) Recognize the ongoing reform measures carried out by the Secretary-General to strengthen accountability and oversight, improve management

performance and transparency and reinforce ethical conduct, and invite him to report to the General Assembly on the progress made in their implementation;

(b) Emphasize the importance of establishing effective and efficient mechanisms for responsibility and accountability of the Secretariat;

(c) Urge the Secretary-General to ensure that the highest standards of efficiency, competence, and integrity shall be the paramount consideration in the employment of the staff, with due regard to the principle of equitable geographical distribution, in accordance with Article 101 of the Charter;

(d) Welcome the Secretary-General's efforts to ensure ethical conduct, more extensive financial disclosure for United Nations officials and enhanced protection for those who reveal wrongdoing within the Organization. We urge the Secretary-General to scrupulously apply the existing standards of conduct and develop a system-wide code of ethics for all United Nations personnel. In this regard, we request the Secretary-General to submit details on an ethics office with independent status, which he intends to create, to the General Assembly at its sixtieth session;

(e) Pledge to provide the United Nations with adequate resources, on a timely basis, to enable the Organization to implement its mandates and achieve its objectives, having regard to the priorities agreed by the General Assembly and the need to respect budget discipline. We stress that all Member States should meet their obligations with regard to the expenses of the Organization;

(f) Strongly urge the Secretary-General to make the best and most efficient use of resources in accordance with clear rules and procedures agreed by the General Assembly, in the interest of all Member States, by adopting the best management practices, including effective use of information and communication technologies, with a view to increasing efficiency and enhancing organizational capacity, concentrating on those tasks that reflect the agreed priorities of the Organization.

162. We reaffirm the role of the Secretary-General as the chief administrative officer of the Organization, in accordance with Article 97 of the Charter. We request the Secretary-General to make proposals to the General Assembly for its consideration on the conditions and measures necessary for him to carry out his managerial responsibilities effectively.

163. We commend the Secretary-General's previous and ongoing efforts to enhance the effective management of the United Nations and his commitment to update the Organization. Bearing in mind our responsibility as Member States, we emphasize the need to decide on additional reforms in order to make more efficient use of the financial and human resources available to the Organization and thus better comply with its principles, objectives and mandates. We call on the Secretary-General to submit proposals for implementing management reforms to the General Assembly for consideration and decision in the first quarter of 2006, which will include the following elements:

(a) We will ensure that the United Nations budgetary, financial and human resource policies, regulations and rules respond to the current needs of the Organization and enable the efficient and effective conduct of its work, and request the Secretary-General to provide an assessment and recommendations to the General Assembly for decision during the first quarter of 2006. The assessment and recommendations of the Secretary-General should take account of the measures already under way for the reform of human resources management and the budget process;

(b) We resolve to strengthen and update the programme of work of the United Nations so that it responds to the contemporary requirements of Member States. To this end, the General Assembly and other relevant organs will review all mandates older than five years originating from resolutions of the General Assembly and other organs, which would be complementary to the existing periodic reviews of activities. The General Assembly and the other organs should complete and take the necessary decisions arising from this review during 2006. We request the Secretary-General to facilitate this review with analysis and recommendations, including on the opportunities for programmatic shifts that could be considered for early General Assembly consideration;

(c) A detailed proposal on the framework for a one-time staff buyout to improve personnel structure and quality, including an indication of costs involved and mechanisms to ensure that it achieves its intended purpose.

164. We recognize the urgent need to substantially improve the United Nations oversight and management processes. We emphasize the importance of ensuring the operational independence of the Office of Internal Oversight Services. Therefore:

(a) The expertise, capacity and resources of the Office of Internal Oversight Services in respect of audit and investigations will be significantly strengthened as a matter of urgency;

(b) We request the Secretary-General to submit an independent external evaluation of the auditing and oversight system of the United Nations, including the specialized agencies, including the roles and responsibilities of management, with due regard to the nature of the auditing and oversight bodies in question. This evaluation will take place within the context of the comprehensive review of the governance arrangements. We ask the General Assembly to adopt measures during its sixtieth session at the earliest possible stage, based on the consideration of recommendations of the evaluation and those made by the Secretary-General;

(c) We recognize that additional measures are needed to enhance the independence of the oversight structures. We therefore request the Secretary-General to submit detailed proposals to the General Assembly at its sixtieth session for its early consideration on the creation of an independent oversight advisory committee, including its mandate, composition, selection process and qualification of experts;

(d) We authorize the Office of Internal Oversight Services to examine the feasibility of expanding its services to provide internal oversight to United Nations agencies that request such services in such a way as to ensure that the provision of internal oversight services to the Secretariat will not be compromised.

165. We insist on the highest standards of behaviour from all United Nations personnel and support the considerable efforts under way with respect to the implementation of the Secretary-General's policy of zero tolerance regarding sexual exploitation and abuse by United Nations personnel, both at Headquarters and in the field. We encourage the Secretary-General to submit proposals to the General Assembly leading to a comprehensive approach to victims' assistance by 31 December 2005.

166. We encourage the Secretary-General and all decision-making bodies to take further steps in mainstreaming a gender perspective in the policies and decisions of the Organization.

167. We strongly condemn all attacks against the safety and security of personnel engaged in United Nations activities. We call upon States to consider becoming parties to the Convention on the Safety of United Nations and Associated Personnel⁴² and stress the need to conclude negotiations on a protocol expanding the scope of legal protection during the sixtieth session of the General Assembly.

System-wide coherence

168. We recognize that the United Nations brings together a unique wealth of expertise and resources on global issues. We commend the extensive experience and expertise of the various development-related organizations, agencies, funds and programmes of the United Nations system in their diverse and complementary fields of activity and their important contributions to the achievement of the Millennium Development Goals and the other development objectives established by various United Nations conferences.

169. We support stronger system-wide coherence by implementing the following measures:

Policy

- Strengthening linkages between the normative work of the United Nations system and its operational activities
- Coordinating our representation on the governing boards of the various development and humanitarian agencies so as to ensure that they pursue a coherent policy in assigning mandates and allocating resources throughout the system
- Ensuring that the main horizontal policy themes, such as sustainable development, human rights and gender, are taken into account in decision-making throughout the United Nations

Operational activities

- Implementing current reforms aimed at a more effective, efficient, coherent, coordinated and better-performing United Nations country presence with a strengthened role for the senior resident official, whether special representative, resident coordinator or humanitarian coordinator, including appropriate authority, resources and accountability, and a common management, programming and monitoring framework
- Inviting the Secretary-General to launch work to further strengthen the management and coordination of United Nations operational activities so that they can make an even more effective contribution to the achievement of the internationally agreed development goals, including the Millennium Development Goals, including proposals for consideration by Member States for more tightly managed entities in the fields of development, humanitarian assistance and the environment

⁴² United Nations, *Treaty Series*, vol. 2051, No. 35457.

Humanitarian assistance

- Upholding and respecting the humanitarian principles of humanity, neutrality, impartiality and independence and ensuring that humanitarian actors have safe and unhindered access to populations in need in conformity with the relevant provisions of international law and national laws
- Supporting the efforts of countries, in particular developing countries, to strengthen their capacities at all levels in order to prepare for and respond rapidly to natural disasters and mitigate their impact
- Strengthening the effectiveness of the United Nations humanitarian response, inter alia, by improving the timeliness and predictability of humanitarian funding, in part by improving the Central Emergency Revolving Fund
- Further developing and improving, as required, mechanisms for the use of emergency standby capacities, under the auspices of the United Nations, for a timely response to humanitarian emergencies

Environmental activities

- Recognizing the need for more efficient environmental activities in the United Nations system, with enhanced coordination, improved policy advice and guidance, strengthened scientific knowledge, assessment and cooperation, better treaty compliance, while respecting the legal autonomy of the treaties, and better integration of environmental activities in the broader sustainable development framework at the operational level, including through capacity-building, we agree to explore the possibility of a more coherent institutional framework to address this need, including a more integrated structure, building on existing institutions and internationally agreed instruments, as well as the treaty bodies and the specialized agencies

Regional organizations

170. We support a stronger relationship between the United Nations and regional and subregional organizations, pursuant to Chapter VIII of the Charter, and therefore resolve:

(a) To expand consultation and cooperation between the United Nations and regional and subregional organizations through formalized agreements between the respective secretariats and, as appropriate, involvement of regional organizations in the work of the Security Council;

(b) To ensure that regional organizations that have a capacity for the prevention of armed conflict or peacekeeping consider the option of placing such capacity in the framework of the United Nations Standby Arrangements System;

(c) To strengthen cooperation in the economic, social and cultural fields.

Cooperation between the United Nations and parliaments

171. We call for strengthened cooperation between the United Nations and national and regional parliaments, in particular through the Inter-Parliamentary Union, with a view to furthering all aspects of the Millennium Declaration in all fields of the work of the United Nations and ensuring the effective implementation of United Nations reform.

Participation of local authorities, the private sector and civil society, including non-governmental organizations

172. We welcome the positive contributions of the private sector and civil society, including non-governmental organizations, in the promotion and implementation of development and human rights programmes and stress the importance of their continued engagement with Governments, the United Nations and other international organizations in these key areas.

173. We welcome the dialogue between those organizations and Member States, as reflected in the first informal interactive hearings of the General Assembly with representatives of non-governmental organizations, civil society and the private sector.

174. We underline the important role of local authorities in contributing to the achievement of the internationally agreed development goals, including the Millennium Development Goals.

175. We encourage responsible business practices, such as those promoted by the Global Compact.

Charter of the United Nations

176. Considering that the Trusteeship Council no longer meets and has no remaining functions, we should delete Chapter XIII of the Charter and references to the Council in Chapter XII.

177. Taking into account General Assembly resolution 50/52 of 11 December 1995 and recalling the related discussions conducted in the General Assembly, bearing in mind the profound cause for the founding of the United Nations and looking to our common future, we resolve to delete references to “enemy States” in Articles 53, 77 and 107 of the Charter.

178. We request the Security Council to consider the composition, mandate and working methods of the Military Staff Committee.

*8th plenary meeting
16 September 2005*



General Assembly

Distr.: General
17 August 2006

Sixtieth session

Agenda items 46, 118, 120, 122, 124, 128, 129 and 136

Resolution adopted by the General Assembly

[on the report of the Fifth Committee (A/60/831/Add.1)]

60/283. Investing in the United Nations for a stronger Organization worldwide: detailed report

The General Assembly,

Recalling its resolutions 41/213 of 19 December 1986, 60/1 of 16 September 2005 and 60/260 of 8 May 2006,

Reaffirming the role of the General Assembly and its relevant intergovernmental and expert bodies, within their respective mandates, in planning, programming, budgeting, monitoring and evaluation,

Stressing the need for Member States to participate in the budget preparation process, from its early stages and throughout the process,

Having considered the report of the Secretary-General entitled “Investing in the United Nations: for a stronger Organization worldwide: detailed report”¹ and the related report of the Advisory Committee on Administrative and Budgetary Questions,²

1. *Renews its appeal* to Member States to demonstrate their commitment to the United Nations by, inter alia, meeting their financial obligations on time, in full and without conditions, in accordance with the Charter of the United Nations and the Financial Regulations and Rules of the United Nations;

2. *Endorses* the conclusions and recommendations of the Advisory Committee on Administrative and Budgetary Questions contained in its report,² subject to the provisions of the present resolution;

I

Oversight and accountability

1. *Requests* the Secretary-General to ensure the full operationalization of the Ethics Office, including through the expeditious filling of vacancies;

¹ A/60/846 and Add.1-4.

² A/60/870.

2. *Emphasizes* the need for strengthening oversight in the Organization, and stresses the importance of strengthened accountability in the Organization and of ensuring greater accountability of the Secretary-General to Member States, inter alia, for the effective and efficient implementation of legislative mandates and the use of human and financial resources;

3. *Looks forward* to considering the results of the independent external evaluation of the audit and oversight system of the United Nations, as well as other relevant reports in this regard, and to taking action on proposals contained therein on, inter alia, ensuring the full operational independence of the Office of Internal Oversight Services and strengthening the evaluation capacity of the Office at the programme and subprogramme levels, as well as any budget requirements;

4. *Recalls* section XIII, paragraph 4, of its resolution 60/248 of 23 December 2005, whereby it established the Independent Audit Advisory Committee, and looks forward to considering and taking action on its proposed terms of reference with a view to operationalizing it;

II

Information and communication technology

1. *Decides* to establish the post of Chief Information Technology Officer at the level of Assistant Secretary-General in the Executive Office of the Secretary-General;

2. *Requests* the Secretary-General to rejustify the level and resource requirements for the post of Chief Information Technology Officer in the Executive Office of the Secretary-General, in the context of the proposed programme budget for the biennium 2008–2009 to be considered at its sixty-second session, taking fully into account the existing staffing structure and resources dedicated to information and communication technology functions in the Organization;

3. *Also requests* the Secretary-General to provide to the General Assembly, at its resumed sixty-first session, detailed information on the structure and staffing requirements of the envisaged information and communication technology structure, as well as the lines of responsibility, the functions of the proposed structure and its relationship with other information and communication technology units in the Secretariat, offices away from Headquarters, regional commissions, peacekeeping operations, special political missions and other field offices;

4. *Decides* to replace the Integrated Management Information System with a next-generation enterprise resource planning system or other comparable system;

5. *Requests* the Secretary-General to submit to the General Assembly, at its resumed sixty-first session, the comprehensive report referred to in paragraphs 17 and 18 of his report,³ and to respond to relevant General Assembly resolutions, including on the following matters:

(a) Substantive improvements to the information and communication technology systems that may be required, including the systems at offices away from Headquarters, the regional commissions and peacekeeping operations;

³ A/60/846/Add.1.

(b) A detailed implementation plan, including on the user needs, scope, timetable, strategy and detailed resource requirements and information technology needs arising from the adoption of the International Public Sector Accounting Standards;

(c) The expected contribution of the information and communication technology system to enhancing the effective and transparent use of the resources of the Organization;

(d) Any revisions to the existing information and communication technology strategy that may be required, bearing in mind requests previously made by the General Assembly in its consideration of the 2002 information and communication technology strategy, including its resolutions 56/239 of 24 December 2001 and 57/304 of 15 April 2003;

(e) Projected resource requirements over the life cycle of the project;

(f) A detailed explanation and concrete examples of how it is envisaged that the proposals will enhance the effectiveness of the work of the Organization and address current deficiencies;

(g) A clear definition of the terminologies and rationale for the proposals;

(h) An assessment of previous investments in information and communication technology, as well as lessons learned and expected time frames for introducing the proposed system and arrangements for the continuation of the current system during the transitional period;

6. *Decides* to revert to the consideration of the report of the Joint Inspection Unit on policies of United Nations system organizations towards the use of open-source software in the secretariats⁴ at its resumed sixty-first session;

III

Limited budgetary discretion

1. *Recalls* its resolution 59/275 of 23 December 2004, in which it set the priorities for the Organization for the biennium 2006–2007;

2. *Reaffirms* the role and prerogative of Member States in setting the priorities of the Organization, as reflected in legislative decisions;

3. *Reaffirms* its role in carrying out a thorough analysis and approval of human and financial resources and policies with a view to ensuring full, effective and efficient implementation of all mandated programmes and activities and the implementation of policies in this regard;

4. *Emphasizes again* that the resources proposed by the Secretary-General should be commensurate with all mandated programmes and activities in order to ensure their full, efficient and effective implementation;

5. *Recalls* paragraph 11 of its resolution 60/246 of 23 December 2005, whereby it recognized the need for limited discretion in budgetary implementation for the Secretary-General, within defined parameters to be agreed by the General Assembly along with clear accountability mechanisms to the Assembly for its use;

⁴ A/60/665.

6. *Decides* to authorize the Secretary-General, on an experimental basis, a limited discretion for budgetary implementation for the bienniums 2006–2007 and 2008–2009, to enter into commitments up to 20 million United States dollars in each biennium for positions and non-post requirements for the purpose of meeting the evolving needs of the Organization in attaining its mandated programmes and activities;

7. *Also decides* to authorize the Secretary-General to utilize the Working Capital Fund to finance the implementation of the authorization referred to in paragraph 6 above, which shall be offset by savings identified and attained, including through the efficient use and assignment of resources, during the course of each biennium within the authorized appropriation level, as reported in the performance reports;

8. *Decides* that the authorization referred to in paragraph 6 above shall be implemented in accordance with the following principles:

(a) The experiment shall not be utilized for unforeseen and extraordinary expenses that are authorized in respect of the maintenance of peace and security;

(b) The experiment shall not imply any changes in the human resources management policies of the Organization;

(c) The proposed programme budget shall remain the principal instrument in which the Secretary-General sets out the resources and staffing requirements of the Organization, including the requirements for all reform proposals as agreed by Member States;

(d) The experiment shall in no way prevent the Secretary-General from requesting additional posts during the course of the experiment;

(e) The experiment shall not be implemented in pursuance of General Assembly resolutions calling for the implementation of decisions “within existing resources”;

(f) The experiment shall not imply any changes to the provisions guiding the use of the contingency fund;

(g) The utilization of authorization shall be exercised with the prior concurrence of the Advisory Committee on Administrative and Budgetary Questions when the total amount utilized exceeds 6 million dollars per biennium;

(h) The experiment shall not alter the priorities of the Organization as agreed by the General Assembly;

(i) The utilization of the funds provided for under the experiment shall be subject to the Financial Regulations and Rules of the United Nations;

9. *Requests* the Secretary-General to report to the General Assembly, through the Advisory Committee, in the context of the performance reports, on the utilization of all commitments made within the context of the experiment, together with the circumstances relating thereto, as well as the impact on programme delivery and the ability to meet the evolving needs of the Organization;

10. *Decides* to review the experiment at its sixty-fourth session with a view to taking a final decision on its continuation, and requests the Secretary-General to submit a comprehensive report on the implementation of the experiment for its consideration, including the following aspects:

(a) The utilization of the experiment during the course of the two bienniums;

(b) Implications, if any, for the human resources management policies and the Financial Regulations and Rules;

(c) The impact on programme delivery, as well as on the priorities of the Organization as set by Member States;

(d) The criteria used by the Secretary-General to define the evolving needs of the Organization;

11. *Recalls* paragraph 14 of its resolution 58/270 of 23 December 2003 and paragraph 7 of its resolution 60/246, decides that the experiment will not be extended beyond the current biennium, and requests the Secretary-General to report to the General Assembly at its sixty-second session on the results of the experiment as well as lessons learned that can be applied to the experiment referred to in paragraph 6 above;

12. *Requests* the Secretary-General to expeditiously implement paragraph 8 of its resolution 60/246 and to report thereon in the context of the first performance report on the programme budget for the biennium 2006-2007;

13. *Recalls its request* to the Secretary-General to specifically define accountability as well as clear accountability mechanisms, including to the General Assembly, and to propose clear parameters for their application and the instruments for their rigorous enforcement, without exception, at all levels;

14. *Recognizes* that it will consider the related report of the Secretary-General referred to in paragraph 13 above at its sixty-first session with a view to taking decisions to strengthen accountability in the Organization;

IV

Financial management practices

International Public Sector Accounting Standards

1. *Decides* to approve the adoption by the United Nations of the International Public Sector Accounting Standards;

2. *Approves* the resources requested to permit the Secretary-General to begin implementation of the Standards, bearing in mind paragraph 42 of the report of the Advisory Committee on Administrative and Budgetary Questions;²

Working Capital Fund

3. *Recalls* its resolution 60/250 of 23 December 2005;

4. *Resolves* that the Working Capital Fund for the biennium 2006–2007 shall be increased to 150 million dollars effective from 1 January 2007;

5. *Also resolves* that Member States shall make advances to the Working Capital Fund in accordance with the scale of assessments to be adopted by the General Assembly for contributions to the regular budget for the year 2007;

6. *Further resolves* that there shall be set off against these advances:

(a) The surplus balance of the programme budget for the biennium 2004–2005;

(b) Cash advances paid by Member States to the Working Capital Fund for the biennium 2006–2007 in accordance with General Assembly resolution 60/250;

V

Improving reporting mechanisms: public access to United Nations documentation

Comprehensive annual report

1. *Emphasizes* the importance of providing the information necessary to enable Member States to make well-informed decisions;
2. *Reaffirms* that all reports pertaining to administrative and budgetary matters are subject to the consideration of the Fifth Committee as the appropriate Main Committee of the General Assembly entrusted with responsibilities for those matters;
3. *Takes note* of the intention of the Secretary-General to prepare a single comprehensive annual report containing both financial and programme information, with the aim of enhancing the transparency of the Organization and the accountability of the Secretariat to Member States;
4. *Emphasizes* that the report would be developed in the context of paragraphs 68 and 69 of the report of the Advisory Committee on Administrative and Budgetary Questions,² bearing in mind paragraph 2 above;
5. *Also emphasizes* that the report would be complementary in nature and would not replace the report of the Secretary-General on the work of the Organization required under Article 98 of the Charter of the United Nations, nor reports that are subject to the consideration of the Fifth Committee;

Public access

6. *Notes* the proposal of the Secretary-General on the policy for access to United Nations documentation by Member States and the public and also the observations of the Advisory Committee thereon, and requests the Secretary-General to submit to the General Assembly at its sixty-first session, for consideration and action, a comprehensive report containing detailed parameters of the above proposal, including information on resource requirements, financing mechanisms and the possibility of a fee structure, and also addressing the implementation of the existing mandates governing the issue of facilitating the access of Member States and the public to United Nations documentation and information materials, as contained in relevant resolutions of the General Assembly;

VI

Procurement

Authorizes the Secretary-General to enter into commitments of up to 706,600 dollars to strengthen the United Nations procurement system, including by enhancing internal controls and developing business seminar programmes for vendors in developing countries, pending consideration of and action on the report of the Secretary-General on procurement reform⁵ by the General Assembly at its sixty-first session;

⁵ A/60/846/Add.5.

VII

Future consideration of management reform

1. *Decides* to defer consideration of the following proposals contained in the addendum on financial management practices⁶ to the above-mentioned detailed report of the Secretary-General as follows:

(a) Consolidation of peacekeeping accounts and increases in the Peacekeeping Reserve Fund and commitment authority for peacekeeping operations (paragraphs 112 (b) to (l)) — until the second part of its resumed sixty-first session;

(b) Establishment of a reserve fund (paragraphs 112 (p) and (q)) — within the context of the programme budget for the biennium 2008–2009;

2. *Looks forward* to considering at its sixty-first session proposals on:

(a) Governance, oversight and accountability;

(b) Human resources management;

(c) Procurement;

(d) Administration of justice;

3. *Reaffirms* its intention to continue the consideration of measures to fulfil the commitments made by Heads of State and Government in the 2005 World Summit Outcome⁷ to strengthen the United Nations by ensuring the efficient and effective functioning of the Organization and a culture of accountability, transparency and integrity in the Secretariat;

4. *Pledges* to provide the United Nations with adequate resources, on a timely basis, to enable the Organization to implement its mandates and achieve its objectives, having regard to the priorities agreed by the General Assembly and the need to respect budget discipline;

VIII

Appropriation

1. *Approves* an additional appropriation of 4,433,100 dollars in the programme budget for the biennium 2006–2007, broken down as follows:

<i>Section</i>	<i>Amount (United States dollars)</i>
1. Overall policymaking, direction and coordination	145 600
28A. Office of the Under-Secretary-General for Management	1 860 000
28B. Office of Programme Planning, Budget and Accounts	1 428 900
28D. Office of Central Support Services	574 600
30. Jointly financed administrative activities	424 000
Total	4 433 100

⁶ A/60/846/Add.3.

⁷ See resolution 60/1.

2. *Also approves* an additional appropriation in the amount of 127,300 dollars under section 35, Staff assessment, to be offset by an equivalent amount under income section 1, Income from staff assessment.

*93rd plenary meeting
7 July 2006*



General Assembly

Distr.: General
16 May 2006

Sixtieth session

Agenda items 46, 118, 120, 122, 124, 128, 129 and 136

Resolution adopted by the General Assembly

[on the report of the Fifth Committee (A/60/831)]

60/260. Investing in the United Nations: for a stronger Organization worldwide

The General Assembly,

Recalling its resolution 60/1 of 16 September 2005,

Reaffirming its determination to strengthen further the role, capacity, effectiveness and efficiency of the United Nations, and thus improve its performance, in order to realize the full potential of the Organization, in accordance with the purposes and principles of the Charter of the United Nations, and to respond more effectively to the needs of Member States and existing and new global challenges facing the United Nations in the twenty-first century,

Recalling its resolutions 41/213 of 19 December 1986, 42/211 of 21 December 1987, 49/233 A of 23 December 1994, 57/300 of 20 December 2002 and 58/269 of 23 December 2003,

Recalling also its resolutions 55/258 of 14 June 2001, 57/305 and 57/307 of 15 April 2003, 58/296 of 18 June 2004, 59/266 of 23 December 2004, 59/283 of 13 April 2005 and 60/238 of 23 December 2005, as well as its other relevant resolutions and decisions on human resources management and administration of justice,

Recalling further its resolutions 54/14 of 29 October 1999, 54/256 of 7 April 2000, 55/232 of 23 December 2000, 55/247 of 12 April 2001, 57/279 of 20 December 2002, 58/276 and 58/277 of 23 December 2003 and 59/288 and 59/289 of 13 April 2005, as well as its other relevant resolutions on procurement and outsourcing practices,

Recalling its resolutions 52/12 B of 19 December 1997, 52/220 of 22 December 1997, 55/231 of 23 December 2000, 57/304 of 15 April 2003, 58/268 of 23 December 2003, 59/275 of 23 December 2004, 59/296 of 22 June 2005, 60/237 of 23 December 2005 and 60/254, 60/257 and 60/259 of 8 May 2006,

Recalling also Article 2, paragraph 1, and Articles 17, 18, 97 and 100 of the Charter,

Reaffirming the rules of procedure of the General Assembly,

Recalling the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation¹ and the Financial Regulations and Rules of the United Nations,²

Stressing the intergovernmental, multilateral and international character of the United Nations,

Reaffirming the role of the General Assembly and its relevant intergovernmental and expert bodies, within their respective mandates, in planning, programming, budgeting, monitoring and evaluation,

Stressing the need for Member States to participate in the budget preparation process, from its early stages and throughout the process,

Recognizing the ongoing efforts to reform human resources management, the system of administration of justice, the budgetary and planning processes and the procurement system of the United Nations, in accordance with the provisions of the relevant General Assembly resolutions and decisions,

Having considered the report of the Secretary-General entitled “Investing in the United Nations: for a stronger Organization worldwide”³ and the related report of the Advisory Committee on Administrative and Budgetary Questions,⁴

1. *Welcomes* the commitment of the Secretary-General to strengthening the United Nations;
2. *Takes note* of the report of the Secretary-General;³
3. *Also takes note* of the report of the Advisory Committee on Administrative and Budgetary Questions;⁴
4. *Reaffirms* its oversight role and the role of the Fifth Committee in administrative and budgetary matters;
5. *Also reaffirms* its primary role in the consideration of and action taken on reports submitted to it;
6. *Stresses* that setting the priorities of the United Nations is the prerogative of the Member States, as reflected in legislative decisions;
7. *Reaffirms* its role in carrying out a thorough analysis and approval of human and financial resources and policies, with a view to ensuring full, effective and efficient implementation of all mandated programmes and activities and the implementation of policies in this regard;

I

Accountability

1. *Stresses* the importance of strengthened accountability in the Organization and of ensuring greater accountability of the Secretary-General to

¹ ST/SGB/2000/8.

² ST/SGB/2003/7.

³ A/60/692 and Corr.1.

⁴ A/60/735 and Corr.1.

Member States, inter alia, for the effective and efficient implementation of legislative mandates and the use of human and financial resources;

2. *Requests* the Secretary-General, in the context of the reports requested in the present resolution and the proposals contained therein, to specifically define accountability as well as clear accountability mechanisms, including to the General Assembly, and to propose clear parameters for its application and the instruments for its rigorous enforcement, without exception, at all levels;

3. *Emphasizes* the need for strengthening oversight in the Organization, and looks forward to considering and taking action on the report on the strengthening of the Office of Internal Oversight Services and the terms of reference requested in section XIII, paragraph 4, of its resolution 60/248 of 23 December 2005;

II

Proposals 1 to 4 and 7

1. *Recalls* its requests for reports, as contained in the relevant paragraphs of its resolutions 59/266 and 60/238;

2. *Requests* the Secretary-General to submit to the General Assembly at its sixty-first session, in addition to the reports and assessments requested in its resolutions 59/266, 59/296 and 60/238, a report, including details regarding proposals 1 to 4 and 7 contained in the report of the Secretary-General,³ focusing on the following elements:

(a) Information on all relevant previous reform proposals as agreed by the General Assembly, including concise references to previous relevant resolutions and decisions of the Assembly, as well as an outline of the measures taken to implement them;

(b) An assessment of the impact of previous and ongoing reforms as they relate to the proposals;

(c) Specific costs and administrative implications, including required changes to the regulations, rules and procedures, with detailed analysis and justification;

(d) Detailed explanation and concrete examples of how it is envisaged that the proposals will enhance the effectiveness of the work of the Organization and to address current deficiencies;

(e) Proposals to effectively increase the representation of developing countries in the Secretariat, in particular at senior levels, with due regard to the principle of equitable geographical distribution of posts;

(f) Proposals on how gender targets can be strictly enforced;

(g) An assessment of the impact of the proposals on the role and authority of the centralized human resources function;

3. *Reaffirms* that the staff of the United Nations is an invaluable asset of the Organization, and requests the Secretary-General, in the context of the reports requested in the present resolution, to provide information on the consultations undertaken with the staff representatives, in accordance with article VIII of the Staff Regulations, to develop the proposals on personnel policies;

III

Proposals 5 and 6

1. *Recalls* the role of the Secretary-General as the chief administrative officer of the Organization, in accordance with the provisions of Article 97 of the Charter of the United Nations;
2. *Reaffirms* paragraphs 1 and 2 of its resolution 52/12 B;
3. *Recalls* its resolutions 52/12 B and 52/220, by which it decided to establish the post of Deputy Secretary-General as an integral part of the Office of the Secretary-General, without prejudice to the mandate of the Secretary-General as provided by the Charter, and noted that the Secretary-General would appoint the Deputy Secretary-General following consultations with Member States;
4. *Also recalls* that in its resolution 52/12 B, the General Assembly identified functions of the post of Deputy Secretary-General and the duration of the term of office, and decides that the functions of the post should be in accordance with that resolution and should not diminish the role or responsibilities of the Secretary-General as the chief administrative officer of the Organization, including in management policies and overall operational matters;
5. *Recognizes* that the delegation of authority on the part of the Secretary-General should be in order to facilitate the better management of the Organization, but stresses that the overall responsibility for management of the Organization rests with the Secretary-General as the chief administrative officer;
6. *Reaffirms* its role with regard to the structure of the Secretariat, and stresses that proposals that amend the overall departmental structure, as well as the format of the programme budget and the biennial programme plan are subject to the review and approval of the General Assembly;
7. *Emphasizes* that proposal 6 would be developed in the light of paragraph 13 of the report of the Advisory Committee on Administrative and Budgetary Questions;⁴

IV

Proposals 8 to 12, 17 and 18

1. *Requests* the Secretary-General to submit a detailed report, bearing in mind the unique intergovernmental nature and international character of the United Nations and the provisions of previous resolutions, including paragraph 15 of its resolution 60/237, to the General Assembly on proposals 8 to 10, 17 and 18 contained in his report,³ which would respond to the following elements:
 - (a) Information on all relevant previous reform proposals as agreed by the General Assembly, including concise references to previous relevant resolutions and decisions of the Assembly, as well as an outline of the measures taken to implement them;
 - (b) An assessment of the impact of previous and ongoing reforms as they relate to the proposals;
 - (c) Specific costs and administrative implications, including required changes to the regulations, rules and procedures, with detailed analysis and justification;

(d) Detailed explanation and concrete examples of how it is envisaged that the proposals will enhance the effectiveness of the work of the Organization and to address current deficiencies;

(e) A clear definition of the terminologies and rationale for the proposals;

(f) An assessment of previous investments in information and communications technology, as well as lessons learned and expected time frames for introducing the proposed system and arrangements for the continuation of the present system during the transitional period;

(g) Proposals on how to increase public access to United Nations information materials and important documents, including in languages other than the six official languages;

2. *Notes* that the short-term study of Department for General Assembly and Conference Management documentation outsourcing options was conducted by the Secretariat without a General Assembly mandate, and reaffirms, in this context, paragraph 27 of its resolution 53/208 B of 18 December 1998 and its resolution 55/232;

3. *Takes note* of proposal 12, requests the Secretary-General to provide additional information in this regard, and decides to revert to the issue of undertaking a detailed cost-benefit analysis of relocation, outsourcing and telecommuting opportunities on the following selected administrative services at its sixty-first session:

(a) Internal printing and publishing processes;

(b) Medical insurance plan administration;

(c) Information technology support services;

(d) Payables, receivables and payroll processes;

(e) Staff benefits administration;

4. *Recalls* paragraphs 9 to 15 of its resolution 60/257, paragraph 8 of its resolution 60/259 and paragraphs 4 to 7 of its resolution 60/254, and requests the Secretary-General, in the report referred to in paragraph 1 of the present section, to include information on how to ensure the implementation of the provisions of the above-mentioned resolutions when proposing measures to improve the performance evaluation and reporting of the Secretariat, as stated in proposal 18;

5. *Requests* the Secretary-General to submit a detailed proposal on strengthening the monitoring and evaluation tools in the Secretariat, taking into account recent experience in results-based budgeting;

V

Proposals 14 and 15

Requests the Secretary-General to submit a detailed report, bearing in mind the unique intergovernmental nature and international character of the United Nations, to the General Assembly on proposals 14 and 15 contained in his report,³ which would respond to the following elements:

(a) Information on all relevant previous reform proposals as agreed by the General Assembly, including concise references to previous relevant resolutions and

decisions of the Assembly, as well as an outline of the measures taken to implement them;

(b) An assessment of the impact of previous and ongoing reforms as they relate to the proposals;

(c) Specific costs and administrative implications, including required changes to the regulations, rules and procedures, with detailed analysis and justification;

(d) Detailed explanation and concrete examples of how it is envisaged that the proposals will enhance the effectiveness of the work of the Organization and to address current deficiencies;

(e) Clear definition of the terminologies and rationale for the proposals;

(f) Proposals on how to increase the use of open source software in the Secretariat;

(g) Proposals to effectively increase procurement opportunities and participation of vendors from developing countries;

(h) An assessment of the effectiveness of the internal controls of the United Nations organizations referred to in proposal 14, as well as an assessment of how these internal controls differ from those of the United Nations Procurement Service;

VI

Proposal 16

1. *Recalls* paragraph 11 of its resolution 60/246 of 23 December 2005, in which it recognized the need for limited discretion in budgetary implementation for the Secretary-General, within defined parameters to be agreed by the General Assembly, with clear accountability mechanisms to the Assembly for its use;

2. *Recognizes* that the proposals contained in proposal 16 do not respond to the request of the General Assembly, as contained in paragraph 11 of its resolution 60/246, and requests the Secretary-General to submit proposals to the Assembly at the second part of its resumed sixtieth session in full conformity with paragraph 11 of resolution 60/246;

3. *Stresses* that the General Assembly will review the planning and budgetary reform experiment at its sixty-second session with a view to making a final decision thereon, in accordance with its resolutions 58/269 and 60/257;

4. *Reaffirms* the provisions of section I of its resolution 49/233 A;

VII

Proposal 19

1. *Emphasizes* the importance of providing the information necessary to enable Member States to make well-informed decisions;

2. *Recalls* paragraph 20 of its resolution 57/300, paragraph 6 of the annex to resolution 58/316 of 1 July 2004 and paragraph 16 of its resolution 59/313 of 12 September 2005, and requests the Secretary-General to implement measures in accordance with the above-mentioned paragraphs with a view to consolidating reports on related subjects;

3. *Reaffirms* that all reports pertaining to administrative and budgetary matters are subject to the consideration of the Fifth Committee as the appropriate Main Committee of the General Assembly entrusted with responsibilities for those matters;

VIII

Proposals 20 and 21

1. *Reaffirms* that the Fifth Committee is the appropriate Main Committee of the General Assembly entrusted with responsibilities for administrative and budgetary matters;

2. *Also reaffirms* the role of the Committee for Programme and Coordination as the main subsidiary organ of the General Assembly and the Economic and Social Council for planning, programming and coordination;

3. *Further reaffirms* that no changes to the budget methodology, to established budgetary procedures and practices or to the financial regulations may be implemented without prior review and approval by the General Assembly, in accordance with established budgetary procedures;

4. *Recalls* paragraph 162 of its resolution 60/1, whereby the General Assembly called upon the Secretary-General to make proposals to the Assembly for its consideration on the conditions and measures necessary for him to carry out his managerial responsibilities effectively, and stresses that proposals 20 and 21 do not bear any relation to the requests of the Assembly as outlined in resolution 60/1 or in any other legislative mandate adopted by the Assembly;

5. *Also recalls*, in this context, section II of its resolution 41/213, and reaffirms that the decision-making process is governed by the provisions of the Charter of the United Nations, in particular Article 18, and the rules of procedure of the General Assembly;

IX

Proposals 22 and 23

1. *Takes note* of the idea of a dedicated capacity within the Secretariat with the aim of facilitating the management reform efforts within the Secretariat by the Secretary-General, and requests the Secretary-General to take into account existing capacity and expertise already available in the Secretariat in formulating future proposals in this regard;

2. *Stresses* that the implementation of reform measures approved by the General Assembly is the responsibility of the Secretary-General as the chief administrative officer of the Organization and should be undertaken in full transparency with the entire membership of the Organization through established reporting lines to the Assembly;

3. *Recalls* paragraph 163 (c) of its resolution 60/1, and requests the Secretary-General to present a detailed and justified proposal in line with the provisions and intent of paragraph 163 (c).

*79th plenary meeting
8 May 2006*



General Assembly

Distr.: General
30 January 2007

Sixty-first session

Agenda items 47, 113, 116, 117, 122, 123, 132, 147 and 149

Resolution adopted by the General Assembly

[on the report of the Fifth Committee (A/61/659)]

61/244. Human resources management

The General Assembly,

Recalling Articles 8, 97, 100 and 101 of the Charter of the United Nations,

Recalling also its resolutions 49/222 A and B of 23 December 1994 and 20 July 1995, 51/226 of 3 April 1997, 52/219 of 22 December 1997, 52/252 of 8 September 1998, 53/221 of 7 April 1999, 55/258 of 14 June 2001, 57/305 of 15 April 2003, 58/296 of 18 June 2004, 59/266 of 23 December 2004, 60/1 of 16 September 2005 and 60/260 of 8 May 2006, as well as its other relevant resolutions and decisions,

Having considered the relevant reports on human resources management questions submitted to the General Assembly for its consideration¹ and the related report of the Advisory Committee on Administrative and Budgetary Questions,²

Reaffirming that the staff of the United Nations is an invaluable asset of the Organization, and commending its contribution to furthering the purposes and principles of the United Nations,

Paying tribute to the memory of all staff members who have lost their lives in the service of the Organization,

I

Human resources management reform

1. *Expresses concern* over the fact that staff representatives from New York did not participate in the consultation process, stresses the importance of a meaningful dialogue on human resources management issues between staff and management, and calls upon both parties to intensify efforts to overcome differences and to resume the consultative process;

¹ A/59/388, A/59/526 and Add.1, A/59/716, A/59/724, A/59/786, A/60/262, A/60/310, A/60/861, A/61/201, A/61/228 and Corr.1, A/61/255 and Add.1 and Add.1/Corr.1, A/61/257 and Corr.1 and Add.1-3 and Add.1/Corr.1, A/61/274 and A/61/319.

² A/61/537.

2. *Notes* the Secretary-General's proposals on the new human resources framework, and emphasizes that it shall be based on clear ethical standards, simplicity, clarity and transparency, recruitment based on the highest standards of efficiency, integrity and professionalism, career development, compliance with geographical distribution and gender balance mandates, accountability of managers and staff, and operational needs at Headquarters and in the field;

3. *Emphasizes* the importance of the participation of staff representatives in the work of the central review bodies, and reiterates its request to the Secretary-General and its invitation to staff representatives to engage in the consultative process;

4. *Notes* that minimizing the occurrence of high rates of job turnover in Professional categories in the United Nations is essential to its smooth functioning;

5. *Requests* the Secretary-General to report to it in the context of the biennial human resources management report on the yearly rate of turnover in Professional categories, classified by grade level, in the United Nations Secretariat and in field missions;

II

Recruitment and staffing

1. *Reiterates* that the Secretary-General has to ensure that the highest standards of efficiency, competence and integrity serve as the paramount consideration in the employment of staff, with due regard to the principle of equitable geographical distribution, in accordance with Article 101, paragraph 3, of the Charter of the United Nations;

2. *Also reiterates* section V, paragraph 2, of its resolution 53/221, which states that recruitment, appointment and promotion of staff shall be made without distinction as to race, sex or religion, in accordance with the principles of the Charter and the provisions of the Staff Regulations and Rules of the United Nations;

3. *Requests* the Secretary-General to report on measures being used to verify the application of the highest standards of efficiency, competence and integrity as the paramount consideration in the employment of staff, with due regard to the recruitment of staff on as wide a geographical basis as possible, in accordance with the provisions of Article 101, paragraph 3, of the Charter, and to report thereon to the General Assembly at its sixty-third session;

4. *Also requests* the Secretary-General to ensure the proper functioning and membership of the central review bodies in order to ensure their effective role in the staff selection system and, to that end, to develop an induction and training programme for the members, and to report to it thereon at the second part of its resumed sixty-first session;

5. *Further requests* the Secretary-General to undertake a review of the staff selection system with a particular emphasis on enhancing the performance of the United Nations Secretariat, which would include a survey of opinions of managers relating, inter alia, to the possibilities offered by that system to choose the best-qualified candidate for the job and to improve geographical representation and gender balance, and to report thereon to it at its sixty-third session, in the context of his regular human resources report;

6. *Reaffirms* the provisions of regulation 4.4 of the Staff Regulations and Rules of the United Nations, and decides to retain the criterion of geographical

status in the staff selection system as one of the key elements to ensure geographical balance at each level for posts subject to geographical distribution;

7. *Recognizes* the importance of speeding up the recruitment and staffing process, in accordance with Article 101, paragraph 3, of the Charter, which will ensure that staff are diverse, multi-skilled and versatile;

8. *Requests* the Secretary-General, in cooperation with Member States, to explore ways to further increase awareness of job opportunities in the United Nations system, including through more extensive outreach, the Department of Public Information of the Secretariat, the United Nations information centres and United Nations country offices, with a view to achieving more balanced geographical and gender representation in the Organization;

9. *Recognizes* that pre-screened rosters can considerably expedite the recruitment process in the United Nations;

10. *Requests* the Secretary-General to promote the full utilization of existing rosters for recruitment and to further elaborate the use of pre-screened rosters, based on the organizational needs identified through strategic workforce planning, taking into account the need for transparency, support for the provisions of Article 101 of the Charter and administrative and resource implications, as well as geographical and gender mandates, and to report to it thereon at the second part of its resumed sixty-first session;

11. *Notes* the intention of the Secretary-General to establish a recruitment and staffing centre to support managers in the selection of staff and to enhance the consistency of recruitment across the Secretariat, and invites the Secretary-General to submit proposals in the context of the proposed programme budget for the biennium 2008–2009;

12. *Requests* the Secretary-General to ensure that use of the envisaged expedited recruitment process is confined to surge needs, with established procedures for recruitment being waived only in exceptional cases, and also requests the Secretary-General to report to it on the use of this mechanism, including the criteria for defining such exceptions, in the context of its consideration of human resources management;

13. *Reiterates its request* to the Secretary-General to continue his efforts to reduce the period required to fill vacancies by addressing the factors contributing to delays in the process of selection, recruitment and placement and to report to it thereon at the second part of its resumed sixty-first session;

14. *Decides* to maintain the limitations established by the General Assembly for the assignment of General Service staff to field missions;

15. *Requests* the Secretary-General to continue in future years the innovation set out in his report on the composition of the Secretariat³ to provide information on all staff under contract with the Secretariat, thus providing a more comprehensive picture of staff by nationality, category and gender;

16. *Reaffirms* the need to respect the equality of each of the two working languages of the Secretariat, also reaffirms the use of additional working languages in specific duty stations as mandated, and in this regard requests the Secretary-

³ A/61/257 and Corr.1.

General to ensure that vacancy announcements specify the need for either of the working languages of the Secretariat unless the functions of the post require a specific working language;

17. *Acknowledges* that the interaction of the United Nations with the local population in the field is essential and that language skills constitute an important element of the selection and training processes, and therefore affirms that good command of the official language(s) spoken in the country of residence should be taken into account as an additional asset during those processes;

III

National competitive examinations

1. *Reaffirms* that national competitive examinations are the source of recruitment for P-2 posts subject to geographical distribution in order to reduce non-representation and underrepresentation of Member States in the Secretariat, and in this connection requests the Secretary-General to fully use this opportunity and, in particular, to accelerate the recruitment of candidates who have passed national competitive examinations;

2. *Notes with concern* that a large number of candidates who have passed national competitive examinations remain on the roster for years;

3. *Requests* the Secretary-General to ensure the expeditious placement of successful candidates from national competitive examinations;

4. *Welcomes* the enhanced efforts of the Secretary-General to centrally manage the placement of successful candidates from national competitive examinations, and requests the Secretary-General to report on the outcome of those efforts to it at its sixty-third session;

IV

Mobility

1. *Reaffirms* section VIII of its resolution 59/266;

2. *Stresses* that the purpose of enhancing mobility is to improve the effectiveness of the Organization and to foster the skills and capacity of staff;

3. *Notes* the current work of the Secretary-General on mobility policies, and encourages him to continue to make progress in this field in accordance with relevant General Assembly resolutions;

4. *Reaffirms* that the implementation of mobility policies, while recognizing their anticipated positive effects, may also give rise to problems and challenges that should be addressed;

5. *Requests* the Secretary-General, in this regard, to report to it at the main part of its sixty-second session on clear indicators, benchmarks, number of staff, timelines and criteria for the implementation of mobility policies, taking into account the needs of the Organization and ways to protect the rights of staff in the context of the system of administration of justice;

6. *Also requests* the Secretary-General to report to it at its sixty-third session on the implemented phases of the mobility policy, along with projections for the envisaged remaining phases and an assessment of the relevant administrative and management issues;

7. *Further requests* the Secretary-General to provide an analysis of the managed mobility programme, including information on financial implications and on its usefulness in improving organizational efficiency and addressing, inter alia, high vacancy rates, and to report to it thereon at its sixty-third session;

8. *Decides*, in the light of the experience of managed mobility, to review the enforcement of post-occupancy limits at its sixty-third session;

9. *Also decides* to approve the establishment of three new temporary positions — two P-4 and one General Service — to provide support for the work of the Secretary-General in this area;

10. *Further decides* to approve an additional appropriation under the regular budget in the amount of 331,000 United States dollars;

11. *Decides* to approve an additional appropriation in the amount of 35,400 dollars under section 35, Staff assessment, to be offset by an equivalent amount of income under income section 1, Income from staff assessment, of the programme budget for the biennium 2006–2007;

12. *Notes* that the Secretary-General will submit a request for resources in the context of the support account budget for 2007–2008;

13. *Requests* the Secretary-General to continue to consult with staff, including staff representatives, in the development of mobility policies;

14. *Requests* the International Civil Service Commission, within its mandate, to continue to keep under review the question of mobility in the United Nations common system, including its implications for career development, and to make recommendations to the General Assembly, as appropriate, in the context of its annual reports;

15. *Requests* the Secretary-General to take the steps necessary to ensure that mobility is not used as an instrument of coercion against staff and to ensure that appropriate monitoring and accountability measures are in place;

16. *Also requests* the Secretary-General to report to it at its sixty-third session on specific measures taken to facilitate mobility between the United Nations Secretariat and the United Nations funds, programmes and specialized agencies, and on results achieved;

17. *Further requests* the Secretary-General to continue to consider the use of incentives with a view to encouraging staff to move to duty stations with chronically high vacancy rates;

18. *Acknowledges* that mobility needs to be supported through greater efforts to improve conditions of life and work at the various duty stations;

19. *Invites* host countries, as appropriate, to review their policies for granting work permits to spouses of United Nations staff;

20. *Invites* the Secretary-General to continue to explore ways of assisting spouses to find employment opportunities, in consultation with host Governments where necessary, including by taking measures to expedite the issuance of work permits;

21. *Requests* the Secretary-General to continue to provide career counselling and job-search assistance; to explore telecommuting options for spouses; to give spouses priority consideration for consulting opportunities, where appropriate; to give priority to the relocation of spouses within the managed mobility programme,

subject to the availability of suitable posts and satisfactory performance; and to support the creation of inter-agency spouse support networks at all duty stations;

22. *Welcomes* the intention of the Secretary-General to provide staff with more specific training opportunities, with a view to preparing staff for diverse responsibilities, working in different departments, offices, duty stations or peacekeeping missions and moving across occupational groups;

V

Career development and support

1. *Encourages* the Secretary-General to enhance career progress within the Secretariat by facilitating career development;

2. *Emphasizes* the importance of defining the target and strategy of training and career development;

3. *Requests* the Secretary-General to report to it at its sixty-third session on staff development policy and the priority of staff development, taking into account the impact of the retirement of many senior staff in the near future;

4. *Notes* that training is important for the staff and the Organization, also notes, recalling section II, paragraph 57, of its resolution 57/305, that the Secretariat should fully use existing resources, and decides to appropriate an additional 3 million dollars specifically devoted to leadership and management development, information technology training, upgrading of substantive skills and expansion of languages and communication;

5. *Decides* to revert to the subject of appropriation for training resources in the context of the proposed programme budget for the biennium 2008–2009;

6. *Requests* the Secretary-General to allocate the resources for training on the basis of needs and in an equitable manner, throughout the Secretariat, including for duty stations and regional commissions, and in this context stresses that equal training opportunities should be available for all staff, in accordance with their functions and categories;

7. *Also requests* the Secretary-General to ensure that programme managers prepare calendars of training of staff working under their supervision on a periodic basis;

8. *Stresses* that workshops, seminars and training courses should take advantage of the diverse sources of training opportunities available throughout the regions of the world;

VI

Contractual arrangements

1. *Notes* that the existing system of contractual arrangements does not fully comply with the proposed International Civil Service Commission framework;⁴

2. *Requests* the International Civil Service Commission to consider the proposals of the Secretary-General, in particular the proposal to introduce one

⁴ *Official Records of the General Assembly, Sixtieth Session, Supplement No. 30 and corrigendum (A/60/30 and Corr.1), annex IV.*

United Nations staff contract under one set of staff rules, and to report to it thereon at the second part of its resumed sixty-first session;

3. *Stresses* the need for rationalization of the current United Nations system of contractual arrangements, which lacks transparency and is complex to administer;

4. *Requests* the Secretary-General to address the conclusions and recommendations contained in paragraphs 49 to 56 of the report of the Advisory Committee on Administration and Budgetary Questions;²

5. *Also requests* the Secretary-General to present a detailed road map on the implementation of the proposed contractual arrangements, including on eligibility criteria, at the second part of its resumed sixty-first session;

6. *Decides* to continue to suspend until 30 June 2007 the application of the four-year limit for appointments of limited duration under the 300 series of the Staff Rules in peacekeeping operations;

7. *Authorizes* the Secretary-General, bearing in mind paragraph 6 above, to reappoint under the 100 series of the Staff Rules those mission staff whose service under 300-series contracts has reached the four-year limit by 30 June 2007, provided that their functions have been reviewed and found necessary and their performance has been confirmed as fully satisfactory, and requests the Secretary-General to report to it thereon at the second part of its resumed sixty-first session;

VII

Harmonization of conditions of service

1. *Recalls* section X, paragraph 5, of its resolution 59/266, in which it requested the International Civil Service Commission to present to it an analysis of the desirability and feasibility of harmonizing conditions of service in the field;

2. *Notes* that the International Civil Service Commission has established a working group to review conditions of service of internationally recruited staff serving in non-family duty stations, and requests the Commission to submit a report thereon to it at the second part of its resumed sixty-first session;

3. *Requests* the Secretary-General in his capacity as Chairman of the United Nations System Chief Executives Board for Coordination to invite the executive heads to support the work of the International Civil Service Commission by ensuring full and timely compliance with the requests of the Commission for information;

4. *Takes note* of the proposals of the Secretary-General on harmonization of conditions of service for non-family duty stations, and decides to revert to the issue at the second part of its resumed sixty-first session, following issuance of the report of the International Civil Service Commission;

5. *Requests* the Secretary-General to submit a comprehensive report to it on the issue, including possible financial implications, if any, at the second part of its resumed sixty-first session;

VIII

Reform of the field service

Notes the proposal of the Secretary-General to provide for peacekeeping staffing on an ongoing basis and to enhance professionalism and the ability of the United Nations to respond quickly to peacekeeping needs by designating a cadre of

continuing civilian positions from within existing capacity, and requests him to submit to it at the second part of its resumed sixty-first session proposals for the operation of the proposed cadre, taking into account the views and observations of the Advisory Committee on Administrative and Budgetary Questions in paragraphs 70 to 77 of its report;²

IX

Building leadership and management capacity

1. *Encourages* a more rigorous and systematic approach to selection at the Under-Secretary-General, Assistant Secretary-General and Director levels, in order to incorporate skilful leadership and management, with due regard to geographical representation and gender balance in the selection of candidates for those positions;
2. *Requests* the Secretary-General to report to it at its sixty-third session on the findings and outcomes of this rigorous and systematic approach, as well as on concrete measures to recruit and appoint nationals from unrepresented and underrepresented States, in particular developing countries, including at such senior levels as Under-Secretary-General and Assistant Secretary-General;
3. *Emphasizes* that training should not only improve the managerial skills of senior officers but should also serve to update and complement their substantive knowledge on various United Nations core mandates;

X

Measures to improve equitable geographical distribution

1. *Notes* the progress made since 1994 in reducing the number of countries that are unrepresented and underrepresented;
2. *Also notes* that the number of unrepresented and underrepresented Member States has increased since 2002;
3. *Welcomes* the continuing efforts of the Secretary-General to improve the situation of unrepresented and underrepresented Member States and of those in danger of becoming underrepresented under the system of desirable ranges;
4. *Notes with concern* that the total number of staff from underrepresented Member States and their proportion to the total number of staff in posts subject to geographical distribution decreased in the period between 2002 and 2006, as reflected in the report of the Secretary-General on the composition of the Secretariat;³
5. *Welcomes* the analysis of the level of underrepresentation in the report of the Secretary-General on the composition of the Secretariat;³
6. *Regrets* the current insufficient accountability of heads of departments in achieving equitable geographical distribution in the Secretariat;
7. *Requests* the Secretary-General to continue his ongoing efforts to attain equitable geographical distribution in the Secretariat and to ensure as wide a geographical distribution of staff as possible in all departments and offices of the Secretariat;
8. *Also requests* the Secretary-General to post information regarding the human resources action plans on the United Nations website and to report to it thereon in the context of the Management Performance Board report;

9. *Recalls* section II, paragraph 38, of its resolution 57/305 and section IV, paragraph 5, of its resolution 59/266, takes note of the information contained in table 5 of the report of the Secretary-General,³ and expresses concern over the decline in the number of nationals from developing countries at the senior and policymaking levels, as well as the imbalance in different departments of the Secretariat;

10. *Notes* that the system of geographic ranges was designed to apply to countries rather than to regions or groups;

11. *Requests* the Secretary-General to ensure, through the Management Performance Board, the monitoring of the implementation of human resources action plans, including the principle of equitable geographical distribution in the Secretariat at all levels as set out in relevant General Assembly resolutions, and the verification of the effective application of measures of transparency and accountability, including in the selection, recruitment and placement processes;

12. *Reiterates its request* to the Secretary-General to intensify his efforts to increase recruitment from unrepresented and underrepresented Member States and to undertake outreach efforts designed to prevent countries from falling under those categories, urges the Secretary-General, to the extent possible, to take the necessary steps to reduce the number of unrepresented and underrepresented Member States in the Secretariat by 20 per cent by 2008 and by 30 per cent by 2010, compared to the level in 2006, and requests the Secretary-General to report to it thereon on a regular basis beginning with its sixty-third session, as appropriate;

13. *Recalls* section IV, paragraph 9, of its resolution 59/266, decides to continue the fast-track roster for an additional two-year period, and requests the Secretary-General to report to it at its sixty-third session on the effectiveness of the roster;

14. *Requests* the Secretary-General to take all necessary measures to ensure, at the senior and policymaking levels of the Secretariat, equitable representation of Member States, especially those with inadequate representation at those levels, and to continue to include relevant information thereon in all future reports on the composition of the Secretariat;

15. *Regrets* that the Secretary-General has not succeeded in complying with the provisions of its resolutions 41/206 B of 11 December 1986, 53/221, 55/258, 57/305 and 59/266, in which it declared that no post should be considered the exclusive preserve of any Member State or group of States, including at the highest levels, reiterates its request that the Secretary-General ensure that, as a general rule, no national of a Member State succeeds a national of that State in a senior post and that there is no monopoly on senior posts by nationals of any State or group of States, and requests the Secretary-General to report to it at its sixty-third session thereon;

16. *Takes note* of the report of the Secretary General on a comprehensive assessment of the system of geographical distribution and assessment of the issues relating to possible changes in the number of posts subject to that system;⁵

⁵ A/59/724.

17. *Reiterates its requests* to the Secretary-General to present proposals to effectively increase the representation of developing countries in the Secretariat, and decides to revert to this issue at its sixty-third session;

18. *Reaffirms* that the system of desirable ranges is the mechanism for recruitment of staff in posts subject to geographical distribution, in accordance with Article 101, paragraph 3, of the Charter of the United Nations;

19. *Considers* that encouragement of recruitment from unrepresented and underrepresented Member States shall not disallow other qualified candidates from competing;

20. *Affirms* that measures on meeting organizational mandates, accountability targets and indicators of achievement, with respect to geographical distribution of staff, contained in human resources action plans and recruitment procedures, including selection decisions, shall fully correspond to the provisions contained in Article 101, paragraph 3, of the Charter as well as in relevant General Assembly mandates;

21. *Requests* the Secretary-General to review the designation of posts in the radio and website management sections of the Department of Public Information to consider whether they should be treated as language posts and to report thereon to the General Assembly at its sixty-second session for its consideration, including on the possible human resources, administrative and financial implications;

XI

Gender representation

1. *Reaffirms* the goal of 50/50 gender distribution in all categories of posts within the United Nations system, especially at the senior and policymaking levels, with full respect for the principle of equitable geographical distribution, in conformity with Article 101 of the Charter, and regrets that progress towards attaining this goal has been slow;

2. *Expresses concern* at the continuing low proportion of women in the Secretariat, in particular the low proportion among them of women from developing countries, especially at the senior levels, and stresses that the continuing lack of representation or underrepresentation of women from certain countries, in particular from developing countries, should be taken into account and that those women should be accorded equal opportunities in the recruitment process, in full conformity with relevant resolutions;

3. *Notes with concern* that, in posts subject to the system of desirable ranges, only 25 women from developing countries were recruited between 1 July 2005 and 30 June 2006 among the 83 women appointed during that period;

4. *Requests* the Secretary-General to increase his efforts to attain and monitor the goal of gender parity in the Secretariat, in particular at senior levels, and in this context to ensure that women, especially those from developing countries and countries with economies in transition, are appropriately represented within the Secretariat, and to report thereon to the General Assembly at its sixty-third session;

5. *Also requests* the Secretary-General, in the context of attaining this goal, to develop and implement recruitment targets, time frames for meeting those targets and accountability measures;

6. *Further requests* the Secretary-General to clarify the role of departmental focal points, including in the context of the staff selection system, and their participation in the development and monitoring of the departmental human resource action plans;

7. *Encourages* Member States to support the efforts of the Secretary-General by identifying more women candidates and encouraging them to apply for appointment to positions in the Secretariat and by creating awareness among their nationals, in particular women, of vacancies in the Secretariat;

XII

Accountability

1. *Takes note* of the report of the Secretary-General on the activities of the Ethics Office;⁶

2. *Also takes note* of the report of the Secretary-General on the Management Performance Board;⁷

3. *Reiterates* the importance of strengthened accountability in the Organization and of ensuring greater accountability of the Secretary-General to Member States, inter alia, for the effective and efficient implementation of legislative mandates and the use of human and financial resources;

4. *Requests* the Secretary-General to strengthen his efforts to achieve greater transparency at all levels;

5. *Recognizes* the role of the Office of Human Resources Management in supporting the Secretary-General in holding programme managers accountable, and requests the continuing strengthening of that role;

6. *Requests* the Secretary-General to present proposals for enforcing the implementation of human resources policies and action plan objectives and to report to it thereon at its sixty-third session;

7. *Also requests* the Secretary-General to submit to it for consideration at its sixty-third session a proposal for the use of incentives and sanctions as an integral part of the personnel management system, bearing in mind the relevant work of the International Civil Service Commission;

8. *Welcomes* the establishment of the Management Performance Board to strengthen the accountability framework of senior managers so as to ensure that they are properly undertaking the responsibilities that have been entrusted to them, including their performance in achieving the objectives contained in human resources action plans;

9. *Stresses* that a fair, transparent and effective administration of justice system is an essential feature of proper accountability;

10. *Requests* the Secretary-General to improve accountability and responsibility in the reform of human resources management as well as the monitoring and control mechanisms and procedures and to report to it at its sixty-third session on action taken in this regard;

⁶ A/61/274.

⁷ A/61/319.

XIII

Human resources information technology

1. *Notes* the proposals of the Secretary-General on investing in information and communication technology;
2. *Endorses* paragraph 68 of the report of the Advisory Committee on Administrative and Budgetary Questions,² and requests the Secretary-General to ensure that the new information technology infrastructure is compatible with the new system approved in section II of General Assembly resolution 60/283 of 7 July 2006;
3. *Notes* the efforts made by the Secretary-General to make the human resources information technology system available in both working languages of the Secretariat, and invites the Secretary-General to continue those efforts;
4. *Requests* the Secretary-General to report to it at its sixty-third session on the implementation of the human resources information technology system;

XIV

Staff buyout

Takes note of paragraph 64 of the report of the Advisory Committee on Administrative and Budgetary Questions,² and decides not to pursue the proposal of the Secretary-General on the staff buyout;

XV

Consultants and individual contractors

1. *Reaffirms* section XI of its resolution 59/266;
2. *Takes note* of the report of the Secretary-General on consultants and individual contractors;⁸
3. *Endorses* the recommendations of the Advisory Committee on Administrative and Budgetary Questions contained in paragraphs 88 to 90 of its report;²
4. *Takes note* of the report of the Secretary-General on comprehensive policy guidelines for consultants in the Office of the United Nations High Commissioner for Refugees;⁹

XVI

Employment of retired former staff

1. *Notes with concern* the continuous trend of hiring staff retirees for extended periods of time;
2. *Endorses* paragraph 84 of the report of the Advisory Committee on Administrative and Budgetary Questions;²

⁸ A/61/257/Add.3.

⁹ A/61/201.

XVII**Other matters**

1. *Reiterates its request* to the Secretary-General, contained in its resolution 60/238 of 23 December 2005, to report to it at its sixty-first session on the implementation of the regulations governing the status, basic rights and duties of officials other than Secretariat officials and experts on mission;
2. *Requests* the Secretary-General to present to it at the first part of its resumed sixty-first session, in consultation with the Office of the United Nations High Commissioner for Human Rights, proposals to address the imbalance in the geographical distribution of the staff in that Office;
3. *Decides* to revert to this issue at the first part of its resumed sixty-first session.

*84th plenary meeting
22 December 2006*



General Assembly

Distr.: General
7 March 2007

Sixty-first session

Agenda items 47, 113, 116, 117, 122, 123, 132 and 149

Resolution adopted by the General Assembly

[on the report of the Fifth Committee (A/61/658)]

61/245. Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies

The General Assembly,

Having considered the report of the Secretary-General on the comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies¹ and the related report of the Advisory Committee on Administrative and Budgetary Questions,² the report of the Joint Inspection Unit on oversight lacunae in the United Nations system³ and the note by the Secretary-General transmitting his comments and those of the United Nations System Chief Executives Board for Coordination thereon,⁴ the comments of the Joint Inspection Unit on the report of the Steering Committee on the Comprehensive Review of Governance and Oversight within the United Nations and Its Funds, Programmes and Specialized Agencies,⁵ the report of the Secretary-General on accountability⁶ and the related report of the Advisory Committee,⁷ the report of the Secretary-General on accountability measures,⁸ the report of the Secretary-General on updated terms of reference for the Independent Audit Advisory Committee⁹ and the interim report of the Advisory Committee on Administrative and Budgetary Questions thereon,¹⁰ and the report of the Office of Internal Oversight Services on proposals for strengthening the Office,¹¹

¹ A/60/883 and Add.1 and 2.

² A/61/605.

³ See A/60/860.

⁴ A/60/860/Add.1.

⁵ A/60/1004.

⁶ A/60/846/Add.6.

⁷ A/60/909.

⁸ A/61/546.

⁹ A/60/846/Add.7.

¹⁰ A/60/903.

¹¹ A/60/901.

1. *Takes note* of the report of the Secretary-General on the comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies,¹ the report of the Joint Inspection Unit on oversight lacunae in the United Nations system³ and the note by the Secretary-General transmitting his comments and those of the United Nations System Chief Executives Board for Coordination thereon,⁴ the comments of the Joint Inspection Unit on the report of the Steering Committee on the Comprehensive Review of Governance and Oversight within the United Nations and Its Funds, Programmes and Specialized Agencies,⁵ the report of the Secretary-General on accountability⁶ and the related report of the Advisory Committee on Administrative and Budgetary Questions,⁷ the report of the Secretary-General on accountability measures,⁸ the report of the Secretary-General on updated terms of reference for the Independent Audit Advisory Committee⁹ and the interim report of the Advisory Committee on Administrative and Budgetary Questions thereon;¹⁰

2. *Endorses* the conclusions and recommendations of the Advisory Committee on Administrative and Budgetary Questions on the comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies;²

3. *Requests* the Secretary-General to submit to the General Assembly for consideration at the first part of its resumed sixty-first session reports on the following:

(a) Revised terms of reference for the Independent Audit Advisory Committee;

(b) Strengthening of the Office of Internal Oversight Services;

4. *Also requests* the Secretary-General to submit to the General Assembly for consideration at the second part of its resumed sixty-first session if possible, but no later than by the end of its sixty-first session, reports on the following:

(a) Enterprise risk management and internal control framework;

(b) Results-based management;

(c) Accountability framework.

*84th plenary meeting
22 December 2006*



General Assembly

Distr.: General
7 March 2007

Sixty-first session

Agenda items 47, 113, 116, 117, 122, 123, 132 and 149

Resolution adopted by the General Assembly

[on the report of the Fifth Committee (A/61/658)]

61/246. Procurement reform

The General Assembly,

Recalling its resolutions 54/14 of 29 October 1999, 55/247 of 12 April 2001, 57/279 of 20 December 2002, 58/276 and 58/277 of 23 December 2003, 59/288 and 59/289 of 13 April 2005, 60/1 of 16 September 2005, 60/260 of 8 May 2006, 60/266 of 30 June 2006 and 60/283 of 7 July 2006,

Having considered the addendum to the detailed report of the Secretary-General on investing in the United Nations for a stronger Organization worldwide entitled “Procurement reform”,¹ the report of the Joint Inspection Unit on procurement practices within the United Nations system² and the note by the Secretary-General transmitting his comments and those of the United Nations System Chief Executives Board for Coordination thereon³ and the related report of the Advisory Committee on Administrative and Budgetary Questions,⁴

1. *Takes note* of the report of the Secretary-General,¹ the report of the Joint Inspection Unit on procurement practices within the United Nations system² and the note by the Secretary-General transmitting his comments and those of the United Nations System Chief Executives Board for Coordination thereon;³

2. *Endorses* the conclusions and recommendations contained in the report of the Advisory Committee on Administrative and Budgetary Questions,⁴ subject to the provisions of the present resolution;

3. *Stresses* the importance of strengthened accountability in the Organization and of ensuring greater accountability of the Secretary-General to Member States, inter alia, for the effective and efficient implementation of legislative mandates on procurement and the related use of financial and human resources, as well as the provision of necessary information on procurement-related matters to enable Member States to make well-informed decisions;

¹ A/60/846/Add.5 and Corr.1.

² See A/59/721.

³ A/59/721/Add.1.

⁴ A/60/904.

4. *Recognizes* that procurement reform is an ongoing process and should focus, inter alia, on ensuring the efficiency, transparency and cost-effectiveness of United Nations procurement as well as strengthened internal controls, greater accountability to Member States and full implementation of General Assembly resolutions on procurement reform;

5. *Recalls* its resolutions on procurement reform, and notes that the report of the Secretary-General focused mainly on strengthening of internal controls and optimization of acquisition and procurement management, with emphasis on urgent internal control issues, and that other procurement reform measures will be presented in forthcoming reports;

6. *Reiterates its request* to the Secretary-General to submit proposals to effectively increase procurement opportunities for and the participation of vendors from developing countries;

7. *Requests* the Secretary-General to submit to the General Assembly at its sixty-second session a comprehensive report on all aspects of procurement reform, including the outstanding reports referred to in paragraph 4 of the report of the Advisory Committee on Administrative and Budgetary Questions,⁴ as well as measures taken to implement its resolutions on procurement reform and the status of implementation of recommendations of the oversight bodies;

Staff

8. *Also requests* the Secretary-General to ensure that all staff in the Secretariat involved in procurement activities, including at the senior levels, file financial disclosure statements annually;

9. *Regrets* that the Secretary-General has not submitted proposals related to the issue of conflict of interest requested by the General Assembly in section V, paragraph 9, of its resolution 60/266 at the main part of its sixty-first session, and requests him to do so no later than at the second part of its resumed sixty-first session;

10. *Stresses* the importance of developing and implementing an ethics and integrity programme for the procurement staff, and requests the Secretary-General to complete and issue ethics guidelines no later than June 2007 for all staff involved in the procurement process;

11. *Welcomes* the initiatives of the Secretary-General in undertaking training programmes for United Nations procurement staff, including in the field, and requests the Secretary-General to evaluate their impact and monitor their implementation and to submit proposals on making any further improvements necessary in the training of staff in procurement processes;

Internal controls

12. *Requests* the Secretary-General to further enhance transparency in the procurement decision-making process through, inter alia, the establishment of an independent bid protest system outside of the reporting hierarchy of the Procurement Division of the Department of Management of the Secretariat in order to furnish vendors participating in tenders with a means of disputing procurement-related decisions;

13. *Also requests* the Secretary-General to report to the General Assembly on the specific modalities of the bid protest system and related procedures, including possible legal and financial implications;

14. *Further requests* the Secretary-General to include information, as appropriate, on the bid protest system on the website of the Procurement Division;

15. *Notes* the promotion by the Procurement Division of the voluntary principles of the corporate social responsibility initiative, the Global Compact, within the United Nations procurement framework, and requests the Secretary-General, as appropriate, to report to the General Assembly for further consideration;

16. *Notes with appreciation* that the Supplier Code of Conduct has been promulgated and posted on the website of the Procurement Division with a view to achieving the goal of safeguarding the integrity of the United Nations in procurement activities;

17. *Requests* the Secretary-General to continue to simplify and streamline the vendor registration process, to share responsibilities among the various United Nations organizations and to take into account the different circumstances and varying levels of Internet access in countries and to report to the General Assembly at its sixty-second session, in the context of the comprehensive report, on the results achieved;

Governance

18. *Notes with concern* the possible weaknesses in the control environment with regard to procurement activities owing, inter alia, to the splitting of responsibilities between the Department of Management and the Department of Peacekeeping Operations of the Secretariat, as referred to in paragraph 14 of the report of the Advisory Committee on Administrative and Budgetary Questions;⁴

19. *Requests* the Secretary-General to submit to it at the second part of its resumed sixty-first session a comprehensive report on the following elements:

(a) The management arrangements for procurement, including clear lines of accountability and delegation of authority;

(b) The findings of the working group established to examine ways in which the organizational structure could be changed to better align responsibility with authority and to improve the overall control environment for procurement for peacekeeping operations;

(c) The respective responsibilities of the Department of Management and the Department of Peacekeeping Operations;

(d) Streamlined procurement procedures for peacekeeping operations in the field, including specific information on mechanisms for strengthened monitoring, oversight and accountability;

(e) The functioning of the Headquarters Contracts Committee and the local committees on contracts;

Procurement opportunities for vendors from developing countries and countries with economies in transition

20. *Also requests* the Secretary-General to explore additional ways to improve procurement opportunities for vendors from developing countries and countries with economies in transition both at Headquarters and in the field and to

report thereon to the General Assembly at the second part of its resumed sixty-first session;

21. *Recalls* section VII, paragraph 2, of its resolution 60/266, and requests the Secretary-General to ensure that information on procurement opportunities at Headquarters and in peacekeeping operations is made available to business communities in developing countries and countries with economies in transition, through, inter alia, continued cooperation between the Department of Public Information and the Procurement Division of the Department of Management, utilizing the United Nations information centres and offices;

22. *Recognizes* the efforts by the Procurement Division to increase the number of business seminars in developing countries, and requests the Secretary-General, in his capacity as Chairman of the United Nations System Chief Executives Board for Coordination, to encourage the organizations of the United Nations system to facilitate, in cooperation with Member States, the organization of business seminars in developing countries and countries with economies in transition;

23. *Requests* the Secretary-General to invite the Inter-Agency Procurement Working Group to continue to study ways and means and recommend concrete proposals to diversify the sourcing of goods and services, in particular from developing countries and countries with economies in transition;

24. *Also requests* the Secretary-General to encourage the organizations of the United Nations system, consistent with their respective mandates, to take further steps to increase procurement opportunities for vendors from developing countries and countries with economies in transition;

Procurement management

25. *Recalls* that the General Assembly has not yet taken a decision on the lead agency concept, and reiterates its request to the Secretary-General to include in his report an assessment of the internal controls of the United Nations organizations and how they differ from those of the Procurement Division;

26. *Recognizes* that the lead agency concept is being developed and that extensive consultations are under way within the United Nations system, and requests the Secretary-General to report to the General Assembly for consideration at its sixty-second session on proposals for the lead agency concept and the status of consultations, including on clear lines of accountability, the applicability of resolutions and decisions of the Assembly, the impact on efforts to improve the diversification of the origin of vendors, possible efficiency gains and cost savings and distribution of resources within the United Nations system, enabling proposed designated buyers to manage larger procurement activities;

27. *Requests* the Secretary-General to continue to encourage all the organizations of the United Nations system, consistent with their respective mandates, to further improve their procurement practices, inter alia, by participating in the United Nations Global Marketplace with a view to creating one common United Nations global procurement website;

28. *Stresses* the need to ensure transparency in procurement throughout the United Nations system, and requests the Secretary-General to ensure that the United Nations Global Marketplace website is fully accessible to Member States no later than 1 June 2007;

29. *Requests* the Secretary-General to ensure that the United Nations Global Marketplace website, inter alia, features lists of companies that register through the Global Marketplace as vendors of United Nations system entities, as well as statistics on contract awards, acquisition plans and procurement notices;

30. *Encourages* the Secretary-General to extend participation and improve the level of collaboration, coordination and information-sharing among the organizations of the United Nations system with respect to procurement activities in order to achieve economies of scale and eliminate duplication of work;

31. *Notes* the activities of the Inter-Agency Procurement Working Group and of the Common Services Procurement Working Group on enhancing the transparency and increasing the harmonization of procurement practices, and requests the Secretary-General, in consultation with the executive heads of the United Nations funds and programmes, to continue work in this regard;

32. *Recalls* section A, paragraph 10, of its resolution 59/288, and, noting paragraphs 65 and 66 of the report of the Secretary-General,¹ requests the Secretary-General to report comprehensively to the General Assembly at its sixty-second session on the principle of best value for money and its implementation in United Nations procurement, including, inter alia, its possible effect on the diversification of vendors and suppliers and on efforts to improve procurement for vendors from developing countries and countries with economies in transition;

33. *Requests* the Secretary-General to continue to develop clear guidelines for the implementation of the best value for money methodology in United Nations procurement and to report thereon to the General Assembly at its sixty-second session;

Other issues

34. *Also requests* the Secretary-General to implement measures to reduce the timeline associated with the payment of invoices;

35. *Further requests* the Secretary-General to ensure that a monthly update of contract award statistics is posted on the website of the Procurement Division;

36. *Requests* the Secretary-General to continue to improve the website of the Procurement Division and make it more user-friendly;

37. *Also requests* the Secretary-General to report to the General Assembly, in the context of the comprehensive report, on the implementation of the provisions of the present resolution;

Resources

38. *Decides* to approve the conversion of twenty positions funded under general temporary assistance to established posts under the support account for peacekeeping operations for the period ending 30 June 2007, as follows:

(a) Procurement Division, Department of Management: eleven posts (one P-5, three P-4, four P-3, one General Service (Principal level) and two General Service (Other level));

(b) Office of Mission Support, Department of Peacekeeping Operations: two posts (one P-5 and one P-4);

(c) Headquarters Committee on Contracts, Department of Management: three posts (one D-1, one P-4 and one General Service (Other level));

(d) General Legal Division, Office of Legal Affairs: four posts (two P-5, one P-4 and one General Service (Other level));

39. *Also decides* to approve the conversion of the six positions (one D-1, four P-4 and one P-3) for the Procurement Division funded under general temporary assistance to established posts and an amount of 706,500 United States dollars, representing the balance of the resource requirements for the six posts under the support account for peacekeeping operations for the period ending 30 June 2007;

40. *Further decides* that three of the posts established above (one P-4, one P-3 and one General Service (Other level)) will be designated to the Vendor Registration and Management Team with a view to, inter alia, promoting the diversification of the origin of vendors among all Member States, including developing countries and countries with economies in transition, simplifying vendor registration, managing the vendor database and liaising with vendors;

41. *Approves* the resource requirements of 1,050,000 dollars proposed in the report of the Secretary-General for the Procurement Division under the support account for peacekeeping operations for the rest of the fiscal year ending 30 June 2007, as follows:

(a) 200,000 dollars for consultants to review industry practices and procurement models in specific industries relevant to United Nations requirements;

(b) 800,000 dollars for training of both Headquarters and peacekeeping mission procurement staff (640,000 dollars for consultants to organize training, 150,000 dollars for travel of staff for procurement training and 10,000 dollars for training-related supplies and materials);

(c) 50,000 dollars for travel in relation to business seminars;

42. *Also approves* the reclassification of the Chief of Procurement post from the D-1 to the D-2 level;

43. *Requests* the Secretary-General to comprehensively review the post and non-post requirements of the Procurement Division, taking into account General Assembly resolutions on procurement reform, including the present one, and to submit proposals based on identified requirements in the context of the budget for the support account for the period from 1 July 2007 to 30 June 2008 and the proposed programme budget for the biennium 2008–2009.

*84th plenary meeting
22 December 2006*



General Assembly

Distr.: General
30 April 2007

Sixty-first session
Agenda item 128

Resolution adopted by the General Assembly

[on the report of the Fifth Committee (A/61/832)]

61/261. Administration of justice at the United Nations

The General Assembly,

Recalling its resolutions 57/307 of 15 April 2003, 59/266 of 23 December 2004 and 59/283 of 13 April 2005,

Reiterating that a transparent, impartial, independent and effective system of administration of justice is a necessary condition for ensuring fair and just treatment of United Nations staff and is important for the success of human resources reform in the Organization,

Affirming the importance of the United Nations as an exemplary employer,

Stressing the importance of measures to eliminate any conflicts of interest in the system of administration of justice,

Recognizing that the current system of administration of justice at the United Nations is slow, cumbersome, ineffective and lacking in professionalism, and that the current system of administrative review is flawed,

Noting with concern that an overwhelming majority of individuals serving in the system of administration of justice lack legal training or qualifications,

Noting that legal assistance to the management of the Organization is provided by a cadre of professional lawyers,

Emphasizing the importance for the United Nations to have an efficient and effective system of administration of justice so as to ensure that individuals and the Organization are held accountable for their actions in accordance with relevant resolutions and regulations,

Expressing its appreciation for the consensual outcome of the seventh special session of the Staff-Management Coordination Committee,

Having considered the report of the Secretary-General on the administration of justice in the Secretariat: implementation of resolution 59/283,¹ the report of the Redesign Panel on the United Nations system of administration of justice,² the note

¹ A/61/342.

² A/61/205.

by the Secretary-General thereon³ and the related report of the Advisory Committee on Administrative and Budgetary Questions,⁴ the reports of the Secretary-General on the activities of the Ombudsman,⁵ the reports of the Secretary-General on the administration of justice in the Secretariat: outcome of the work of the Joint Appeals Board and statistics on the disposition of cases and the work of the Panel of Counsel,⁶ the report of the Secretary-General on the administration of justice in the Secretariat⁷ and the related report of the Advisory Committee,⁸ the reports of the Secretary-General concerning his practice in disciplinary matters and in cases of criminal behaviour,⁹ and the letter dated 14 October 2005 from the President of the General Assembly to the Chairman of the Fifth Committee,¹⁰

1. *Welcomes* the report of the Redesign Panel on the United Nations system of administration of justice² and the note by the Secretary-General thereon;³

2. *Takes note* of the reports of the Secretary-General on the administration of justice in the Secretariat: implementation of resolution 59/283,¹ the activities of the Ombudsman,⁵ the administration of justice in the Secretariat: outcome of the work of the Joint Appeals Board and statistics on the disposition of cases and the work of the Panel of Counsel,⁶ the administration of justice in the Secretariat⁷ and the practice of the Secretary-General in disciplinary matters and in cases of criminal behaviour,⁹ and the reports of the Advisory Committee on Administrative and Budgetary Questions;^{4, 8}

3. *Recalls* its decision 61/511 B of 28 March 2007;

New system of administration of justice

4. *Decides* to establish a new, independent, transparent, professionalized, adequately resourced and decentralized system of administration of justice consistent with the relevant rules of international law and the principles of the rule of law and due process to ensure respect for the rights and obligations of staff members and the accountability of managers and staff members alike;

5. *Recognizes* that the introduction of the new system of administration of justice should, inter alia, have a positive impact on staff-management relations and improve the performance of both staff and managers;

6. *Stresses* the importance of increased transparency in decision-making and increased accountability of managers for the system;

7. *Also stresses* the importance of the proper implementation of a sound performance appraisal system as a potential means of avoiding conflict and the need to provide training to improve the conflict-resolution skills of managers;

8. *Reaffirms* staff rule 112.3, which relates to the financial liability of managers;

³ A/61/758.

⁴ A/61/815.

⁵ A/60/376 and A/61/524.

⁶ A/60/72 and Corr.1 and A/61/71.

⁷ A/59/883.

⁸ A/60/7/Add.1. For the final text, see *Official Records of the General Assembly, Sixtieth Session, Supplement No. 7A*.

⁹ A/60/315 and A/61/206.

¹⁰ A/C.5/60/10.

9. *Stresses* the need for comprehensive training for all participants in the system of administration of justice as well as the dissemination of information among staff members about the system of administration of justice, the remedies available and the rights and obligations of staff members and managers;

10. *Endorses* the recommendation of the Redesign Panel to abolish the Panels on Discrimination and Other Grievances, whose functions relating to the informal system will be transferred to the Office of the Ombudsman and whose other functions will be transferred to the formal system of administration of justice;

Informal system

11. *Recognizes* that the informal resolution of conflict is a crucial element of the system of administration of justice, and emphasizes that all possible use should be made of the informal system in order to avoid unnecessary litigation;

12. *Decides* to create a single integrated and decentralized Office of the Ombudsman for the United Nations Secretariat, funds and programmes;

13. *Requests* the Secretary-General to identify three posts for the Office of the Ombudsman for Geneva, Vienna and Nairobi;

14. *Emphasizes* the need for the Ombudsman to encourage staff to seek resolution through the informal system;

15. *Affirms* mediation as an important component of an effective and efficient informal system of administration of justice that should be available to any party to the conflict at any time before a matter proceeds to final judgement;

16. *Decides* to formally establish a Mediation Division located at Headquarters within the Office of the United Nations Ombudsman to provide formal mediation services for the United Nations Secretariat, funds and programmes;

17. *Stresses* that once parties have reached an agreement through mediation they are precluded from litigating claims covered by the agreement and that parties should be able to bring an action in the formal system to enforce the implementation of that agreement;

18. *Emphasizes* the role of the Ombudsman to report on broad systemic issues that he or she identifies, as well as those that are brought to his or her attention;

Formal system

19. *Agrees* that the formal system of administration of justice should comprise two tiers, consisting of a first instance, the United Nations Dispute Tribunal, and an appellate instance, the United Nations Appeals Tribunal, rendering binding decisions and ordering appropriate remedies;

20. *Decides* that a decentralized United Nations Dispute Tribunal shall replace existing advisory bodies within the current system of administration of justice, including the Joint Appeals Boards, Joint Disciplinary Committees and other bodies as appropriate;

21. *Emphasizes* the importance of efficiency in the work practices of the United Nations Dispute Tribunal and the United Nations Appeals Tribunal;

22. *Stresses* that the effectiveness of the formal system will depend largely on the legal and judicial expertise, experience, independence and other qualifications of the judges;

23. *Agrees* that legal assistance for staff should continue to be provided, and supports the strengthening of a professional office of staff legal assistance;

24. *Reiterates* the invitation to staff representatives to further explore the possibility of establishing a staff-funded scheme in the Organization that would provide legal advice and support to the staff; staff representatives may consult with the Secretary-General as they deem appropriate;

Management evaluation

25. *Acknowledges* the need to have in place a process for management evaluation that is efficient, effective and impartial;

26. *Reaffirms* the importance of the general principle of exhausting administrative remedies before formal proceedings are instituted;

27. *Endorses* the measures to ensure managerial accountability contained in paragraph 31 of the note by the Secretary-General;³

Office of the Administration of Justice

28. *Agrees* to establish the Office of the Administration of Justice, headed by a senior management-level official, which will have overall responsibility for the coordination of the United Nations system of administration of justice;

Transitional measures

29. *Requests* the Secretary-General to ensure that the Joint Appeals Boards, the Joint Disciplinary Committees, the United Nations Administrative Tribunal and other bodies, as appropriate, continue to function until the new system is operational with a view to clearing all cases that are before them;

30. *Urges* the Secretary-General to continue his efforts to ensure the proper functioning of the current system of administration of justice prior to the implementation of the new system, including through the implementation of General Assembly resolution 59/283;

31. *Also urges* the Secretary-General to continue the efforts needed to comply with the time limits of the appeals process and to clear the existing backlog of cases at all stages;

Further reports

32. *Requests* the Secretary-General to report on the following issues regarding the establishment of the new system of administration of justice:

(a) An in-depth analysis regarding the scope of persons who might be covered by the new system of administration of justice;

(b) Proposals on the nomination and selection process for the Ombudsmen and judges, taking into account the recommendations of the Advisory Committee on Administrative and Budgetary Questions as set out in paragraphs 30 and 48 of its report;⁴

(c) Revised terms of reference for the Ombudsman, as appropriate, taking into account the proposed changes and suggested locations;

(d) Detailed proposals for the strengthening of an office of staff legal assistance, including information on practices in the governmental and intergovernmental sectors;

(e) Detailed and objective criteria for determining which peacekeeping operations and special political missions should have elements of the system of administration of justice within their post structures;

(f) The outcome of the Staff-Management Coordination Committee working group on disciplinary proceedings, including on the recommendations of the Redesign Panel on peacekeeping operations;

(g) Arrangements for the members of the United Nations Administrative Tribunal whose terms of office are affected by the implementation of the new system;

(h) Proposals for registries for the United Nations Dispute Tribunal and its interim rules;

(i) A proposal for management evaluation, taking into account the recommendations of the Advisory Committee as set out in paragraphs 32 to 40 of its report;⁴

(j) Detailed information on the relationship and cost-sharing arrangements with the funds and programmes and underlying cost parameters, taking into consideration the comments of the Advisory Committee;

(k) A comparison of the cost of the current Joint Appeals Board/Joint Disciplinary Committee/United Nations Administrative Tribunal system and the proposed United Nations Dispute Tribunal/United Nations Appeals Tribunal system;

(l) Resource requirements for the new system of administration of justice;

33. *Also requests* the Secretary-General to consolidate the above-mentioned reports to the extent possible and to submit them to the General Assembly as a matter of priority no later than the early part of the main part of its sixty-second session;

34. *Further requests* the Secretary-General to submit to the General Assembly a report on resources required for the implementation of the present resolution as a matter of priority at the second part of its resumed sixty-first session;

Other issues

35. *Invites* the Sixth Committee to consider the legal aspects of the reports to be submitted by the Secretary-General without prejudice to the role of the Fifth Committee as the Main Committee entrusted with responsibilities for administrative and budgetary matters;

36. *Decides* to continue consideration of this item during its sixty-second session as a matter of priority with the objective of implementing the new system of administration of justice no later than January 2009.

*93rd plenary meeting
4 April 2007*



General Assembly

Distr.: General
31 August 2007

Sixty-first session

Agenda items 116, 117, 127 and 132

Resolution adopted by the General Assembly

[on the report of the Fifth Committee (A/61/980)]

61/275. Terms of reference for the Independent Audit Advisory Committee and strengthening the Office of Internal Oversight Services

The General Assembly,

Reaffirming its resolutions 48/218 B of 29 July 1994, 54/244 of 23 December 1999, 59/272 of 23 December 2004 and 59/287 of 13 April 2005,

Recalling its resolutions 41/213 of 19 December 1986, 45/248 B of 21 December 1990, 60/1 of 16 September 2005, 60/248 of 23 December 2005 and 61/245 and 61/246 of 22 December 2006,

Having considered the report of the Secretary-General on the updated terms of reference for the Independent Audit Advisory Committee,¹ the related report of the Advisory Committee on Administrative and Budgetary Questions,² the reports of the Secretary-General on strengthening of the Office of Internal Oversight Services,³ the related report of the Advisory Committee on Administrative and Budgetary Questions⁴ and the report of the Office of Internal Oversight Services on proposals for strengthening the Office,⁵

Reaffirming the separate and distinct roles of the internal and external oversight mechanisms,

1. *Takes note* of the reports of the Secretary-General on the updated terms of reference for the Independent Audit Advisory Committee¹ and on strengthening of the Office of Internal Oversight Services;³

2. *Reaffirms* its oversight role, as well as the role of the Fifth Committee in administrative and budgetary matters;

3. *Endorses* the conclusions and recommendations contained in the reports of the Advisory Committee on Administrative and Budgetary Questions on the

¹ A/61/812.

² A/61/825.

³ A/61/610 and A/61/810.

⁴ A/61/880.

⁵ A/60/901.

updated terms of reference for the Independent Audit Advisory Committee² and on strengthening the Office of Internal Oversight Services⁴ subject to the provisions of the present resolution;

4. *Emphasizes* the importance of establishing real, effective and efficient mechanisms for responsibility and accountability in the United Nations;

5. *Recalls* its resolution 48/218 B, in particular paragraph 5 (c) of that resolution, as well as paragraph 15 of its resolution 59/272, and in that regard emphasizes the role of the Independent Audit Advisory Committee in ensuring the operational independence of the Office of Internal Oversight Services;

6. *Emphasizes* that the approval, change and discontinuation of legislative mandates are the exclusive prerogative of intergovernmental legislative bodies;

7. *Stresses* that the Office of Internal Oversight Services shall not propose to the General Assembly any change in the legislative decisions and mandates approved by intergovernmental legislative bodies;

8. *Emphasizes* that the recruitment and promotion of staff of the Office of Internal Oversight Services shall be carried out in accordance with the provisions of the Charter of the United Nations, the relevant resolutions and decisions of the General Assembly and the Staff Regulations and Rules of the Organization, taking into account Article 101, paragraph 3, of the Charter;

I

Establishment of the Independent Audit Advisory Committee

1. *Approves* the terms of reference for the Independent Audit Advisory Committee, as well as the criteria for its membership, as contained in the annex to the present resolution;

2. *Decides* to review the terms of reference of the Independent Audit Advisory Committee at its sixty-fifth session;

3. *Also decides* to appropriate 282,800 United States dollars under section 1, Overall policymaking, direction and coordination, 45,000 dollars under section 28D, Office of Central Support Services, and 6,700 dollars under section 35, Staff assessment, to be offset by a corresponding amount under income section 1, Income from staff assessment, of the programme budget for the biennium 2006-2007;

II

Revised estimates relating to the programme budget for the biennium 2006–2007 for the Office of Internal Oversight Services

1. *Endorses* the recommendation of the Advisory Committee on Administrative and Budgetary Questions contained in paragraph 17 of its report⁴ to convert to established posts nine posts for the Audit Division of the Office of Internal Oversight Services and sixteen posts for the Investigations Division, and requests the Secretary-General to report to the General Assembly in the context of the programme budget for the biennium 2008-2009 on the functions, structure and work processes of the Investigations Division with a view to strengthening the investigation function;

2. *Approves* the transfer of management consulting posts, and notes that the incumbents carrying out the functions should not be disadvantaged by virtue of the transfer;

3. *Decides* to appropriate 601,400 dollars under section 28A, Office of the Under-Secretary-General for Management, to be offset by a corresponding reduction under section 29, Internal oversight, of the programme budget for the biennium 2006–2007;

III

Funding arrangements for the Office of Internal Oversight Services

1. *Notes* that the level of resources needed to strengthen the Office of Internal Oversight Services is related to the strength of the internal controls of the Organization;

2. *Requests* the Secretary-General to establish a robust and effective internal control framework, including a mechanism of enterprise risk management, and to include in his report on enterprise risk management and the internal control framework proposals to strengthen the Office of Internal Oversight Services, in close cooperation with the Office;

3. *Also requests* the Secretary-General, therefore, to submit to the General Assembly at its sixty-second session revised funding arrangements for the Office of Internal Oversight Services, bearing in mind the recommendation of the Advisory Committee on Administrative and Budgetary Questions in paragraphs 31 to 40 of its report;⁴

4. *Urges* the governing bodies of the United Nations funds and programmes receiving services from the Office of Internal Oversight Services to address the issue of the funding arrangements of the Office in the light of the views of the Office and the funds and programmes.

*104th plenary meeting
29 June 2007*

Annex

Terms of reference for and criteria for membership in the Independent Audit Advisory Committee

I. Terms of reference

Role

1. The Independent Audit Advisory Committee, as a subsidiary body of the General Assembly, serves in an expert advisory capacity and assists the Assembly in fulfilling its oversight responsibilities.

Responsibilities

2. The responsibilities of the Committee are:

General

(a) To advise the General Assembly on the scope, results and effectiveness of audit as well as other oversight functions;

(b) To advise the Assembly on measures to ensure the compliance of management with audit and other oversight recommendations;

Internal oversight

(c) To examine the workplan of the Office of Internal Oversight Services, taking into account the workplans of the other oversight bodies, with the Under-Secretary-General for Internal Oversight Services and to advise the Assembly thereon;

(d) To review the budget proposal of the Office of Internal Oversight Services, taking into account its workplan, and to make recommendations to the Assembly through the Advisory Committee on Administrative and Budgetary Questions; the formal report of the Independent Audit Advisory Committee should be made available to the Assembly and to the Advisory Committee on Administrative and Budgetary Questions prior to their consideration of the budget;

(e) To advise the Assembly on the effectiveness, efficiency and impact of the audit activities and other oversight functions of the Office of Internal Oversight Services;

Management of risk and internal controls

(f) To advise the Assembly on the quality and overall effectiveness of risk management procedures;

(g) To advise the Assembly on deficiencies in the internal control framework of the United Nations;

Financial reporting

(h) To advise the Assembly on the operational implications for the United Nations of the issues and trends apparent in the financial statements of the Organization and the reports of the Board of Auditors;

(i) To advise the Assembly on the appropriateness of accounting policies and disclosure practices and to assess changes and risks in those policies;

Other

(j) To advise the Assembly on steps to increase and facilitate cooperation among United Nations oversight bodies.

Membership

3. The Committee shall comprise five members, no two of whom shall be nationals of the same State, appointed by the General Assembly on the basis of equitable geographical representation, personal qualifications and experience.

Meetings and reporting

4. The Committee may adopt its own rules of procedure, which shall be communicated to the General Assembly. The Committee shall meet up to four times a year, in coordination with the relevant activities of the United Nations and the

Assembly and in accordance with Assembly resolutions on the pattern of conferences. The Committee shall work on the basis of consensus. Any three members of the Committee shall constitute a quorum.

5. The Committee shall submit an annual report to the General Assembly containing its advice. The Committee shall also report key findings and matters of importance to the Assembly at any time. The Chairperson of the Committee shall attend hearings to respond to questions on the activities and findings of the Committee.

Conditions of service

6. The members of the Committee shall receive a per diem and shall be reimbursed for travel expenses incurred to attend the sessions of the Committee.

7. The members of the Committee shall be appointed and shall serve for three years, and can be reappointed for a second and final term of three years, with the exception of two of the initial five members of the Committee, who shall be appointed by drawing of lots to serve for four years.

Review of the terms of reference

8. The terms of reference and mandate of the Committee shall be subject to review by the General Assembly.

Secretariat support

9. The Committee shall be supported by a dedicated secretariat that will operate with autonomy similar to that of the secretariats of the Advisory Committee on Administrative and Budgetary Questions and the International Civil Service Commission.

II. Criteria for membership

Experience, qualifications and independence

10. All members of the Committee shall reflect the highest level of integrity and shall serve in their personal capacity, and in performing their duties they shall not seek or receive instructions from any Government. They shall be independent of the Board of Auditors, the Joint Inspection Unit and the Secretariat and shall not hold any position or engage in any activity that could impair their independence from the Secretariat or from companies that maintain a business relationship with the United Nations, in fact or perception.

11. All members of the Committee must have recent and relevant senior-level financial, audit and/or other oversight-related experience. Such experience should reflect, to the extent possible:

(a) Experience in preparing, auditing, analysing or evaluating financial statements that present a breadth and level of complexity of accounting issues that are generally comparable to the breadth and complexity of issues faced by the United Nations, including an understanding of relevant accepted accounting principles;

(b) An understanding of and, if possible, relevant experience in the inspection, monitoring and evaluation and investigative processes;

(c) An understanding of internal control, risk management and procedures for financial reporting;

(d) A general understanding of the organization, structure and functioning of the United Nations.

12. Former senior United Nations Secretariat officials shall not be eligible for appointment to the Committee for five years following their separation from service. The members of the Committee shall not be eligible for appointment in the Secretariat for five years following the expiry of their terms.

Identification and selection

13. Members of the Committee shall be nominated by Member States and shall be appointed by the General Assembly, preferably from a compendium of at least ten suitably qualified candidates, with due regard being paid to equitable geographic representation. Before nominating candidates, Member States are recommended to evaluate their candidates and attest to their qualifications on the basis of paragraph 11 above on the criteria for membership in the Committee through consultation with an international organization with relevant expertise in the functions performed by audit and oversight organizations, such as the International Organization of Supreme Audit Institutions, and to make this information available to Member States.



General Assembly

Distr.: General
20 July 2007

Sixty-first session
Agenda item 132

Resolution adopted by the General Assembly

[on the report of the Fifth Committee (A/61/968)]

61/278. Consolidation of peacekeeping accounts

The General Assembly,

Recalling section VII of its resolution 60/283 of 7 July 2006,

Having considered the detailed reports of the Secretary-General on financial management practices¹ and the related reports of the Advisory Committee on Administrative and Budgetary Questions,²

1. *Takes note* of the detailed reports of the Secretary-General on financial management practices¹ and the related reports of the Advisory Committee on Administrative and Budgetary Questions;²

2. *Decides* to revert to the consideration of this question at the first part of its resumed sixty-second session, and requests the Secretary-General to provide an updated comprehensive report on consolidation of peacekeeping accounts, including a simulation of the options proposed, taking into account the views expressed, questions raised and information requested by Member States at its sixty-first session.

*104th plenary meeting
29 June 2007*

¹ A/60/846/Add.3, paras. 112 (b)–(l), and A/61/865.

² A/60/870, paras. 47 and 64, and A/61/920.



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Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic, social and related fields

Follow-up to the outcome of the Millennium Summit

In larger freedom: towards development, security and human rights for all

Report of the Secretary-General

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I. Introduction: a historic opportunity in 2005

1. Five years into the new millennium, we have it in our power to pass on to our children a brighter inheritance than that bequeathed to any previous generation. We can halve global poverty and halt the spread of major known diseases in the next 10 years. We can reduce the prevalence of violent conflict and terrorism. We can increase respect for human dignity in every land. And we can forge a set of updated international institutions to help humanity achieve these noble goals. If we act boldly — and if we act together — we can make people everywhere more secure, more prosperous and better able to enjoy their fundamental human rights.

2. All the conditions are in place for us to do so. In an era of global interdependence, the glue of common interest, if properly perceived, should bind all States together in this cause, as should the impulses of our common humanity. In an era of global abundance, our world has the resources to reduce dramatically the massive divides that persist between rich and poor, if only those resources can be unleashed in the service of all peoples. After a period of difficulty in international affairs, in the face of both new threats and old ones in new guises, there is a yearning in many quarters for a new consensus on which to base collective action. And a desire exists to make the most far-reaching reforms in the history of the United Nations so as to equip and resource it to help advance this twenty-first century agenda.

3. The year 2005 presents an opportunity to move decisively in this direction. In September, world leaders will come together in New York to review progress made since the United Nations Millennium Declaration,¹ adopted by all Member States in 2000. In preparation for that summit, Member States have asked me to report comprehensively on the implementation of the Millennium Declaration. I respectfully submit that report today. I annex to it a proposed agenda to be taken up, and acted upon, at the summit.

4. In preparing the present report, I have drawn on my eight years' experience as Secretary-General, on my own conscience and convictions, and on my understanding of the Charter of the United Nations whose principles and purposes it is my duty to promote. I have also drawn inspiration from two wide-ranging reviews of our global challenges — one from the 16-member High-level Panel on Threats, Challenges and Change, whom I asked to make proposals to strengthen our collective security system (see A/59/565); the other from the 250 experts who undertook the Millennium Project, which required them to produce a plan of action to achieve the Millennium Development Goals by 2015.

5. In the present report, I have resisted the temptation to include all areas in which progress is important or desirable. I have limited myself to items on which I believe action is both vital and achievable in the coming months. These are reforms that are within reach — reforms that are actionable if we can garner the necessary political will. With very few exceptions, this is an agenda of highest priorities for September. Many other issues will need to be advanced in other forums and on other occasions. And, of course, none of the proposals advanced here obviate the need for urgent action this year to make progress in resolving protracted conflicts that threaten regional and global stability.

A. The challenges of a changing world

6. In the Millennium Declaration, world leaders were confident that humanity could, in the years ahead, make measurable progress towards peace, security, disarmament, human rights, democracy and good governance. They called for a global partnership for development to achieve agreed goals by 2015. They vowed to protect the vulnerable and meet the special needs of Africa. And they agreed that the United Nations needed to become more, not less, actively engaged in shaping our common future.

7. Five years later, a point-by-point report on the implementation of the Millennium Declaration would, I feel, miss the larger point, namely, that new circumstances demand that we revitalize consensus on key challenges and priorities and convert that consensus into collective action.

8. Much has happened since the adoption of the Millennium Declaration to compel such an approach. Small networks of non-State actors — terrorists — have, since the horrendous attacks of 11 September 2001, made even the most powerful States feel vulnerable. At the same time, many States have begun to feel that the sheer imbalance of power in the world is a source of instability. Divisions between major powers on key issues have revealed a lack of consensus about goals and methods. Meanwhile, over 40 countries have been scarred by violent conflict. Today, the number of internally displaced people stands at roughly 25 million, nearly one third of whom are beyond the reach of United Nations assistance, in addition to the global refugee population of 11 to 12 million, and some of them have been the victims of war crimes and crimes against humanity.

9. Many countries have been torn apart and hollowed out by violence of a different sort. HIV/AIDS, the plague of the modern world, has killed over 20 million men, women and children and the number of people infected has surged to over 40 million. The promise of the Millennium Development Goals still remains distant for many. More than one billion people still live below the extreme poverty line of one dollar per day, and 20,000 die from poverty each day. Overall global wealth has grown but is less and less evenly distributed within countries, within regions and in the world as a whole. While there has been real progress towards some of the Goals in some countries, too few Governments — from both the developed and developing world — have taken sufficient action to reach the targets by 2015. And while important work has been done on issues as diverse as migration and climate change, the scale of such long-term challenges is far greater than our collective action to date to meet them.

10. Events in recent years have also led to declining public confidence in the United Nations itself, even if for opposite reasons. For instance, both sides of the debate on the Iraq war feel let down by the Organization — for failing, as one side saw it, to enforce its own resolutions, or as the other side saw it, for not being able to prevent a premature or unnecessary war. Yet most people who criticize the United Nations do so precisely because they think the Organization is vitally important to our world. Declining confidence in the institution is matched by a growing belief in the importance of effective multilateralism.

11. I do not suggest that there has been no good news in the last five years. On the contrary, there is plenty we can point to which demonstrates that collective action can produce real results, from the impressive unity of the world after 11 September

2001 to the resolution of a number of civil conflicts, and from the appreciable increase of resources for development to the steady progress achieved in building peace and democracy in some war-torn lands. We should never despair. Our problems are not beyond our power to meet them. But we cannot be content with incomplete successes and we cannot make do with incremental responses to the shortcomings that have been revealed. Instead, we must come together to bring about far-reaching change.

B. Larger freedom: development, security and human rights

12. Our guiding light must be the needs and hopes of peoples everywhere. In my Millennium Report, “We the peoples” (A/54/2000), I drew on the opening words of the Charter of the United Nations to point out that the United Nations, while it is an organization of sovereign States, exists for and must ultimately serve those needs. To do so, we must aim, as I said when first elected eight years ago, “to perfect the triangle of development, freedom and peace”.

13. The framers of the Charter saw this very clearly. In setting out to save succeeding generations from the scourge of war, they understood that this enterprise could not succeed if it was narrowly based. They therefore decided to create an organization to ensure respect for fundamental human rights, establish conditions under which justice and the rule of law could be maintained, and “promote social progress and better standards of life in larger freedom”.

14. I have named the present report “In larger freedom” to stress the enduring relevance of the Charter of the United Nations and to emphasize that its purposes must be advanced in the lives of individual men and women. The notion of larger freedom also encapsulates the idea that development, security and human rights go hand in hand.

15. Even if he can vote to choose his rulers, a young man with AIDS who cannot read or write and lives on the brink of starvation is not truly free. Equally, even if she earns enough to live, a woman who lives in the shadow of daily violence and has no say in how her country is run is not truly free. Larger freedom implies that men and women everywhere have the right to be governed by their own consent, under law, in a society where all individuals can, without discrimination or retribution, speak, worship and associate freely. They must also be free from want — so that the death sentences of extreme poverty and infectious disease are lifted from their lives — and free from fear — so that their lives and livelihoods are not ripped apart by violence and war. Indeed, all people have the right to security and to development.

16. Not only are development, security and human rights all imperative; they also reinforce each other. This relationship has only been strengthened in our era of rapid technological advances, increasing economic interdependence, globalization and dramatic geopolitical change. While poverty and denial of human rights may not be said to “cause” civil war, terrorism or organized crime, they all greatly increase the risk of instability and violence. Similarly, war and atrocities are far from the only reasons that countries are trapped in poverty, but they undoubtedly set back development. Again, catastrophic terrorism on one side of the globe, for example an attack against a major financial centre in a rich country, could affect the development prospects of millions on the other by causing a major economic

downturn and plunging millions into poverty. And countries which are well governed and respect the human rights of their citizens are better placed to avoid the horrors of conflict and to overcome obstacles to development.

17. Accordingly, we will not enjoy development without security, we will not enjoy security without development, and we will not enjoy either without respect for human rights. Unless all these causes are advanced, none will succeed. In this new millennium, the work of the United Nations must move our world closer to the day when all people have the freedom to choose the kind of lives they would like to live, the access to the resources that would make those choices meaningful and the security to ensure that they can be enjoyed in peace.

C. The imperative of collective action

18. In a world of interconnected threats and challenges, it is in each country's self-interest that all of them are addressed effectively. Hence, the cause of larger freedom can only be advanced by broad, deep and sustained global cooperation among States. Such cooperation is possible if every country's policies take into account not only the needs of its own citizens but also the needs of others. This kind of cooperation not only advances everyone's interests but also recognizes our common humanity.

19. The proposals contained in the present report are designed to strengthen States and enable them to serve their peoples better by working together on the basis of shared principles and priorities — which is, after all, the very reason the United Nations exists. Sovereign States are the basic and indispensable building blocks of the international system. It is their job to guarantee the rights of their citizens, to protect them from crime, violence and aggression, and to provide the framework of freedom under law in which individuals can prosper and society develop. If States are fragile, the peoples of the world will not enjoy the security, development and justice that are their right. Therefore, one of the great challenges of the new millennium is to ensure that all States are strong enough to meet the many challenges they face.

20. States, however, cannot do the job alone. We need an active civil society and a dynamic private sector. Both occupy an increasingly large and important share of the space formerly reserved for States alone, and it is plain that the goals outlined here will not be achieved without their full engagement.

21. We also need agile and effective regional and global intergovernmental institutions to mobilize and coordinate collective action. As the world's only universal body with a mandate to address security, development and human rights issues, the United Nations bears a special burden. As globalization shrinks distances around the globe and these issues become increasingly interconnected, the comparative advantages of the United Nations become ever more evident. So too, however, do some of its real weaknesses. From overhauling basic management practices and building a more transparent, efficient and effective United Nations system to revamping our major intergovernmental institutions so that they reflect today's world and advance the priorities set forth in the present report, we must reshape the Organization in ways not previously imagined and with a boldness and speed not previously shown.

22. In our efforts to strengthen the contributions of States, civil society, the private sector and international institutions to advancing a vision of larger freedom, we must ensure that all involved assume their responsibilities to turn good words into good deeds. We therefore need new mechanisms to ensure accountability — the accountability of States to their citizens, of States to each other, of international institutions to their members and of the present generation to future generations. Where there is accountability we will progress; where there is none we will underperform. The business of the summit to be held in September 2005 must be to ensure that, from now on, promises made are promises kept.

D. Time to decide

23. At this defining moment in history, we must be ambitious. Our action must be as urgent as the need, and on the same scale. We must face immediate threats immediately. We must take advantage of an unprecedented consensus on how to promote global economic and social development, and we must forge a new consensus on how to confront new threats. Only by acting decisively now can we both confront the pressing security challenges and win a decisive victory in the global battle against poverty by 2015.

24. In today's world, no State, however powerful, can protect itself on its own. Likewise, no country, weak or strong, can realize prosperity in a vacuum. We can and must act together. We owe it to each other to do so, and we owe each other an account of how we do so. If we live up to those mutual commitments, we can make the new millennium worthy of its name.

II. Freedom from want

25. The past 25 years have seen the most dramatic reduction in extreme poverty that the world has ever experienced. Spearheaded by progress in China and India, literally hundreds of millions of men, women and children all over the world have been able to escape the burdens of extreme impoverishment and begin to enjoy improved access to food, health care, education and housing.

26. Yet at the same time, dozens of countries have become poorer, devastating economic crises have thrown millions of families into poverty, and increasing inequality in large parts of the world means that the benefits of economic growth have not been evenly shared. Today, more than a billion people — one in every six human beings — still live on less than a dollar a day, lacking the means to stay alive in the face of chronic hunger, disease and environmental hazards. In other words, this is a poverty that kills. A single bite from a malaria-bearing mosquito is enough to end a child's life for want of a bed net or \$1 treatment. A drought or pest that destroys a harvest turns subsistence into starvation. A world in which every year 11 million children die before their fifth birthday and three million people die of AIDS is not a world of larger freedom.

27. For centuries, this kind of poverty has been regarded as a sad but inescapable aspect of the human condition. Today, that view is intellectually and morally indefensible. The scale and scope of progress made by countries in every region of the world has shown that, over a very short time, poverty and maternal and infant

mortality can be dramatically reduced, while education, gender equality and other aspects of development can be dramatically advanced. The unprecedented combination of resources and technology at our disposal today means that we are truly the first generation with the tools, the knowledge and the resources to meet the commitment, given by all States in the Millennium Declaration, “to making the right to development a reality for everyone and to freeing the entire human race from want”.

A. A shared vision of development

28. The multifaceted challenge of development cuts across a vast array of interlinked issues — ranging from gender equality through health and education to the environment. The historic United Nations conferences and summits held in the 1990s helped build a comprehensive normative framework around these linkages for the first time by mapping out a broad vision of shared development priorities. These laid the groundwork for the Millennium Summit to set out a series of time-bound targets across all these areas — ranging from halving extreme poverty to putting all children into primary school, all with a deadline of 2015 — that were later crystallized into the Millennium Development Goals (see box 1).

Box 1 The Millennium Development Goals

Goal 1 Eradicate extreme poverty and hunger

Target 1

Halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day

Target 2

Halve, between 1990 and 2015, the proportion of people who suffer from hunger

Goal 2 Achieve universal primary education

Target 3

Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling

Goal 3 Promote gender equality and empower women

Target 4

Eliminate gender disparity in primary and secondary education, preferably by 2005, and to all levels of education no later than 2015

Goal 4
Reduce child mortality

Target 5

Reduce by two thirds, between 1990 and 2015, the under-five mortality rate

Goal 5
Improve maternal health

Target 6

Reduce by three quarters, between 1990 and 2015, the maternal mortality ratio

Goal 6
Combat HIV/AIDS, malaria and other diseases

Target 7

Have halted by 2015 and begun to reverse the spread of HIV/AIDS

Target 8

Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases

Goal 7
Ensure environmental sustainability

Target 9

Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources

Target 10

Halve, by 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation

Target 11

By 2020, to have achieved a significant improvement in the lives of at least 100 million slum-dwellers

Goal 8
Develop a global partnership for development

Target 12

Develop further an open, rule-based, predictable, non-discriminatory trading and financial system (includes a commitment to good governance, development and poverty reduction — both nationally and internationally)

Target 13

Address the special needs of the least developed countries (includes tariff- and quota-free access for least developed countries exports; enhanced programme of debt relief for heavily indebted poor countries

and cancellation of official bilateral debt; and more generous ODA for countries committed to poverty reduction)

Target 14

Address the special needs of landlocked countries and small island developing States (through the Programme of Action for the Sustainable Development of Small Island Developing States and the outcome of the twenty-second special session of the General Assembly)

Target 15

Deal comprehensively with the debt problems of developing countries through national and international measures in order to make debt sustainable in the long term

Target 16

In cooperation with developing countries, develop and implement strategies for decent and productive work for youth

Target 17

In cooperation with pharmaceutical companies, provide access to affordable, essential drugs in developing countries

Target 18

In cooperation with the private sector, make available the benefits of new technologies, especially information and communications

29. The Millennium Development Goals have galvanized unprecedented efforts to meet the needs of the world's poorest, becoming globally accepted benchmarks of broader progress embraced by donors, developing countries, civil society and major development institutions alike. As such, they reflect an urgent and globally shared and endorsed set of priorities that we need to address at the September 2005 summit. Thanks to the work done by the Millennium Project, whose report, *Investing in Development: A Practical Plan to Achieve the Millennium Development Goals*,² was delivered to me in January 2005, there is now an action plan to achieve them. There are also encouraging signs that the critical ingredient — political will — is emerging. The real test will be whether broad-based actions by developed and developing countries to address this agenda are supported by global development assistance being more than doubled over the next few years, for this is what will be necessary to help achieve the Goals.

30. At the same time, we need to see the Millennium Development Goals as part of an even larger development agenda. While the Goals have been the subject of an enormous amount of follow-up both inside and outside the United Nations, they clearly do not in themselves represent a complete development agenda. They do not directly encompass some of the broader issues covered by the conferences of the 1990s, nor do they address the particular needs of middle-income developing countries or the questions of growing inequality and the wider dimensions of human

development and good governance, which all require the effective implementation of conference outcomes.

31. Nevertheless, the urgency of achieving the Millennium Development Goals cannot be overstated. Despite progress in many areas, overall the world is falling short of what is needed, especially in the poorest countries (see box 2). As the Millennium Project's report makes clear, our agenda is still achievable globally and in most or even all countries — but only if we break with business as usual and dramatically accelerate and scale up action until 2015, beginning over the next 12 months. Success will require sustained action across the entire decade between now and the deadline. That is because development successes cannot take place overnight and many countries suffer significant capacity constraints. It takes time to train the teachers, nurses and engineers, to build the roads, schools and hospitals, and to grow the small and large businesses able to create the jobs and income needed.

Box 2

Progress on the Millennium Development Goals

Progress in achieving the Millennium Development Goals has been far from uniform across the world. The greatest improvements have been in East Asia and South Asia, where more than 200 million people have been lifted out of poverty since 1990 alone. Nonetheless, nearly 700 million people in Asia still live on less than \$1 a day — nearly two thirds of the world's poorest people — while even some of the fastest-growing countries are falling short on non-income Goals, such as protecting the environment and reducing maternal mortality. Sub-Saharan Africa is at the epicentre of the crisis, falling seriously short on most Goals, with continuing food insecurity, disturbingly high child and maternal mortality, growing numbers of people living in slums and an overall rise of extreme poverty despite some important progress in individual countries. Latin America, the transition economies, and the Middle East and North Africa, often hampered by growing inequality, have more mixed records, with significant variations in progress but general trends falling short of what is needed to meet the 2015 deadline.

Progress in the achievement of the different Goals has also varied. Although sub-Saharan Africa and Oceania are lagging in almost all areas, elsewhere major advances are being made in reducing hunger, improving access to drinking water and expanding the number of children in primary school. Child mortality rates have also generally declined, but progress has slowed in many regions and has even been reversed in parts of Central Asia. Meanwhile, despite dramatic progress in some countries overall access to sanitation is off track, particularly in Africa and Asia, where the number of slum-dwellers is also increasing rapidly. Maternal mortality remains unacceptably high throughout the developing world, as do the incidence and prevalence of HIV/AIDS, tuberculosis and malaria. Gender equality remains unfulfilled, the 2005 education parity target was missed in many countries. Environmental degradation is an extreme concern in all developing regions.

32. In 2005, the development of a global partnership between rich and poor countries — which is itself the eighth Goal, reaffirmed and elaborated three years ago at the International Conference on Financing for Development, held in Monterrey, Mexico, and the World Summit on Sustainable Development, held in Johannesburg, South Africa — needs to become a reality. It is worth recalling the terms of that historic compact. **Each developing country has primary responsibility for its own development — strengthening governance, combating corruption and putting in place the policies and investments to drive private-sector-led growth and maximize domestic resources available to fund national development strategies. Developed countries, on their side, undertake that developing countries which adopt transparent, credible and properly costed development strategies will receive the full support they need, in the form of increased development assistance, a more development-oriented trade system and wider and deeper debt relief.** All of this has been promised but not delivered. That failure is measured in the rolls of the dead — and on it are written millions of new names each year.

B. National strategies

33. Extreme poverty has many causes, ranging from adverse geography through poor or corrupt governance (including neglect of marginalized communities) to the ravages of conflict and its aftermath. Most pernicious are poverty traps that leave many of the poorest countries languishing in a vicious circle of destitution even when they have the benefit of honest, committed Governments. Lacking basic infrastructure, human capital and public administration, and burdened by disease, environmental degradation and limited natural resources, these countries cannot afford the basic investments needed to move onto a new path of prosperity unless they receive sustained, targeted external support.

34. As a first step towards addressing these problems, countries need to adopt bold, goal-oriented policy frameworks for the next 10 years, aimed at scaling up investments to achieve at least the quantitative Millennium Development Goals targets. **To that end, each developing country with extreme poverty should by 2006 adopt and begin to implement a national development strategy bold enough to meet the Millennium Development Goals targets for 2015.** This strategy should be anchored in the practical scaling up of public investments, capacity-building, domestic resource mobilization and, where needed, official development assistance. This recommendation may not sound revolutionary, but by linking actions directly to the needs derived from ambitious and monitorable targets, its implementation would mark a fundamental breakthrough towards greater boldness and accountability in the fight against poverty.

35. It is important to stress that this does not require the creation of any new instruments. All that is required is a different approach to their design and implementation. Countries that already have poverty reduction strategy papers — nationally owned and developed three-year spending frameworks agreed with the World Bank and other international development partners — should align them with a 10-year framework of policies and investments consistent with achievement of the Millennium Development Goals. In middle-income countries and others where the Goals are already within reach, Governments should adopt a “Millennium Development Goals-plus” strategy, with more ambitious targets.

A framework for action

36. However well crafted on paper, investment strategies to achieve the Millennium Development Goals will not work in practice unless supported by States with transparent, accountable systems of governance, grounded in the rule of law, encompassing civil and political as well as economic and social rights, and underpinned by accountable and efficient public administration. Many of the poorest countries will need major capacity-building investments to put in place and maintain the necessary infrastructure and to train and employ qualified personnel. But without good governance, strong institutions and a clear commitment to rooting out corruption and mismanagement wherever it is found, broader progress will prove elusive.

37. Similarly, without dynamic, growth-oriented economic policies supporting a healthy private sector capable of generating jobs, income and tax revenues over time, sustainable economic growth will not be achieved. This requires significantly increased investments in human capital and development-oriented infrastructure, such as energy, transport and communications. In addition, small and medium-sized firms require a favourable legal and regulatory environment, including effective commercial laws that define and protect contracts and property rights, a rational public administration that limits and combats corruption, and expanded access to financial capital, including microfinance. As two important Commissions — the World Commission on the Social Dimension of Globalization³ and the Commission on the Private Sector and Development⁴ — reported to me last year, this is crucial for providing decent jobs that both provide income and empower the poor, especially women and younger people.

38. Civil society organizations have a critical role to play in driving this implementation process forward to “make poverty history”. Not only is civil society an indispensable partner in delivering services to the poor at the scope required by the Millennium Development Goals but it can also catalyse action within countries on pressing development concerns, mobilizing broad-based movements and creating grass-roots pressure to hold leaders accountable for their commitments. Internationally, some civil society organizations can help create or galvanize global partnerships on specific issues or draw attention to the plight of indigenous peoples and other marginalized groups, while others can work to share best practices across countries through community exchanges and providing technical support and advice to Governments.

National investment and policy priorities

39. Each national strategy needs to take into account seven broad “clusters” of public investments and policies which directly address the Millennium Development Goals and set the foundation for private sector-led growth. As elaborated in the Millennium Project, all are essential for meeting the Goals, as well as wider development needs.

Gender equality: overcoming pervasive gender bias

40. Empowered women can be some of the most effective drivers of development. Direct interventions to advance gender equality include increasing primary school completion and secondary school access for girls, ensuring secure tenure of property to women, ensuring access to sexual and reproductive health services, promoting

equal access to labour markets, providing the opportunity for greater representation in government decision-making bodies and protecting women from violence.

The environment: investing in better resource management

41. Countries should adopt time-bound environmental targets, particularly for such priorities as forest replanting, integrated water resources management, ecosystem preservation and curbing pollution. To achieve targets, increased investments in environmental management need to be accompanied by broad policy reforms. Progress also depends on sector strategies, including strategies for agriculture, infrastructure, forestry, fisheries, energy and transport, which all require environmental safeguards. Further, improving access to modern energy services is critical for both reducing poverty and protecting the environment. There is also a need to ensure that enhancing access to safe drinking water and sanitation forms a part of development strategies.

Rural development: increasing food output and incomes

42. Smallholder farmers and others living in impoverished rural areas require soil nutrients, better plant varieties, improved water management and training in modern and environmentally sustainable farming practices, along with access to transport, water, sanitation and modern energy services. **In sub-Saharan Africa, these elements must be brought together to launch a twenty-first century African green revolution commencing in 2005.**

Urban development: promoting jobs, upgrading slums and developing alternatives to new slum formation

43. For the large and growing number of urban poor, core infrastructure services, such as energy, transport, pollution control and waste disposal, are needed alongside improved security of tenure and community-led efforts to build decent housing and support urban planning. To this end, local authorities need to be strengthened and work closely with organizations of the urban poor.

Health systems: ensuring universal access to essential services

44. Strong health systems are required to ensure universal access to basic health services, including services to promote child and maternal health, to support reproductive health and to control killer diseases, such as AIDS, tuberculosis and malaria (see box 3). This requires sufficient investments, large numbers of motivated and adequately paid health workers, scaled-up infrastructure and supplies, strong management systems and the elimination of user fees.

Education: ensuring universal primary, expanded secondary and higher education

45. To advance education at all levels, parents and communities should be able to hold their schools accountable while Governments improve curricula, educational quality and mode of delivery; build human resource and infrastructure capacity, where needed; and institute incentives for bringing vulnerable children to school, including the elimination of user fees.

Science, technology, and innovation: building national capacities

46. To increase countries' indigenous capacity for science and technology, including information and communications technology, Governments should establish scientific advisory bodies, promote infrastructure as an opportunity for technological learning, expand science and engineering faculties, and stress development and business applications in science and technology curricula.

Box 3
The Tragedy of HIV/AIDS

The HIV/AIDS pandemic now kills more than 3 million people each year and poses an unprecedented threat to human development and security. The disease is wrecking millions of families and leaving tens of millions of orphans. More than just a public health crisis, AIDS undermines economic and social stability, ravaging health, education, agriculture and social welfare systems. While placing an enormous drag on economic growth, it also weakens governance and security structures, posing a further threat.

The epidemic demands an exceptional response. In the absence of a cure, only the mass mobilization of every section of society — unheard of to date in the history of public health — can begin to reverse AIDS. This requires comprehensive prevention, education, treatment and impact mitigation programmes, which in turn will not succeed without the personal commitment of Heads of State and Government to support and lead genuinely multisectoral AIDS responses.

Since 2000, the world has begun to achieve some successes in the fight against AIDS. More Governments have made it a strategic priority and set up integrated administrative structures to lead and coordinate the struggle. The Global Fund to Fight AIDS, Tuberculosis and Malaria, which I called for in 2001, now plays a leading role in the global effort, while also focusing attention on and fighting other killer pandemics. Altogether, as of December 2004, 700,000 people in the developing world were receiving antiretroviral treatment — a nearly 60 per cent increase in just five months. This reflects the priority that the international community has now placed on rapidly expanding treatment, and shows that a real difference can be made in a very short time.

However, much remains to be done if we are to have any realistic hope of reducing the incidence of HIV and providing proper antiretroviral treatment to all who need it within the coming decade. Many Governments have yet to tackle the disease and its stigma publicly, or are not sufficiently committed to the kind of frank discussion and action on gender equality that is needed. In particular, resources for AIDS remain far short of what is needed to mount a full inclusive response. National Governments, as well as multilateral and bilateral donors, must now take steps to meet these costs.

Four years ago, I called on the international community to provide \$7 billion to \$10 billion annually to address the projected needs to fight HIV/AIDS in the developing world. This amount has not been fully

funded. In the meantime, the disease has spread. As a result, we have an ever increasing gap between what is needed and what is provided. This cannot continue. We need a more ambitious and balanced strategy of both prevention and treatment. **Therefore, I call on the international community to provide urgently the resources needed for an expanded and comprehensive response to HIV/AIDS, as identified by the Joint United Nations Programme on HIV/AIDS (UNAIDS) and its partners, and to provide full funding for the Global Fund to Fight AIDS, Tuberculosis and Malaria.**

C. Making goal 8 work: trade and financing for development

47. For many middle-income countries and some poorer ones, most of the resources needed to fund these strategies can and should be mobilized domestically from reallocated government revenues, household contributions and private-sector investment, supplemented by borrowing. But in most low-income countries and in nearly all the least developed countries, the maximum that can be raised by such efforts will fall far short of what is needed to reach the Millennium Development Goals. According to the Millennium Project, the investment costs for the Goals alone in a typical low-income country will be roughly \$75 per capita in 2006, rising to approximately \$140 in 2015 (in constant dollar terms). These small sums, equivalent to one third to one half of their annual per capita incomes, are far beyond the resources of most low-income countries. To create the conditions for greater private investment and an “exit strategy” from aid in the longer term for these countries, a big push in development assistance is needed.

Aid

48. One of the most encouraging shifts in recent years has been the increase in official development assistance (ODA), after a decade of steady decline in the 1990s. Expressed as a percentage of developed countries’ gross national income, global ODA currently stands at 0.25 per cent — still well short of the 0.33 per cent reached in the late 1980s, let alone the long-standing target of 0.7 per cent that was reaffirmed in the Monterrey Consensus in 2002.⁵ On the basis of recent commitments to future increases by several donors, annual ODA flows should increase to about \$100 billion by 2010 — nearly double their levels at the time of the Monterrey Conference. But a significant portion of this amount reflects debt write-offs and dollar depreciation rather than net long-term finance, and in any case the total would still be about \$50 billion short of the ODA levels that the Millennium Project calculates will be needed just to meet the Millennium Development Goals, let alone broader development priorities.

49. Happily, there are signs of further progress. A new group of donors has emerged, including new members of the European Union (EU) and some of the wealthier developing countries, such as Brazil, China and India, all of which are increasingly offering their expertise to other developing countries through technical cooperation. Five donor countries have already reached the 0.7 per cent target and six more have recently set timetables to achieve it. **Developed countries that have not already done so should establish timetables to achieve the 0.7 per cent**

target of gross national income for official development assistance by no later than 2015, starting with significant increases no later than 2006 and reaching 0.5 per cent by 2009.

50. While there are clearly capacity constraints in many developing countries, we must ensure that those countries that are ready receive an immediate scale up in assistance. **Starting in 2005, developing countries that put forward sound, transparent and accountable national strategies and require increased development assistance should receive a sufficient increase in aid, of sufficient quality and arriving with sufficient speed to enable them to achieve the Millennium Development Goals.**

51. The most direct way to increase ODA volumes is to allocate increasing shares of donor countries' national budgets to aid. However, because the achievement of the Millennium Development Goals requires a sharp upward turn in overall ODA spending over the next few years, new ways to finance a steep increase in the short and medium terms are well worth exploring. Several longer-term ideas for innovative sources of finance to complement ODA have been proposed, and an important initiative led by Brazil, Chile, France, Germany and Spain is currently exploring some of them. But what is needed now is a mechanism to ensure the immediate scale-up of financing. The proposed International Finance Facility has the potential to do this by "front-loading" future flows of ODA while still using existing disbursement channels. **The international community should in 2005 launch an International Finance Facility to support an immediate front-loading of ODA, underpinned by scaled-up commitments to achieving the 0.7 per cent ODA target no later than 2015. In the longer term, other innovative sources of finance for development should also be considered to supplement the Facility.**

52. **These steps can and should be supplemented by immediate action to support a series of "quick wins" — relatively inexpensive, high-impact initiatives with the potential to generate major short-term gains and save millions of lives.** These range from the free mass distribution of malaria bed nets and effective antimalaria medicines to the expansion of home-grown school meal programmes using locally produced food and the elimination of user fees for primary education and health services. Such rapid steps would provide a critical support for national Millennium Development Goals strategies. They would generate rapid momentum and early success stories that would broaden commitment to the Millennium Development Goals, although they would not be a substitute for longer-term, sustained investments.

53. At the same time, urgent steps are needed to increase the quality, transparency and accountability of ODA. Aid should be linked to the local needs identified in countries' national strategies and to the achievement of the Millennium Development Goals, not to the interests of suppliers in donor countries. This is obviously for the benefit of developing countries, but developed countries themselves also have an interest in being able to show their taxpayers that aid is effective. **In follow-up to the March 2005 Paris High-level Forum on Aid Effectiveness, donor countries should set, by September 2005, timetables and monitorable targets for aligning their aid delivery mechanisms with partner countries' Millennium Development Goals-based national strategies.** This includes commitments to Millennium Development Goals-based investment plans, a 2015 time horizon, predictable multi-year funding, dramatically simplified

procedures and direct budget support for countries with appropriate mechanisms in place.

Debt

54. Closely related to ODA is the issue of external debt. Under the Heavily Indebted Poor Countries Initiative (HIPC), \$54 billion has so far been committed for debt relief to 27 countries that have reached decision or completion points. But even though the evidence is persuasive that this unlocks resources which are critical for the Millennium Development Goals, it still falls far short of what is needed. **To move forward, we should redefine debt sustainability as the level of debt that allows a country to achieve the Millennium Development Goals and reach 2015 without an increase in debt ratios.** For most HIPC countries, this will require exclusively grant-based finance and 100 per cent debt cancellation, while for many heavily indebted non-HIPC and middle-income countries, it will require significantly more debt reduction than has yet been on offer. Additional debt cancellation should be achieved without reducing the resources available to other developing countries, and without jeopardizing the long-term financial viability of international financial institutions.

Trade

55. While trade does not obviate the need for large scale ODA-supported development investments, an open and equitable trading system can be a powerful driver of economic growth and poverty reduction, especially when combined with adequate aid. Development therefore rightly lies at the heart of the World Trade Organization (WTO) Doha round of multilateral trade negotiations. At present, developing countries are often denied a level playing field to compete in global trade because rich countries use a variety of tariffs, quotas and subsidies to restrict access to their own markets and shelter their own producers. The December 2005 WTO ministerial meeting offers a chance, which must not be missed, to map out agreement on how to correct these anomalies. An urgent priority is to establish a timetable for developed countries to dismantle market access barriers and begin phasing out trade-distorting domestic subsidies, especially in agriculture. **To address this priority, the Doha round of multilateral trade negotiations should fulfil its development promise and be completed no later than 2006. As a first step, Member States should provide duty-free and quota-free market access for all exports from the least developed countries.**

56. The Monterrey Consensus stressed that for many developing countries, particularly the poorest, which rely on a few commodity products, there is also a supply-side problem which manifests itself in a lack of capacity to diversify exports, a vulnerability to price fluctuations and a steady decline in terms of trade. To build trade competitiveness, national Millennium Development Goals strategies need to emphasize investments in agricultural productivity, trade-related infrastructure and competitive export industries, particularly for the least developed countries, landlocked developing countries and small island developing States. While a number of initiatives exist to address these problems, encourage diversification and reduce vulnerability to commodity price fluctuations, support for them has fallen far short of what is necessary.

D. Ensuring environmental sustainability

57. We fundamentally depend on natural systems and resources for our existence and development. Our efforts to defeat poverty and pursue sustainable development will be in vain if environmental degradation and natural resource depletion continue unabated. At the country level, national strategies must include investments in improved environmental management and make the structural changes required for environmental sustainability. For many environmental priorities, such as shared waterways, forests, marine fisheries and biodiversity, regional and global efforts must be strengthened. We already have one encouraging example showing how global solutions can be found. Thanks to the Montreal Protocol on Substances that Deplete the Ozone Layer,⁶ the risk of harmful radiation appears to be receding — a clear demonstration of how global environmental problems can be managed when all countries make determined efforts to implement internationally agreed frameworks. Today, three major challenges for the international community require particularly urgent action, as described below.

Desertification

58. The degradation of more than a billion hectares of land has had a devastating impact on development in many parts of the world. Millions of people have been forced to abandon their lands as farming and nomadic lifestyles have become unsustainable. Hundreds of millions more are at risk of becoming environmental refugees. To combat desertification, the international community must support and implement the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa.⁷

Biodiversity

59. Another serious concern is loss of biodiversity, which is occurring at an unprecedented rate within and across countries. Worrying in its own right, this trend also severely undermines health, livelihoods, food production and clean water, and increases the vulnerability of populations to natural disasters and climate change. To reverse these trends, all Governments should take steps, individually and collectively, to implement the Convention on Biological Diversity⁸ and the Johannesburg commitment to achieve a significant reduction in the rate of loss of biodiversity by 2010.⁹

Climate change

60. One of the greatest environmental and development challenges in the twenty-first century will be that of controlling and coping with climate change. The overwhelming majority of scientists now agree that human activity is having a significant impact on the climate. Since the advent of the industrial era in the mid-eighteenth century, atmospheric concentrations of greenhouse gases have increased significantly, the earth has warmed considerably and sea levels have risen measurably. The 1990s were the warmest decade on record, forcing glaciers and Arctic ice to retreat. With the concentration of greenhouse gases projected to rise still further over the next century, a corresponding increase in the global mean surface temperature is likely to trigger increased climate variability and greater incidence and intensity of extreme weather events, such as hurricanes and droughts.

The countries most vulnerable to such changes — small island developing States, coastal nations with large numbers of people living in low-lying areas, and countries in the arid and semi-arid tropics and subtropics — are least able to protect themselves. They also contribute least to the global emissions of greenhouse gases. Without action, they will pay a bitter price for the actions of others.

61. The entry into force in February 2005 of the 1997 Kyoto Protocol¹⁰ to the United Nations Framework Convention on Climate Change¹¹ is an important step towards dealing with global warming, but it only extends until 2012. The international community must agree on stabilization targets for greenhouse gas concentrations beyond that date. Scientific advances and technological innovation have an important role to play in mitigating climate change and in facilitating adaptation to the new conditions. They must be mobilized now if we are to develop the tools needed in time. In particular, research and development funding for renewable energy sources, carbon management and energy efficiency needs to increase substantially. Policy mechanisms, such as carbon trading markets, should also be expanded. As agreed at Johannesburg, the primary responsibility for mitigating climate change and other unsustainable patterns of production and consumption must lie with the countries that contribute most to the problems. **We must develop a more inclusive international framework beyond 2012, with broader participation by all major emitters and both developed and developing countries, to ensure a concerted globally defined action, including through technological innovation, to mitigate climate change, taking into account the principle of common but differentiated responsibilities.**

E. Other priorities for global action

62. To address broader development needs, action is also needed in a number of other areas, as set out below.

Infectious disease surveillance and monitoring

63. The overall international response to evolving pandemics has been shockingly slow and remains shamefully underresourced. Malaria continues to rage throughout the tropical world, despite the availability of highly effective measures for prevention and treatment. Many infectious diseases that ravage developing countries today, notably HIV/AIDS and tuberculosis, pose severe risks for the entire world, particularly in the light of emerging drug resistance. Both familiar and new infectious diseases require a concerted international response. The severe acute respiratory syndrome (SARS) outbreak of 2003 drew attention to the fact that even long-distance flight times are shorter than the incubation periods for many infectious diseases, so that any one of the 700 million passengers who take international flights each year can be an unwitting disease carrier.

64. The rapid response to SARS also showed that the spread of infectious disease can be contained when effective global institutions, such as the World Health Organization (WHO), work in close partnership with functioning national health agencies and expert technical institutions. No State could have achieved this degree of containment on its own. **To strengthen existing mechanisms for timely and effective international cooperation, I call on Member States to agree on the revision of the International Health Regulations at the World Health Assembly**

to be held in May 2005. To contain the risk of future outbreaks, greater resources should also be given to the WHO Global Outbreak Alert and Response Network so that it can coordinate the response of a broad international partnership in support of national health surveillance and response systems.

Natural disasters

65. The devastating impact of the Indian Ocean tsunami has reminded us all of the vulnerability of human life to natural disasters, and also of the disproportionate effect they have on poor people. Unless more determined efforts are made to address the loss of lives, livelihoods and infrastructure, disasters will become an increasingly serious obstacle to the achievement of the Millennium Development Goals. The World Conference on Disaster Reduction, held in early 2005, adopted the Hyogo Framework for Action 2005-2015, which identifies strategic objectives and priority areas to reduce disaster risk in the next 10 years. We must proceed with its implementation.

66. The countries of the Indian Ocean region, with the help of the United Nations and others, are now taking steps to establish a regional tsunami early warning system. Let us not forget, however, the other hazards that people in all regions of the world are exposed to, including storms, floods, droughts, landslides, heat waves and volcanic eruptions. **To complement broader disaster preparedness and mitigation initiatives, I recommend the establishment of a worldwide early warning system for all natural hazards, building on existing national and regional capacity.** To assist in its establishment, I shall be requesting the International Strategy for Disaster Reduction secretariat to coordinate a survey of existing capacities and gaps, in cooperation with all United Nations system entities concerned, and I look forward to receiving its findings and recommendations. When disasters strike, we also need improved rapid response arrangements for immediate humanitarian relief, which are considered in section V below.

Science and technology for development

67. **To help drive economic development and to enable developing countries to forge solutions to their own problems, a significantly increased global effort is required to support research and development to address the special needs of the poor in the areas of health, agriculture, natural resource and environmental management, energy and climate.** Two particular priorities should be to mount a major global initiative on research in tropical diseases and to provide additional support to the Consultative Group on International Agricultural Research (CGIAR) for research on tropical agriculture.

68. Information and communication technologies can significantly contribute to the achievement of the Millennium Development Goals. To fully utilize the potential of information and communication technology (ICT), we need to address the digital divide, including through voluntary financing mechanisms, such as the recently launched Digital Solidarity Fund.

Regional infrastructure and institutions

69. Regional infrastructure and policy cooperation are essential for supporting economic development. This is particularly so when developing countries are landlocked or small islands, both of which need special support. But other countries

that may simply have small populations or are dependent on their neighbours for transport, food, water or energy, also need assistance. International donors should support regional cooperation to deal with these problems, and developing countries should make such cooperation an integral part of their national strategies. This should cover not only economic cooperation but also mechanisms for regional political dialogue and consensus-building, such as the African Peer Review Mechanism and the New Partnership for Africa's Development (NEPAD).

Global institutions

70. The international financial institutions are essential to ensuring development around the world and successful implementation of the Millennium Development Goals. I encourage them to ensure that the country programmes they support are ambitious enough to achieve the Millennium Development Goals. In addition, these institutions and their shareholders should consider what changes they might undergo in order to better reflect the changes in the world's political economy since 1945. This should be done in the context of the Monterrey Consensus agreement to broaden and strengthen the participation of developing and transition countries in international economic decision-making and norm-setting. The Bretton Woods institutions have already taken some steps to strengthen the voice and participation of developing countries. But more significant steps are needed to overcome the widespread perception among developing countries that they are underrepresented in both bodies, which in turn tends to put their legitimacy in doubt.

Migration

71. Today, more people live outside their countries of origin than at any time in history and their numbers are expected to increase in the future. Migration offers many opportunities — to the migrants themselves, to the countries that receive younger workforce and also — notably in the form of remittance payments, which have grown spectacularly in recent years — to their countries of origin. But it also involves many complex challenges. It can contribute simultaneously to unemployment in one region or sector and to labour shortages and “brain drains” in another. If not carefully managed, it can also provoke acute social and political tensions. The impact of these trends is not yet well understood, but I believe that the report of the Global Commission on International Migration, which I shall receive later in 2005, will provide some valuable guidance. The high-level dialogue on the subject to be held by the General Assembly in 2006 will provide an important opportunity to tackle the hard questions on this issue.

F. The implementation challenge

72. The urgent task in 2005 is to implement in full the commitments already made and to render genuinely operational the framework already in place. The principles of mutual responsibility and mutual accountability that underpinned the Monterrey Consensus are sound and need to be translated into deeds. The September summit must produce a pact for action, to which all nations subscribe and on which all can be judged. The Millennium Development Goals must no longer be floating targets, referred to now and then to measure progress. They must inform, on a daily basis, national strategies and international assistance alike. Without a bold breakthrough in 2005 that lays the groundwork for a rapid progress in coming years, we will miss

the targets. Let us be clear about the costs of missing this opportunity: millions of lives that could have been saved will be lost; many freedoms that could have been secured will be denied; and we shall inhabit a more dangerous and unstable world.

73. By the same token, development would be at best hindered and at worst reversed in a world riven by violent conflict or mesmerized by the fear of terrorism and weapons of mass destruction, or one in which human rights were trampled, the rule of law was disregarded and citizens' views and needs were ignored by unresponsive and unrepresentative Governments. Progress on the issues covered in sections III and IV below, therefore, is essential to realizing the objectives set out above, just as development is itself an indispensable underpinning for longer-term security, human rights and the rule of law.

Box 4
The special needs of Africa

The problems discussed in the present report are global in nature, and solutions must be global. Yet almost all of them affect Africa disproportionately. If we are to achieve truly global solutions, we must recognize Africa's special needs, as world leaders did in the Millennium Declaration. From action to achieve the Millennium Development Goals to better collective capacity to build peace and strengthen States, the special needs of Africa lie at the heart of every part of the present report.

There have been some positive developments in Africa in the past five years. Today, more African States have democratically elected Governments than ever before and the number of military coups on the continent has declined significantly. Some long-standing conflicts, such as those in Angola and Sierra Leone, have been resolved. From Uganda to Mozambique, many individual countries are experiencing rapid and sustained economic and social recovery. And throughout the continent, ordinary people are organizing themselves and making their voices heard.

And yet much of Africa — especially South of the Sahara — continues to suffer the tragic effects of persistent violent conflict, extreme poverty and disease. Some 2.8 million refugees — and fully half of the world's 24.6 million internally displaced people — are victims of conflict and upheaval in Africa. Africa continues to lag behind the rest of the developing world in achieving the Millennium Development Goals. About three quarters of the world's AIDS deaths every year occur in Africa, with women the most affected. The high prevalence of HIV/AIDS in many African countries is both a human tragedy and a major obstacle to development. Of the one million or more people in the world killed by malaria each year, roughly 90 per cent are killed in sub-Saharan Africa, most of them children less than five years old. Much of sub-Saharan Africa continues to face a combination of high transport costs and small markets, low agricultural productivity, a very high disease burden and slow diffusion of technology from abroad. All these make it particularly prone to persistent poverty.

Today, African States are addressing these problems with new energy and determination. They are adopting more robust development strategies to meet the Millennium Development Goals by 2015. Africa is building a new architecture of institutions, including the African Union and the New Partnership for Africa's Development, through which to prevent, manage and resolve violent conflict, promote good governance and democracy, and create the right conditions for its economies to grow and thrive in a sustainable way.

As the Commission on Africa set up by the United Kingdom reported in March 2005, Africa's leaders and people will need special support from the rest of the world to succeed in these pioneering efforts. The international community must respond to this need. It must give tangible and sustained support to African countries and regional and subregional organizations, in a spirit of partnership and solidarity. This means ensuring follow-through on existing and needed commitments on debt relief, opening markets and providing greatly increased official development assistance. It also means contributing troops for peacekeeping operations and strengthening the capacity of African States to provide security for their citizens and to meet their needs.

III. Freedom from fear

74. While, in the development sphere, we suffer from weak implementation, on the security side, despite a heightened sense of threat among many we lack even a basic consensus and implementation, where it occurs, is all too often contested.

75. Unless we can agree on a shared assessment of these threats and a common understanding of our obligations in addressing them, the United Nations will lag in providing security to all of its members and all the world's people. Our ability to assist those who seek freedom from fear will then be partial at best.

A. A vision of collective security

76. In November 2003, alarmed by the lack of agreement among Member States on the proper role of the United Nations in providing collective security — or even on the nature of the most compelling threats that we face — I set up the High-level Panel on Threats, Challenges and Change. The Panel delivered its report, "A more secure world: our shared responsibility" (A/59/565), in December 2004.

77. I fully embrace the broad vision that the report articulates and its case for a more comprehensive concept of collective security: one that tackles new threats and old and that addresses the security concerns of all States. I believe that this concept can bridge the gap between divergent views of security and give us the guidance we need to face today's dilemmas.

78. The threats to peace and security in the twenty-first century include not just international war and conflict but civil violence, organized crime, terrorism and

weapons of mass destruction. They also include poverty, deadly infectious disease and environmental degradation since these can have equally catastrophic consequences. All of these threats can cause death or lessen life chances on a large scale. All of them can undermine States as the basic unit of the international system.

79. Depending on wealth, geography and power, we perceive different threats as the most pressing. But the truth is we cannot afford to choose. Collective security today depends on accepting that the threats which each region of the world perceives as most urgent are in fact equally so for all.

80. In our globalized world, the threats we face are interconnected. The rich are vulnerable to the threats that attack the poor and the strong are vulnerable to the weak, as well as vice versa. A nuclear terrorist attack on the United States or Europe would have devastating effects on the whole world. But so would the appearance of a new virulent pandemic disease in a poor country with no effective health-care system.

81. On this interconnectedness of threats we must found a new security consensus, the first article of which must be that all are entitled to freedom from fear, and that whatever threatens one threatens all. Once we understand this, we have no choice but to tackle the whole range of threats. We must respond to HIV/AIDS as robustly as we do to terrorism and to poverty as effectively as we do to proliferation. We must strive just as hard to eliminate the threat of small arms and light weapons as we do to eliminate the threat of weapons of mass destruction. Moreover, we must address all these threats preventively, acting at a sufficiently early stage with the full range of available instruments.

82. We need to ensure that States abide by the security treaties they have signed so that all can continue to reap the benefit. More consistent monitoring, more effective implementation and, where necessary, firmer enforcement are essential if States are to have confidence in multilateral mechanisms and use them to avoid conflict.

83. These are not theoretical issues but issues of deadly urgency. If we do not reach a consensus on them this year and start to act on it, we may not have another chance. This year, if ever, we must transform the United Nations into the effective instrument for preventing conflict that it was always meant to be by acting on several key policy and institutional priorities.

84. We must act to ensure that catastrophic terrorism never becomes a reality. This will require a new global strategy, which begins with Member States agreeing on a definition of terrorism and including it in a comprehensive convention. It will also require all States to sign, ratify, implement and comply with comprehensive conventions against organized crime and corruption. And it will require from them a commitment to take urgent steps to prevent nuclear, chemical and biological weapons getting into the hands of terrorist groups.

85. We must revitalize our multilateral frameworks for handling threats from nuclear, biological and chemical weapons. The threat posed by these weapons is not limited to terrorist use. The existence of multilateral instruments to promote disarmament and prevent proliferation among States has been central to the maintenance of international peace and security ever since those instruments were agreed. But they are now in danger of erosion. They must be revitalized to ensure continued progress on disarmament and to address the growing risk of a cascade of proliferation, especially in the nuclear field.

86. We must continue to reduce the prevalence and risk of war. This requires both the emphasis on development outlined in section II above and the strengthening of tools to deliver the military and civilian support needed to prevent and end wars as well as to build a sustainable peace. Investment in prevention, peacemaking, peacekeeping and peacebuilding can save millions of lives. If only two peace agreements had been successfully implemented in the early 1990s — the Bicesse Accords in Angola and the Arusha Accords in Rwanda — we could have prevented the deaths of almost three million people.

B. Preventing catastrophic terrorism

Transnational terrorism

87. Terrorism is a threat to all that the United Nations stands for: respect for human rights, the rule of law, the protection of civilians, tolerance among peoples and nations, and the peaceful resolution of conflict. It is a threat that has grown more urgent in the last five years. Transnational networks of terrorist groups have global reach and make common cause to pose a universal threat. Such groups profess a desire to acquire nuclear, biological and chemical weapons and to inflict mass casualties. Even one such attack and the chain of events it might set off could change our world forever.

88. Our strategy against terrorism must be comprehensive and should be based on five pillars: it must aim at dissuading people from resorting to terrorism or supporting it; it must deny terrorists access to funds and materials; it must deter States from sponsoring terrorism; it must develop State capacity to defeat terrorism; and it must defend human rights. **I urge Member States and civil society organizations everywhere to join in that strategy.**

89. Several steps are urgently required, as described below.

90. We must convince all those who may be tempted to support terrorism that it is neither an acceptable nor an effective way to advance their cause. But the moral authority of the United Nations and its strength in condemning terrorism have been hampered by the inability of Member States to agree on a comprehensive convention that includes a definition.

91. It is time to set aside debates on so-called “State terrorism”. The use of force by States is already thoroughly regulated under international law. And the right to resist occupation must be understood in its true meaning. It cannot include the right to deliberately kill or maim civilians. I endorse fully the High-level Panel’s call for a definition of terrorism, which would make it clear that, in addition to actions already proscribed by existing conventions, any action constitutes terrorism if it is intended to cause death or serious bodily harm to civilians or non-combatants with the purpose of intimidating a population or compelling a Government or an international organization to do or abstain from doing any act. **I believe this proposal has clear moral force, and I strongly urge world leaders to unite behind it and to conclude a comprehensive convention on terrorism before the end of the sixtieth session of the General Assembly.**

92. It is vital that we deny terrorists access to nuclear materials. This means consolidating, securing and, when possible, eliminating hazardous materials and

implementing effective export controls. While the Group of Eight Major Industrialized Countries (G8) and the Security Council have taken important steps to do this, we need to make sure that these measures are fully enforced and that they reinforce each other. **I urge Member States to complete, without delay, an international convention for the suppression of acts of nuclear terrorism.**

93. The threat of biological terrorism differs from that of nuclear terrorism. There will soon be thousands of laboratories around the world capable of producing designer bugs with awesome lethal potential. Our best defence against this danger lies in strengthening public health, and the recommendations to this end contained in section II above have a double merit: they would both help to address the scourge of naturally occurring infectious disease and contribute to our safety against manmade outbreaks. As we commit ourselves to strengthen local health systems — a task that will take us a generation — we must also ensure that our existing global response is adequate. The World Health Organization Global Outbreak Alert and Response Network has done an impressive job in monitoring and responding to outbreaks of deadly infectious disease, whether natural or suspicious. But it has done so on a shoestring. **I urge Member States to give it the resources it needs to do the job thoroughly, in all our interests.**

94. Terrorists are accountable to no one. We, on the other hand, must never lose sight of our accountability to citizens all around the world. In our struggle against terrorism, we must never compromise human rights. When we do so we facilitate achievement of one of the terrorist's objectives. By ceding the moral high ground we provoke tension, hatred and mistrust of Governments among precisely those parts of the population where terrorists find recruits. **I urge Member States to create a special rapporteur who would report to the Commission on Human Rights on the compatibility of counter-terrorism measures with international human rights laws.**

Organized crime

95. The threat of terrorism is closely linked to that of organized crime, which is growing and affects the security of all States. Organized crime contributes to State weakness, impedes economic growth, fuels many civil wars, regularly undermines United Nations peacebuilding efforts and provides financing mechanisms to terrorist groups. Organized criminal groups are also heavily involved in the illegal smuggling of migrants and trafficking in firearms.

96. In recent years, the United Nations has made important progress in building a framework of international standards and norms for the fight against organized crime and corruption, with the adoption or entry into force of several major conventions and protocols. However, many of the States parties to these treaties have not implemented them adequately, sometimes because they genuinely lack the capacity to do so. **All States should both ratify and implement these conventions, while helping each other to strengthen their domestic criminal justice and rule-of-law systems. And Member States should give adequate resources to the United Nations Office on Drugs and Crime for its key role in overseeing implementation of the conventions.**

C. Nuclear, biological and chemical weapons

97. Multilateral efforts to bridle the dangers of nuclear technology while harnessing its promise are nearly as old as the United Nations itself. The Treaty on the Non-Proliferation of Nuclear Weapons,¹² 35 years old this month, has proved indispensable: it has not only diminished nuclear peril but has also demonstrated the value of multilateral agreements in safeguarding international peace and security. But today, the Treaty has suffered the first withdrawal of a party to the Treaty and faces a crisis of confidence and compliance born of a growing strain on verification and enforcement. The Conference on Disarmament, for its part, faces a crisis of relevance resulting in part from dysfunctional decision-making procedures and the paralysis that accompanies them.

98. Progress in both disarmament and non-proliferation is essential and neither should be held hostage to the other. Recent moves towards disarmament by the nuclear-weapon States should be recognized. Bilateral agreements, including the 2002 Strategic Offensive Reductions Treaty signed by the United States and the Russian Federation, have led to the dismantlement of thousands of nuclear weapons, accompanied by commitments to further sharp reductions in stockpiles. **However, the unique status of nuclear-weapon States also entails a unique responsibility, and they must do more, including but not limited to further reductions in their arsenals of non-strategic nuclear weapons and pursuing arms control agreements that entail not just dismantlement but irreversibility. They should also reaffirm their commitment to negative security assurances. Swift negotiation of a fissile material cut-off treaty is essential. The moratorium on nuclear test explosions must also be upheld until we can achieve the entry into force of the Comprehensive Nuclear Test-Ban Treaty. I strongly encourage States parties to the Treaty on the Non-Proliferation of Nuclear Weapons to endorse these measures at the 2005 Review Conference.**

99. The spread of nuclear technology has exacerbated a long-standing tension within the nuclear regime, arising from the simple fact that the technology required for civilian nuclear fuel can also be used to develop nuclear weapons. Measures to mitigate this tension must confront the dangers of nuclear proliferation but must also take into account the important environmental, energy, economic and research applications of nuclear technology. **First, the verification authority of the International Atomic Energy Agency (IAEA) must be strengthened through universal adoption of the Model Additional Protocol. Second, while the access of non-nuclear weapon States to the benefits of nuclear technology should not be curtailed, we should focus on creating incentives for States to voluntarily forego the development of domestic uranium enrichment and plutonium separation capacities, while guaranteeing their supply of the fuel necessary to develop peaceful uses.** One option is an arrangement in which IAEA would act as a guarantor for the supply of fissile material to civilian nuclear users at market rates.

100. While the Treaty on the Non-Proliferation of Nuclear Weapons remains the foundation of the non-proliferation regime, we should welcome recent efforts to supplement it. These include Security Council resolution 1540 (2004), designed to prevent non-State actors from gaining access to nuclear, chemical and biological weapons, technology and materials, and their means of delivery; and the voluntary Proliferation Security Initiative, under which more and more States are cooperating to prevent illicit trafficking in nuclear, biological and chemical weapons.

101. The availability of ballistic missiles with extended range and greater accuracy is of growing concern to many States, as is the spread of shoulder-fired missiles which could be used by terrorists. **Member States should adopt effective national export controls covering missiles and other means of delivery for nuclear, biological and chemical weapons, rockets and shoulder-fired missiles, as well as a ban on transferring any of them to non-State actors.** The Security Council should also consider adopting a resolution aimed at making it harder for terrorists to acquire or use shoulder-fired missiles.

102. Where progress has been made, it should be consolidated. The 1997 Convention on the Prohibition of the Development, Production, Stockpiling and Use of Chemical Weapons and on Their Destruction¹³ calls for the complete elimination and destruction of chemical weapons by all States parties, thus offering a historic opportunity to complete a task begun more than a century ago. **States parties to the Convention on Chemical Weapons should recommit themselves to achieving the scheduled destruction of declared chemical weapons stockpiles. I call upon all States to accede immediately to the Convention.**

103. The 1975 Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction¹⁴ has enjoyed a remarkable degree of support and adherence, and has been strengthened further through recent annual meetings. **States parties should consolidate the results of these meetings at the 2006 Review Conference and commit themselves to further measures to strengthen the Biological and Toxin Weapons Convention. I also call upon all States to accede immediately to the Convention and to increase the transparency of bio-defence programmes.**

104. Further efforts are needed to bolster the biological security regime. The capability of the Secretary-General to investigate suspected use of biological agents, as authorized by the General Assembly in its resolution 42/37, should be strengthened to incorporate the latest technology and expertise; and the Security Council should make use of that capability, consistent with Security Council resolution 620 (1988).

105. Indeed, the Security Council must be better informed on all matters relevant to nuclear, chemical and biological threats. I encourage the Council to regularly invite the Director-General of IAEA and the Director-General of the Organization for the Prohibition of Chemical Weapons to brief the Council on the status of safeguards and verification processes. And I myself stand ready, in consultation with the Director-General of the World Health Organization, to use my powers under Article 99 of the Charter of the United Nations to call to the attention of the Security Council any overwhelming outbreak of infectious disease that threatens international peace and security.

D. Reducing the risk and prevalence of war

106. No task is more fundamental to the United Nations than the prevention and resolution of deadly conflict. Prevention, in particular, must be central to all our efforts, from combating poverty and promoting sustainable development; through strengthening national capacities to manage conflict, promoting democracy and the rule of law, and curbing the flow of small arms and light weapons; to directing

preventive operational activities, such as the use of good offices, Security Council missions and preventive deployments.

107. Member States must ensure that the United Nations has the right structure and sufficient resources to perform these vital tasks.

Mediation

108. Although it is difficult to demonstrate, the United Nations has almost certainly prevented many wars by using the Secretary-General's "good offices" to help resolve conflicts peacefully. And over the past 15 years, more civil wars have ended through mediation than in the previous two centuries, in large part because the United Nations provided leadership, opportunities for negotiation, strategic coordination and the resources to implement peace agreements. But we could undoubtedly save many more lives if we had the capacity and personnel to do so. **I urge Member States to allocate additional resources to the Secretary-General for his good offices function.**

Sanctions

109. Sanctions are a vital tool at the disposal of the Security Council for dealing preventively with threats to international peace and security. They constitute a necessary middle ground between war and words. In some cases, sanctions can help to produce agreements. In others, they can be combined with military pressure to weaken and isolate rebel groups or States that are in flagrant violation of Security Council resolutions.

110. The use of financial, diplomatic, arms, aviation, travel and commodity sanctions to target belligerents, in particular the individuals most directly responsible for reprehensible policies, will continue to be a vital tool in the United Nations arsenal. **All Security Council sanctions should be effectively implemented and enforced by strengthening State capacity to implement sanctions, establishing well resourced monitoring mechanisms and mitigating humanitarian consequences.** Given the difficult environments in which sanctions are often used and the lessons learned in recent years, future sanctions regimes must also be structured carefully so as to minimize the suffering caused to innocent third parties — including the civilian populations of targeted States — and to protect the integrity of the programmes and institutions involved.

Peacekeeping

111. Over the decades, the United Nations has done a great deal to stabilize zones of conflict, and in the last 15 years or so also to help countries emerge from conflict, by deploying peacekeeping forces. Since the issuance of the report of the Panel on United Nations Peace Operations (A/55/305-S/2000/809, annex), which led to important reforms in the management of our peacekeeping operations, the renewed confidence of Member States in United Nations peacekeeping has led to a surge in demand, with the result that the United Nations now has more missions on the ground than ever before. The majority of these are in Africa, where — I regret to say — developed countries are increasingly reluctant to contribute troops. As a result, our capacity is severely stretched.

112. **I appeal to Member States to do more to ensure that the United Nations has effective capacities for peacekeeping, commensurate with the demands that they place upon it.** In particular, I urge them to improve our deployment options by creating strategic reserves that can be deployed rapidly, within the framework of United Nations arrangements. United Nations capacity should not be developed in competition with the admirable efforts now being made by many regional organizations but in cooperation with them. Decisions by the European Union to create standby battle groups, for instance, and by the African Union to create African reserve capacities, are a very valuable complement to our own efforts. **Indeed, I believe the time is now ripe for a decisive move forward: the establishment of an interlocking system of peacekeeping capacities that will enable the United Nations to work with relevant regional organizations in predictable and reliable partnerships.**

113. Since the rule of law is an essential element of lasting peace, United Nations peacekeepers and peacebuilders have a solemn responsibility to respect the law themselves, and especially to respect the rights of the people whom it is their mission to help. In the light of recent allegations of misconduct by United Nations administrators and peacekeepers, the United Nations system should reaffirm its commitment to respect, adhere to and implement international law, fundamental human rights and the basic standards of due process. I will work to strengthen the internal capacity of the United Nations to exercise oversight of peacekeeping operations, and I remind Member States of their obligation to prosecute any members of their national contingents who commit crimes or offences in the States where they are deployed. **I am especially troubled by instances in which United Nations peacekeepers are alleged to have sexually exploited minors and other vulnerable people, and I have enacted a policy of “zero tolerance” towards such offences that applies to all personnel engaged in United Nations operations. I strongly encourage Member States to do the same with respect to their national contingents.**

Peacebuilding

114. Our record of success in mediating and implementing peace agreements is sadly blemished by some devastating failures. Indeed, several of the most violent and tragic episodes of the 1990s occurred after the negotiation of peace agreements — for instance in Angola in 1993 and in Rwanda in 1994. Roughly half of all countries that emerge from war lapse back into violence within five years. These two points drive home the message: if we are going to prevent conflict we must ensure that peace agreements are implemented in a sustained and sustainable manner. Yet at this very point there is a gaping hole in the United Nations institutional machinery: no part of the United Nations system effectively addresses the challenge of helping countries with the transition from war to lasting peace. **I therefore propose to Member States that they create an intergovernmental Peacebuilding Commission, as well as a Peacebuilding Support Office within the United Nations Secretariat, to achieve this end.**

115. A Peacebuilding Commission could perform the following functions: in the immediate aftermath of war, improve United Nations planning for sustained recovery, focusing on early efforts to establish the necessary institutions; help to ensure predictable financing for early recovery activities, in part by providing an overview of assessed, voluntary and standing funding mechanisms; improve the

coordination of the many post-conflict activities of the United Nations funds, programmes and agencies; provide a forum in which the United Nations, major bilateral donors, troop contributors, relevant regional actors and organizations, the international financial institutions and the national or transitional Government of the country concerned can share information about their respective post-conflict recovery strategies, in the interests of greater coherence; periodically review progress towards medium-term recovery goals; and extend the period of political attention to post-conflict recovery. I do not believe that such a body should have an early warning or monitoring function, but it would be valuable if Member States could at any stage make use of the Peacebuilding Commission's advice and could request assistance from a standing fund for peacebuilding to build their domestic institutions for reducing conflict, including through strengthening the rule-of-law institutions.

116. I believe that such a body would best combine efficiency with legitimacy if it were to report to the Security Council and the Economic and Social Council in sequence, depending on the phase of the conflict. Simultaneous reporting lines should be avoided because they will create duplication and confusion.

117. The Peacebuilding Commission would be most effective if its core membership comprised a sub-set of Security Council members, a similar number of Economic and Social Council members, leading troop contributors and the major donors to a standing fund for peacebuilding. In its country-specific operations, the Peacebuilding Commission should involve the national or transitional authorities, relevant regional actors and organizations, troop contributors, where applicable, and the major donors to the specific country.

118. The participation of international financial institutions is vital. I have started discussions with them to determine how best they can be involved, with due respect for their mandates and governing arrangements.

119. Once these discussions are completed, in advance of September 2005, I will present Member States a more fully developed proposal for their consideration.

Small arms, light weapons and landmines

120. The accumulation and proliferation of small arms and light weapons continues to be a serious threat to peace, stability and sustainable development. Since the adoption in 2001 of the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects,¹⁵ awareness of the problem has grown and there have been various initiatives to tackle it. We must now begin to make a real difference by ensuring better enforcement of arms embargoes, strengthening programmes for the disarmament of ex-combatants and negotiating a legally binding international instrument to regulate the marking and tracing of small arms and light weapons, as well as one to prevent, combat and eradicate illicit brokering. **I urge Member States to agree on an instrument to regulate marking and tracing no later than next year's Review Conference on the Programme of Action, and to expedite negotiations on an instrument on illicit brokering.**

121. We must also continue our work to remove the scourge of landmines, which — along with other explosive remnants of war — still kill and maim innocent people in nearly half the world's countries and hold back entire communities from working their way out of poverty. The Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction,¹⁶

supplemented by Amended Protocol II¹⁷ to the Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects,¹⁸ now has 144 States parties and has made a real difference on the ground. Transfers of mines have virtually halted, large tracts of previously mined lands have been cleared and more than 31 million stockpiled mines have been destroyed. Yet not all States parties to the Convention have fully implemented it and there are vast stockpiles of mines in the arsenals of States that remain outside it. **I therefore urge States parties to implement their obligations in full, and call on those States that have not yet done so to accede to both the Convention and the Protocol at the earliest possible moment.**

E. Use of force

122. Finally, an essential part of the consensus we seek must be agreement on when and how force can be used to defend international peace and security. In recent years, this issue has deeply divided Member States. They have disagreed about whether States have the right to use military force pre-emptively, to defend themselves against imminent threats; whether they have the right to use it preventively to defend themselves against latent or non-imminent threats; and whether they have the right — or perhaps the obligation — to use it protectively to rescue the citizens of other States from genocide or comparable crimes.

123. Agreement must be reached on these questions if the United Nations is to be — as it was intended to be — a forum for resolving differences rather than a mere stage for acting them out. And yet I believe the Charter of our Organization, as it stands, offers a good basis for the understanding that we need.

124. Imminent threats are fully covered by Article 51, which safeguards the inherent right of sovereign States to defend themselves against armed attack. Lawyers have long recognized that this covers an imminent attack as well as one that has already happened.

125. Where threats are not imminent but latent, the Charter gives full authority to the Security Council to use military force, including preventively, to preserve international peace and security. As to genocide, ethnic cleansing and other such crimes against humanity, are they not also threats to international peace and security, against which humanity should be able to look to the Security Council for protection?

126. The task is not to find alternatives to the Security Council as a source of authority but to make it work better. When considering whether to authorize or endorse the use of military force, the Council should come to a common view on how to weigh the seriousness of the threat; the proper purpose of the proposed military action; whether means short of the use of force might plausibly succeed in stopping the threat; whether the military option is proportional to the threat at hand; and whether there is a reasonable chance of success. By undertaking to make the case for military action in this way, the Council would add transparency to its deliberations and make its decisions more likely to be respected, by both Governments and world public opinion. **I therefore recommend that the Security Council adopt a resolution setting out these principles and expressing its intention to be guided by them when deciding whether to authorize or mandate the use of force.**

IV. Freedom to live in dignity

127. In the Millennium Declaration, Member States stated that they would spare no effort to promote democracy and strengthen the rule of law, as well as respect for all internationally recognized human rights and fundamental freedoms. In so doing, they recognized that while freedom from want and fear are essential they are not enough. All human beings have the right to be treated with dignity and respect.

128. The protection and promotion of the universal values of the rule of law, human rights and democracy are ends in themselves. They are also essential for a world of justice, opportunity and stability. No security agenda and no drive for development will be successful unless they are based on the sure foundation of respect for human dignity.

129. When it comes to laws on the books, no generation has inherited the riches that we have. We are blessed with what amounts to an international bill of human rights, among which are impressive norms to protect the weakest among us, including victims of conflict and persecution. We also enjoy a set of international rules on everything from trade to the law of the sea, from terrorism to the environment and from small arms to weapons of mass destruction. Through hard experience, we have become more conscious of the need to build human rights and rule-of-law provisions into peace agreements and ensure that they are implemented. And even harder experience has led us to grapple with the fact that no legal principle — not even sovereignty — should ever be allowed to shield genocide, crimes against humanity and mass human suffering.

130. But without implementation, our declarations ring hollow. Without action, our promises are meaningless. Villagers huddling in fear at the sound of Government bombing raids or the appearance of murderous militias on the horizon find no solace in the unimplemented words of the Geneva Conventions, to say nothing of the international community's solemn promises of "never again" when reflecting on the horrors of Rwanda a decade ago. Treaties prohibiting torture are cold comfort to prisoners abused by their captors, particularly if the international human rights machinery enables those responsible to hide behind friends in high places. A war-weary population infused with new hope after the signing of a peace agreement quickly reverts to despair when, instead of seeing tangible progress towards a Government under the rule of law, it sees war lords and gang leaders take power and become laws unto themselves. And solemn commitments to strengthen democracy at home, which all States made in the Millennium Declaration, remain empty words to those who have never voted for their rulers and who see no sign that things are changing.

131. To advance a vision of larger freedom, the United Nations and its Member States must strengthen the normative framework that has been so impressively advanced over the last six decades. Even more important, we must take concrete steps to reduce selective application, arbitrary enforcement and breach without consequence. Those steps would give new life to the commitments made in the Millennium Declaration.

132. Accordingly, I believe that decisions should be made in 2005 to help strengthen the rule of law internationally and nationally, enhance the stature and structure of the human rights machinery of the United Nations and more directly support efforts to institute and deepen democracy in nations around the globe. We

must also move towards embracing and acting on the “responsibility to protect” potential or actual victims of massive atrocities. The time has come for Governments to be held to account, both to their citizens and to each other, for respect of the dignity of the individual, to which they too often pay only lip service. We must move from an era of legislation to an era of implementation. Our declared principles and our common interests demand no less.

A. Rule of law

133. I strongly believe that every nation that proclaims the rule of law at home must respect it abroad and that every nation that insists on it abroad must enforce it at home. Indeed, the Millennium Declaration reaffirmed the commitment of all nations to the rule of law as the all-important framework for advancing human security and prosperity. Yet in many places, Governments and individuals continue to violate the rule of law, often without consequences for them but with deadly consequences for the weak and the vulnerable. In other instances, those who make no pretence of being bound by the rule of law, such as armed groups and terrorists, are able to flout it because our peacemaking institutions and compliance mechanisms are weak. The rule of law as a mere concept is not enough. New laws must be put into place, old ones must be put into practice and our institutions must be better equipped to strengthen the rule of law.

134. Nowhere is the gap between rhetoric and reality — between declarations and deeds — so stark and so deadly as in the field of international humanitarian law. It cannot be right, when the international community is faced with genocide or massive human rights abuses, for the United Nations to stand by and let them unfold to the end, with disastrous consequences for many thousands of innocent people. I have drawn Member States’ attention to this issue over many years. On the occasion of the tenth anniversary of the Rwandan genocide, I presented a five-point action plan to prevent genocide. The plan underscored the need for action to prevent armed conflict, effective measures to protect civilians, judicial steps to fight impunity, early warning through a Special Adviser on the Prevention of Genocide, and swift and decisive action when genocide is happening or about to happen. Much more, however, needs to be done to prevent atrocities and to ensure that the international community acts promptly when faced with massive violations.

135. The International Commission on Intervention and State Sovereignty and more recently the High-level Panel on Threats, Challenges and Change, with its 16 members from all around the world, endorsed what they described as an “emerging norm that there is a collective responsibility to protect” (see A/59/565, para. 203). While I am well aware of the sensitivities involved in this issue, I strongly agree with this approach. **I believe that we must embrace the responsibility to protect, and, when necessary, we must act on it.** This responsibility lies, first and foremost, with each individual State, whose primary *raison d’être* and duty is to protect its population. But if national authorities are unable or unwilling to protect their citizens, then the responsibility shifts to the international community to use diplomatic, humanitarian and other methods to help protect the human rights and well-being of civilian populations. When such methods appear insufficient, the Security Council may out of necessity decide to take action under the Charter of the United Nations, including enforcement action, if so required. In this case, as in others, it should follow the principles set out in section III above.

136. Support for the rule of law must be strengthened by universal participation in multilateral conventions. At present, many States remain outside the multilateral conventional framework, in some cases preventing important conventions from entering into force. Five years ago, I provided special facilities for States to sign or ratify treaties of which I am the Depository. This proved a major success and treaty events have been held annually ever since. This year's event will focus on 31 multilateral treaties to help us respond to global challenges, with emphasis on human rights, refugees, terrorism, organized crime and the law of the sea. **I urge leaders especially to ratify and implement all treaties relating to the protection of civilians.**

137. Effective national legal and judicial institutions are essential to the success of all our efforts to help societies emerge from a violent past. Yet the United Nations, other international organizations and member Governments remain ill-equipped to provide support for such institutions. As I outlined in my report on the rule of law and transitional justice in conflict and post-conflict societies (S/2004/616), we lack appropriate assessment and planning capacities, both in the field and at Headquarters. As a result, assistance is often piecemeal, slow and ill-suited to the ultimate goal. To help the United Nations realize its potential in this area, **I intend to create a dedicated Rule of Law Assistance Unit, drawing heavily on existing staff within the United Nations system, in the proposed Peacebuilding Support Office (see sect. V below) to assist national efforts to re-establish the rule of law in conflict and post-conflict societies.**

138. Justice is a vital component of the rule of law. Enormous progress has been made with the establishment of the International Criminal Court, the continuing work of the two ad hoc tribunals for the former Yugoslavia and Rwanda, and the creation of a mixed tribunal in Sierra Leone and hopefully soon in Cambodia as well. Other important initiatives include commissions of experts and inquiry, such as those set up for Darfur, Timor-Leste and Côte d'Ivoire. Yet impunity continues to overshadow advances made in international humanitarian law, with tragic consequences in the form of flagrant and widespread human rights abuses continuing to this day. To increase avenues of redress for the victims of atrocities and deter further horrors, **I encourage Member States to cooperate fully with the International Criminal Court and other international or mixed war crimes tribunals, and to surrender accused persons to them upon request.**

139. The International Court of Justice lies at the centre of the international system for adjudicating disputes among States. In recent years, the Court's docket has grown significantly and a number of disputes have been settled, but resources remain scarce. **There is a need to consider means to strengthen the work of the Court.** I urge those States that have not yet done so to consider recognizing the compulsory jurisdiction of the Court — generally if possible or, failing that, at least in specific situations. I also urge all parties to bear in mind, and make greater use of, the Court's advisory powers. Measures should also be taken, with the cooperation of litigating States, to improve the Court's working methods and reduce the length of its proceedings.

B. Human rights

140. Human rights are as fundamental to the poor as to the rich, and their protection is as important to the security and prosperity of the developed world as it is to that of the developing world. It would be a mistake to treat human rights as though there were a trade-off to be made between human rights and such goals as security or development. We only weaken our hand in fighting the horrors of extreme poverty or terrorism if, in our efforts to do so, we deny the very human rights that these scourges take away from citizens. Strategies based on the protection of human rights are vital for both our moral standing and the practical effectiveness of our actions.

141. Since its establishment, the United Nations has committed itself to striving for a world of peace and justice grounded in universal respect for human rights — a mission reaffirmed five years ago by the Millennium Declaration. But the system for protecting human rights at the international level is today under considerable strain. Change is needed if the United Nations is to sustain long-term, high-level engagement on human rights issues, across the range of the Organization's work.

142. Important change is already under way. Since the Millennium Declaration, the United Nations human rights machinery has expanded its protection work, technical assistance and support for national human rights institutions, so that international human rights standards are now better implemented in many countries. Last year, I launched "Action 2", a global programme designed to equip United Nations inter-agency country teams to work with Member States, at their request, to bolster their national human rights promotion and protection systems. **This programme urgently needs more resources and staff, including a stronger capacity to train country teams within the Office of the United Nations High Commissioner for Human Rights.**

143. But technical assistance and long-term institution-building are of little or no value where the basic principle of protection is being actively violated. A greater human rights field presence during times of crisis would provide timely information to United Nations bodies and, when necessary, draw urgent attention to situations requiring action.

144. The increasing frequency of the Security Council's invitations to the High Commissioner to brief it on specific situations shows that there is now a greater awareness of the need to take human rights into account in resolutions on peace and security. **The High Commissioner must play a more active role in the deliberations of the Security Council and of the proposed Peacebuilding Commission, with emphasis on the implementation of relevant provisions in Security Council resolutions.** Indeed, human rights must be incorporated into decision-making and discussion throughout the work of the Organization. The concept of "mainstreaming" human rights has gained greater attention in recent years, but it has still not been adequately reflected in key policy and resource decisions.

145. These observations all point to the need to strengthen the Office of the High Commissioner for Human Rights. While the role of the High Commissioner has expanded in the areas of crisis response, national human rights capacity-building, support for the Millennium Development Goals and conflict prevention, her Office remains woefully ill-equipped to respond to the broad range of human rights challenges facing the international community. **Member States' proclaimed**

commitment to human rights must be matched by resources to strengthen the Office's ability to discharge its vital mandate. I have asked the High Commissioner to submit a plan of action within 60 days.

146. The High Commissioner and her Office need to be involved in the whole spectrum of United Nations activities. But this can only work if the intergovernmental foundations of our human rights machinery are strong. In section V below, therefore, I shall make a proposal to transform the body which should be the central pillar of the United Nations human rights system — the Commission on Human Rights.

147. But the human rights treaty bodies, too, need to be much more effective and more responsive to violations of the rights that they are mandated to uphold. The treaty body system remains little known; is compromised by the failure of many States to report on time if at all, as well as the duplication of reporting requirements; and is weakened further by poor implementation of recommendations. **Harmonized guidelines on reporting to all treaty bodies should be finalized and implemented so that these bodies can function as a unified system.**

C. Democracy

148. The Universal Declaration of Human Rights,¹⁹ adopted by the General Assembly in 1948, enunciated the essentials of democracy. Ever since its adoption, it has inspired constitution-making in every corner of the world, and it has contributed greatly to the eventual global acceptance of democracy as a universal value. The right to choose how they are ruled, and who rules them, must be the birthright of all people, and its universal achievement must be a central objective of an Organization devoted to the cause of larger freedom.

149. In the Millennium Declaration, every Member State pledged to strengthen its capacity to implement the principles and practices of democracy. That same year, the General Assembly adopted a resolution on promoting and consolidating democracy.²⁰ More than 100 countries have now signed the Warsaw Declaration of the Community of Democracies (see A/55/328, annex I), and in 2002 that Community endorsed the Seoul Plan of Action (see A/57/618, annex I), which listed the essential elements of representative democracy and set forth a range of measures to promote it. Regional organizations in many parts of the world have made democracy promotion a core component of their work, and the emergence of a strong community of global and regional civil society organizations that promote democratic governance is also encouraging. All of which reinforces the principle that democracy does not belong to any country or region but is a universal right.

150. However, commitments must be matched by performance and protecting democracy requires vigilance. Threats to democracy have by no means ceased to exist. As we have seen time and again, the transition to democracy is delicate and difficult and can suffer severe setbacks. The United Nations assists Member States by supporting emerging democracies with legal, technical and financial assistance and advice. For example, the United Nations has given concrete support for elections in more and more countries, often at decisive moments in their history — more than 20 in the last year alone, including Afghanistan, Palestine, Iraq and Burundi. Similarly, the Organization's work to improve governance throughout the

developing world and to rebuild the rule of law and State institutions in war-torn countries is vital to ensuring that democracy takes root and endures.

151. The United Nations does more than any other single organization to promote and strengthen democratic institutions and practices around the world, but this fact is little known. The impact of our work is reduced by the way we disperse it among different parts of our bureaucracy. It is time to join up the dots. But there are significant gaps in our capacity in several critical areas. The Organization as a whole needs to be better coordinated and should mobilize resources more effectively. The United Nations should not restrict its role to norm-setting but should expand its help to its members to further broaden and deepen democratic trends throughout the world. **To that end, I support the creation of a democracy fund at the United Nations to provide assistance to countries seeking to establish or strengthen their democracy. Furthermore, I intend to ensure that our activities in this area are more closely coordinated by establishing a more explicit link between the democratic governance work of the United Nations Development Programme and the Electoral Assistance Division of the Department of Political Affairs.**

152. In sections II to IV, I have outlined the interconnected challenges of advancing the cause of larger freedom in the new century. I have also indicated what I believe to be the essential elements of our collective response, including many areas where I believe the United Nations should be better equipped to make its proper contribution. In section V below, I shall focus in some detail on the specific reforms that I believe are needed if our Organization is to play its due part in shaping and implementing such a collective response across the whole range of global issues.

V. Strengthening the United Nations

153. In the present report, I have argued that the principles and purposes of the United Nations, as set out in the Charter, remain as valid and relevant today as they were in 1945, and that the present moment is a precious opportunity to put them into practice. But while purposes should be firm and principles constant, practice and organization need to move with the times. If the United Nations is to be a useful instrument for its Member States and for the world's peoples, in responding to the challenges described in sections II to IV above it must be fully adapted to the needs and circumstances of the twenty-first century. It must be open not only to States but also to civil society, which at both the national and international levels plays an increasingly important role in world affairs. Its strength must be drawn from the breadth of its partnerships and from its ability to bring those partners into effective coalitions for change across the whole spectrum of issues on which action is required to advance the cause of larger freedom.

154. Clearly our Organization, as an organization, was built for a different era. Equally clearly, not all our current practices are adapted to the needs of today. That is why Heads of State and Government, in the Millennium Declaration, recognized the need to strengthen the United Nations to make it a more effective instrument for pursuing their priorities.

155. Indeed, ever since I took office as Secretary-General in 1997, one of my main priorities has been to reform the internal structures and culture of the United Nations to make the Organization more useful to its Member States and to the

world's peoples. And much has been achieved. Today, the Organization's structures are more streamlined, its working methods more effective and its various programmes better coordinated, and it has developed working partnerships in many areas with civil society and the private sector. In the economic and social spheres, the Millennium Development Goals now serve as a common policy framework for the entire United Nations system, and indeed for the broader international development community. United Nations peacekeeping missions today are much better designed than they used to be, and have a more integrated understanding of the many different tasks involved in preventing a recurrence of fighting and laying the foundations of lasting peace. And we have built strategic partnerships with a wide range of non-State actors who have an important contribution to make to global security, prosperity and freedom.

156. But many more changes are needed. As things stand now, different governance structures for the many parts of the system, overlapping mandates and mandates that reflect earlier rather than current priorities all combine to hobble our effectiveness. It is essential to give managers real authority so that they can fully align the system's activities with the goals endorsed by Member States — which I hope will be those outlined in the present report. We must also do more to professionalize the Secretariat and to hold its staff and management more rigorously accountable for their performance. And we need to ensure greater coherence, both among the various United Nations representatives and activities in each country and in the wider United Nations system, particularly in the economic and social fields.

157. But reform, if it is to be effective, cannot be confined to the executive branch. It is time to breathe new life also into the intergovernmental organs of the United Nations.

A. General Assembly

158. As the Millennium Declaration reaffirmed, the General Assembly has a central position as the chief deliberative, policy-making and representative organ of the United Nations. In particular, it has the authority to consider and approve the budget and it elects the members of the other deliberative bodies, including the Security Council. Member States are therefore rightly concerned about the decline in the Assembly's prestige and its diminishing contribution to the Organization's activities. This decline must be reversed, and that will only happen if the Assembly becomes more effective.

159. In recent years, the number of General Assembly resolutions approved by consensus has increased steadily. That would be good if it reflected a genuine unity of purpose among Member States in responding to global challenges. But unfortunately, consensus (often interpreted as requiring unanimity) has become an end in itself. It is sought first within each regional group and then at the level of the whole. This has not proved an effective way of reconciling the interests of Member States. Rather, it prompts the Assembly to retreat into generalities, abandoning any serious effort to take action. Such real debates as there are tend to focus on process rather than substance and many so-called decisions simply reflect the lowest common denominator of widely different opinions.

160. Member States agree, as they have for years, that the Assembly needs to streamline its procedures and structures so as to improve the deliberative process

and make it more effective. Many modest steps have been taken. Now, new proposals to “revitalize” the Assembly have been put forward by a wide range of Member States. **The General Assembly should now take bold measures to rationalize its work and speed up the deliberative process, notably by streamlining its agenda, its committee structure and its procedures for holding plenary debates and requesting reports, and by strengthening the role and authority of its President.**

161. At present, the General Assembly addresses a broad agenda covering a wide range of often overlapping issues. **It should give focus to its substantive agenda by concentrating on addressing the major substantive issues of the day, such as international migration and the long-debated comprehensive convention on terrorism.**

162. It should also engage much more actively with civil society — reflecting the fact that, after a decade of rapidly increasing interaction, civil society is now involved in most United Nations activities. Indeed, the goals of the United Nations can only be achieved if civil society and Governments are fully engaged. The Panel of Eminent Persons on United Nations-Civil Society Relations, which I appointed in 2003, made many useful recommendations for improving our work with civil society, and I have commended its report (see A/58/817 and Corr.1) to the General Assembly together with my views. **The General Assembly should act on these recommendations and establish mechanisms enabling it to engage fully and systematically with civil society.**

163. The Assembly also needs to review its committee structure, the way committees function, the oversight it provides to them and their outputs. The General Assembly needs a mechanism to review the decisions of its committees so as to avoid overloading the organization with unfunded mandates and continuing the current problem of micromanagement of the budget and the allocation of posts within the Secretariat. If the General Assembly cannot solve these problems it will not have the focus and flexibility it needs to serve its members effectively.

164. It should be clear that none of this will happen unless Member States take a serious interest in the Assembly at the highest level and insist that their representatives engage in its debates with a view to achieving real and positive results. If they fail to do this the Assembly’s performance will continue to disappoint them and they should not be surprised.

B. The Councils

165. Its founders endowed the United Nations with three Councils, each having major responsibilities in its own area: the Security Council, the Economic and Social Council and the Trusteeship Council. Over time, the division of responsibilities between them has become less and less balanced: the Security Council has increasingly asserted its authority and, especially since the end of the cold war, has enjoyed greater unity of purpose among its permanent members but has seen that authority questioned on the grounds that its composition is anachronistic or insufficiently representative; the Economic and Social Council has been too often relegated to the margins of global economic and social governance; and the Trusteeship Council, having successfully carried out its functions, is now reduced to a purely formal existence.

166. I believe we need to restore the balance, with three Councils covering respectively, (a) international peace and security, (b) economic and social issues, and (c) human rights, the promotion of which has been one of the purposes of the Organization from its beginnings but now clearly requires more effective operational structures. These Councils together should have the task of driving forward the agenda that emerges from summit and other conferences of Member States, and should be the global forms in which the issues of security, development and justice can be properly addressed. The first two Councils, of course, already exist but need to be strengthened. The third requires a far-reaching overhaul and upgrading of our existing human rights machinery.

Security Council

167. By adhering to the Charter of the United Nations, all Member States recognize that the Security Council has the primary responsibility for the maintenance of international peace and security and agree to be bound by its decisions. It is therefore of vital importance, not only to the Organization but to the world, that the Council should be equipped to carry out this responsibility and that its decisions should command worldwide respect.

168. In the Millennium Declaration, all States resolved to intensify their efforts “to achieve a comprehensive reform of the Security Council in all its aspects” (see General Assembly resolution 55/2, para. 30). This reflected the view, long held by the majority, that a change in the Council’s composition is needed to make it more broadly representative of the international community as a whole, as well as of the geopolitical realities of today, and thereby more legitimate in the eyes of the world. Its working methods also need to be made more efficient and transparent. The Council must be not only more representative but also more able and willing to take action when action is needed. Reconciling these two imperatives is the hard test that any reform proposal must pass.

169. Two years ago, I declared that in my view no reform of the United Nations would be complete without reform of the Security Council. That is still my belief. The Security Council must be broadly representative of the realities of power in today’s world. I therefore support the position set out in the report of the High-level Panel on Threats, Challenges and Change (A/59/565) concerning the reforms of the Security Council, namely:

(a) They should, in honouring Article 23 of the Charter, increase the involvement in decision-making of those who contribute most to the United Nations financially, militarily and diplomatically, specifically in terms of contributions to United Nations assessed budgets, participation in mandated peace operations, contributions to voluntary activities of the United Nations in the areas of security and development, and diplomatic activities in support of United Nations objectives and mandates. Among developed countries, achieving or making substantial progress towards the internationally agreed level of 0.7 per cent of GNP for ODA should be considered an important criterion of contribution;

(b) They should bring into the decision-making process countries more representative of the broader membership, especially of the developing world;

(c) They should not impair the effectiveness of the Security Council;

(d) They should increase the democratic and accountable nature of the body.

170. I urge Member States to consider the two options, models A and B, proposed in that report (see box 5), or any other viable proposals in terms of size and balance that have emerged on the basis of either model. Member States should agree to take a decision on this important issue before the summit in September 2005. It would be very preferable for Member States to take this vital decision by consensus, but if they are unable to reach consensus this must not become an excuse for postponing action.

Box 5 **Security Council reform: models A and B**

Model A provides for six new permanent seats, with no veto being created, and three new two-year term non-permanent seats, divided among the major regional areas as follows:

<i>Regional area</i>	<i>No. of States</i>	<i>Permanent seats (continuing)</i>	<i>Proposed new permanent seats</i>	<i>Proposed two-year seats (non-renewable)</i>	<i>Total</i>
Africa	53	0	2	4	6
Asia and Pacific	56	1	2	3	6
Europe	47	3	1	2	6
Americas	35	1	1	4	6
Totals model A	191	5	6	13	24

Model B provides for no new permanent seats but creates a new category of eight four-year renewable-term seats and one new two-year non-permanent (and non-renewable) seat, divided among the major regional areas as follows:

<i>Regional area</i>	<i>No. of States</i>	<i>Permanent seats (continuing)</i>	<i>Proposed four-year renewable seats</i>	<i>Proposed two-year seats (non-renewable)</i>	<i>Total</i>
Africa	53	0	2	4	6
Asia and Pacific	56	1	2	3	6
Europe	47	3	2	1	6
Americas	35	1	2	3	6
Totals model B	191	5	8	11	24

Economic and Social Council

171. The Charter of the United Nations gives the Economic and Social Council a range of important functions that involve coordination, policy review and policy

dialogue. Most of these seem more critical than ever in this age of globalization, in which a comprehensive United Nations development agenda has emerged from the summits and conferences of the 1990s. More than ever, the United Nations needs to be able to develop and implement policies in this area in a coherent manner. The functions of the Council are generally thought to be uniquely relevant to these challenges, but it has not as yet done justice to them.

172. In 1945, the framers of the Charter did not give the Economic and Social Council enforcement powers. Having agreed at Bretton Woods in the previous year to create powerful international financial institutions and expecting that these would be complemented by a world trade organization in addition to the various specialized agencies, they clearly intended that international economic decision-making would be decentralized. But this only makes the Council's potential role as coordinator, convener, forum for policy dialogue and forger of consensus the more important. It is the only organ of the United Nations explicitly mandated by the Charter to coordinate the activities of the specialized agencies and to consult with non-governmental organizations. And it has a network of functional and regional commissions operating under its aegis which are increasingly focused on the implementation of development goals.

173. The Economic and Social Council has put these assets to good use in the recent years, building bridges through an annual special high-level meeting with the trade and financial institutions, for instance, and establishing a unique Information and Communications Technology Task Force. It has also contributed to linking the issues of security and development by establishing country-specific groups.

174. These initiatives have helped to promote greater coherence and coordination among various actors, but there are still visible gaps to be addressed.

175. First, there is an increasing need to integrate, coordinate and review the implementation of the United Nations development agenda that has emerged from the world conferences and summits. **To this end, the Economic and Social Council should hold annual ministerial-level assessments of progress towards agreed development goals, particularly the Millennium Development Goals.** These assessments could be based on peer reviews of progress reports prepared by member States, with support from United Nations agencies and the regional commissions.

176. Second, there is a need to review trends in international development cooperation, promote greater coherence among the development activities of different actors and strengthen the links between the normative and operational work of the United Nations system. **To address this gap, the Economic and Social Council should serve as a high-level development cooperation forum. Such a forum could be held biennially by transforming the high-level segment of the Council.**

177. Third, there is a need to address economic and social challenges, threats and crises as and when they occur. **To this end, the Council should convene timely meetings, as required, to assess threats to development, such as famines, epidemics and major natural disasters, and to promote coordinated responses to them.**

178. Fourth, there is a need to systematically monitor and deal with the economic and social dimensions of conflicts. The Economic and Social Council has tried to fulfil this need by establishing country-specific ad hoc advisory groups. But given

the scale and the challenge of long-term recovery, reconstruction and reconciliation, ad hoc arrangements are not enough. **The Economic and Social Council should institutionalize its work in post-conflict management by working with the proposed Peacebuilding Commission. It should also reinforce its links with the Security Council in order to promote structural prevention.**

179. Finally, while the normative and strategy-setting role of the Economic and Social Council is clearly different from the managerial and policy-making role played by the governing bodies of the various international institutions, I would hope that, as the Council starts to assert leadership in driving a global development agenda it will be able to provide direction for the efforts of the various intergovernmental bodies in this area throughout the United Nations system.

180. Implementing all these recommendations would require the Economic and Social Council to function with a new and more flexible structure, not necessarily restricted by the current annual calendar of “segments” and “substantive session”. In addition, the Council needs an effective, efficient and representative intergovernmental mechanism for engaging its counterparts in the institutions dealing with finance and trade. This could either be achieved by expanding its Bureau or by establishing an Executive Committee with a regionally balanced composition.

Proposed Human Rights Council

181. The Commission on Human Rights has given the international community a universal human rights framework, comprising the Universal Declaration on Human Rights, the two International Covenants²¹ and other core human rights treaties. During its annual session, the Commission draws public attention to human rights issues and debates, provides a forum for the development of United Nations human rights policy and establishes a unique system of independent and expert special procedures to observe and analyse human rights compliance by theme and by country. The Commission’s close engagement with hundreds of civil society organizations provides an opportunity for working with civil society that does not exist elsewhere.

182. Yet the Commission’s capacity to perform its tasks has been increasingly undermined by its declining credibility and professionalism. In particular, States have sought membership of the Commission not to strengthen human rights but to protect themselves against criticism or to criticize others. As a result, a credibility deficit has developed, which casts a shadow on the reputation of the United Nations system as a whole.

183. If the United Nations is to meet the expectations of men and women everywhere — and indeed, if the Organization is to take the cause of human rights as seriously as those of security and development — then Member States should agree to replace the Commission on Human Rights with a smaller standing Human Rights Council. Member States would need to decide if they want the Human Rights Council to be a principal organ of the United Nations or a subsidiary body of the General Assembly, but in either case its members would be elected directly by the General Assembly by a two-thirds majority of members present and voting. The creation of the Council would accord human rights a more authoritative position, corresponding to the primacy of human rights in the Charter of the United Nations. Member States should determine the composition of the

Council and the term of office of its members. Those elected to the Council should undertake to abide by the highest human rights standards.

C. The Secretariat

184. A capable and effective Secretariat is indispensable to the work of the United Nations. As the needs of the Organization have changed, so too must the Secretariat. That is why in 1997 I launched a package of structural reforms for the Secretariat and followed up with a further set of managerial and technical improvements in 2002, aimed at giving the Organization a more focused work programme and a simpler system of planning and budgeting and enabling the Secretariat to provide better service.

185. I am glad that the General Assembly has given broad support to these changes and I believe they have improved our ability to do the job the world expects of us. Thanks to changes in budgeting, procurement, human resources management and the way peacekeeping missions are supported, we now do business in a new and different way. But these reforms do not go far enough. If the United Nations is to be truly effective the Secretariat will have to be completely transformed.

186. Those with the power to make decisions — essentially the General Assembly and the Security Council — must take care, when they assign mandates to the Secretariat, that they also provide resources adequate for the task. In return, management must be made more accountable and the capacity of intergovernmental bodies to oversee it must be strengthened. The Secretary-General and his or her managers must be given the discretion, the means, the authority and the expert assistance that they need to manage an organization which is expected to meet fast-changing operational needs in many different parts of the world. Similarly, Member States must have the oversight tools that they need to hold the Secretary-General truly accountable for his/her strategy and leadership.

187. Member States also have a central role to play in ensuring that the Organization's mandates stay current. **I therefore ask the General Assembly to review all mandates older than five years to see whether the activities concerned are still genuinely needed or whether the resources assigned to them can be reallocated in response to new and emerging challenges.**

188. Today's United Nations staff must be: (a) aligned with the new substantive challenges of the twenty-first century; (b) empowered to manage complex global operations; and (c) held accountable.

189. First, I am taking steps to realign the Secretariat's structure to match the priorities outlined in the present report. This will entail creating a peacebuilding support office and strengthening support both for mediation (my "good offices" function) and for democracy and the rule of law. In addition, I intend to appoint a Scientific Adviser to the Secretary-General, who will provide strategic forward-looking scientific advice on policy matters, mobilizing scientific and technological expertise within the United Nations system and from the broader scientific and academic community.

190. Achieving real progress in new areas requires staff with the skills and experience to address new challenges. It also requires a renewed effort to secure "the highest standards of efficiency, competence and integrity", as required by

Article 101.3 of the Charter of the United Nations, while “recruiting the staff on as wide a geographical basis as possible” and, we must add today, ensuring a just balance between men and women. While existing staff must have reasonable opportunities to develop within the Organization we cannot continue to rely on the same pool of people to address all our new needs. **I therefore request the General Assembly to provide me with the authority and resources to pursue a one-time staff buyout so as to refresh and realign the staff to meet current needs.**

191. Second, the Secretariat must be empowered to do its work. The High-level Panel suggested that I appoint a second Deputy Secretary-General to improve the decision-making process on peace and security. Instead, I have decided to create a cabinet-style decision-making mechanism (with stronger executive powers than the present Senior Management Group) to improve both policy and management. It will be supported by a small cabinet secretariat to ensure the preparation and follow-up of decision making. In this way, I expect to be able to ensure more focused, orderly and accountable decision-making. This should help but will not by itself be enough to ensure the effective management of the worldwide operations of such a complex Organization. The Secretary-General, as Chief Administrative Officer of the Organization, must be given a higher level of managerial authority and flexibility. He or she needs to have the ability to adjust the staffing table as necessary and without undue constraint. And our administrative system needs to be thoroughly modernized. **Therefore, I ask Member States to work with me to undertake a comprehensive review of the budget and human resources rules under which we operate.**

192. Third, we must continue to improve the transparency and accountability of the Secretariat. The General Assembly has taken an important step towards greater transparency by making internal audits available to Member States upon request. I am in the process of identifying other categories of information that could be made available routinely. I am establishing a Management Performance Board to ensure that senior officials are held accountable for their actions and the results their units achieve. A number of other internal improvements are under way. These aim to align our management systems and human resource policies with the best practices of other global public and commercial organizations. **In order to further improve accountability and oversight I have proposed that the General Assembly commission a comprehensive review of the Office of Internal Oversight Services with a view to strengthening its independence and authority as well as its expertise and capacity.** I hope the Assembly will act promptly on this proposal.

D. System coherence

193. Beyond the Secretariat, the United Nations system of funds, programmes and specialized agencies brings together a unique wealth of expertise and resources, encompassing the full spectrum of global issues. And what is true for the United Nations proper is valid also for the other parts of the system. All must be clearly accountable to both their governing bodies and the people they serve.

194. Over the past few decades, responding to steadily growing demand, the system has seen a welcome expansion in its membership as well as in the scale and scope of its activities. One unfortunate side-effect of this has been that there is now often

significant duplication of mandates and actions between different bodies within the system. Another has been significant shortfalls in necessary funding.

195. To try to address some of these problems I have launched two sets of major reforms during my time as Secretary-General. First, in my 1997 report, entitled “Renewing the United Nations: a programme for reform” (A/51/950), I introduced several measures, including notably the creation of executive committees, to strengthen the leadership capacity of the Secretariat and provide better coordination in the humanitarian and development fields. Then in 2002, in a second report, entitled “Strengthening the United Nations: an agenda for further change” (A/57/387 and Corr.1), I set out further steps aimed more directly at improving our work at country level, particularly by strengthening the resident coordinator system. I have also given more authority to my special representatives and instituted a system of integrated peace operations.

196. These efforts have paid significant dividends by enabling the various agencies to work more closely together at the country level, both with each other and with other partners, such as the World Bank. Nevertheless, the United Nations system as a whole is still not delivering services in the coherent, effective way that the world’s citizens need and deserve.

197. Part of the problem is clearly related to the structural constraints we face. In the medium and longer term, we will need to consider much more radical reforms to address these. Such reforms could include grouping the various agencies, funds and programmes into tightly managed entities, dealing respectively with development, the environment and humanitarian action. And this regrouping might involve eliminating or merging those funds, programmes and agencies which have complementary or overlapping mandates and expertise.

198. Meanwhile, there are more immediate actions that we can and should take now. In particular, I am introducing further improvements in the coordination of the United Nations system presence and performance at the country level, based on a simple principle: at every stage of United Nations activities, the senior United Nations official present in any given country — special representative, resident coordinator or humanitarian coordinator — should have the authority and resources necessary to manage an integrated United Nations mission or “country presence” so that the United Nations can truly function as one integrated entity.

The United Nations at the country level

199. In every country where the United Nations has a development presence, United Nations agencies, funds and programmes should organize their technical efforts to help that country develop and implement the national Millennium Development Goals-based poverty reduction strategies set out in section II above. While the management of the resident coordinator system should remain with the United Nations Development Programme (UNDP), which is our principal development institution, the broader United Nations Development Group (UNDG) should guide resident United Nations country teams, led by properly resourced and empowered resident coordinators. The United Nations Development Assistance Framework should identify a clear set of strategic objectives and define the specific assistance that each United Nations entity must give to help our national partners achieve the Goals and meet their broader development needs. Governments and the United Nations itself can then use this “results matrix” to monitor and assess the

performance of the United Nations system at the country level and hold its representatives accountable.

Strengthening the resident coordinator system

200. To drive this process, I shall further strengthen the role of my resident coordinators, giving them more authority so that they can coordinate better. But the governing boards of different agencies also need to provide guidance to support this process. **I call on Member States to coordinate their representatives on these governing boards so as to make sure that they pursue a coherent policy in assigning mandates and allocating resources throughout the system.** I also urge Member States to increase core funding and reduce the proportion of earmarked funds so as to help increase coherence in the system. As mentioned above, I hope a reinvigorated Economic and Social Council will give overall direction to this new coherence.

201. In recent years, I have been gratified by the benefits that the United Nations system has derived from working closely with independent scientists, policy makers and political leaders around the world. This is particularly true in the field of development, where we need constantly to integrate the latest advances in science and technology into the practice of our organizations and programmes. In 2005, to consolidate the links between United Nations development efforts and the world's leading minds in relevant fields I intend to launch a Council of Development Advisers. This Council, working in close cooperation with the Secretary-General's Scientific Adviser mentioned above, will comprise some two dozen people, who should represent a cross-section of leading world scientists, policy-making officials and political leaders. They will advise both me and UNDG on the best ways to support the achievement of the Millennium Development Goals, will issue periodic reports and commentaries, and will liaise with scientific, civil society and other bodies with relevant expertise. Their advice will also be available to the Economic and Social Council.

Humanitarian response system

202. From the Indian Ocean tsunami to the crises in Darfur and the eastern Democratic Republic of the Congo, recent months have provided eloquent testimony to the ever-growing range and scale of demands being placed on the international humanitarian response system. With leadership and coordination from the United Nations, the system that comprises the humanitarian community of agencies and non-governmental organizations has been performing reasonably well, under the circumstances. Expert humanitarian workers get deployed and large quantities of food and other relief items are now provided to victims of war and natural disasters anywhere in the world within a matter of days. There is less overlap between agencies and a more effective coordination between non-governmental and intergovernmental actors on the ground.

203. The system was able to provide massive relief to all tsunami-affected communities in the Indian Ocean, against all odds, in the course of a few weeks. Yet at the same time, assistance to displaced people in Darfur is falling well short of what had been pledged, while major crises, such as the one in the Democratic Republic of Congo, where more than 3.8 million people have been killed and 2.3 million displaced since 1997, remain woefully underfunded. Humanitarian response

needs to become more predictable in all emergencies. To achieve that we need to make rapid progress on three fronts.

204. First, the humanitarian system needs to have a more predictable response capacity in areas where now there too often are gaps, ranging from the provision of water and sanitation to shelter and camp management. When crises are already under way there is a need to operate quickly and flexibly. This is particularly the case in complex emergencies, during which humanitarian requirements are linked to the dynamics of conflict and circumstances can change rapidly. In general, it is the relevant United Nations country team, under the leadership of the humanitarian coordinator, which is best placed to identify the opportunities and constraints. However, there is a clear need to strengthen field coordination structures, notably by better preparing and equipping United Nations country teams, strengthening the leadership of the humanitarian coordinator and ensuring that sufficient and flexible resources are immediately available to support these field structures.

205. Second, we need predictable funding to meet the needs of vulnerable communities. We need to ensure that the generous outpouring of global support to the tsunami crisis becomes the rule, not the exception. This means building on the humanitarian community's work with the donor community and more systematically engaging with new donor Governments and the private sector. Ensuring consistent and timely responses to crises requires both that pledges be rapidly converted into tangible resources and that more predictable and flexible funding be made available for humanitarian operations, particularly in the initial emergency phases.

206. Third, we need to have a predictable right of access and guaranteed security for our humanitarian workers and operations in the field. Humanitarian personnel are too often blocked from providing assistance because government forces or armed groups prevent them from doing their jobs. Elsewhere, terrorists attack our unarmed aid workers and paralyse operations, in violation of basic international law.

207. I am working with my Emergency Relief Coordinator to address these issues and to come up with concrete recommendations for strengthened action. A comprehensive humanitarian response review is currently under way and its findings will be made available in June 2005. **I expect them to include a series of proposals for new standby arrangements for personnel and equipment to ensure the capacity to respond immediately to major disasters and other emergencies, if need be in several areas at the same time.** I shall work with Member States and agencies to ensure that these proposals, once finalized, will be implemented without delay.

208. To enable immediate response to sudden disasters or large unmet needs in neglected emergencies, we need to consider the adequacy of the financial tools at our disposal. **We should examine whether the existing Central Emergency Revolving Fund should be upgraded or a new funding mechanism should be established.** In the latter case, the proposal put forward by donors to set up a \$1 billion voluntary fund deserves serious consideration.

209. Special attention is due to the growing problem of internally displaced persons. Unlike refugees, who have crossed an international border, those displaced within their own countries by violence and war are not protected by established minimum standards.

210. Yet this acutely vulnerable group now totals roughly 25 million, more than double the estimated number of refugees. **I urge Member States to accept the Guiding Principles on Internal Displacement (E/CN.4/1998/53/Add.2) prepared by my Special Representative as the basic international norm for protection of such persons, and to commit themselves to promote the adoption of these principles through national legislation.** Unlike refugees, who are looked after by the Office of the United Nations High Commissioner for Refugees, internally displaced persons and their needs often fall into the cracks between different humanitarian bodies. Recent steps have been taken to ensure that agencies provide assistance to such groups within their respective areas of competence, on a collaborative basis. But, as we have seen most recently in Darfur, more is needed. **I intend to strengthen further the inter-agency response to the needs of internally displaced persons, under the global leadership of my Emergency Relief Coordinator, and at the country level through the humanitarian coordinator system. I trust that Member States will support me in this effort.**

211. Finally, I intend to call more systematically on Member States in general and the Security Council in particular to address the unacceptable humanitarian access blockages that we are too often facing. **In order to save unnecessary pain and suffering it is essential to protect humanitarian space and ensure that humanitarian actors have safe and unimpeded access to vulnerable populations.** I shall also take measures, through the newly established Secretariat Department of Safety and Security, to make our risk management system more robust so that humanitarian workers can undertake their life-saving operations in high risk areas without unduly endangering their own lives.

Governance of the global environment

212. Given the number and complexity of international agreements and agencies that cover it, the environment poses particular challenges to coherence. There are now more than 400 regional and universal multilateral environmental treaties in force, covering a broad range of environmental issues, including biodiversity, climate change and desertification. The sectoral character of these legal instruments and the fragmented machinery for monitoring their implementation make it harder to mount effective responses across the board. There is a clear need to streamline and consolidate our efforts to follow up and implement these treaties. Already in 2002, the World Summit on Sustainable Development, held in Johannesburg, emphasized the need for a more coherent institutional framework of international environmental governance, with better coordination and monitoring. **It is now high time to consider a more integrated structure for environmental standard-setting, scientific discussion and monitoring treaty compliance. This should be built on existing institutions, such as the United Nations Environment Programme, as well as the treaty bodies and specialized agencies. Meanwhile, environmental activities at the country level should benefit from improved synergies, on both normative and operational aspects, between United Nations agencies, making optimal use of their comparative advantages, so that we have an integrated approach to sustainable development, in which both halves of that term are given their due weight.**

E. Regional organizations

213. A considerable number of regional and subregional organizations are now active around the world, making important contributions to the stability and prosperity of their members, as well as of the broader international system. The United Nations and regional organizations should play complementary roles in facing the challenges to international peace and security. **In this connection, donor countries should pay particular attention to the need for a 10-year plan for capacity-building with the African Union.** To improve coordination between the United Nations and regional organizations, within the framework of the Charter of the United Nations, I intend to introduce memoranda of understanding between the United Nations and individual organizations, governing the sharing of information, expertise and resources, as appropriate in each case. For regional organizations that have a conflict prevention or peacekeeping capacity, these memoranda of understanding could place those capacities within the framework of the United Nations Standby Arrangements System.

214. I also intend to invite regional organizations to participate in meetings of United Nations system coordinating bodies, when issues in which they have a particular interest are discussed.

215. **The rules of the United Nations peacekeeping budget should be amended to give the United Nations the option, in very exceptional circumstances, to use assessed contributions to finance regional operations authorized by the Security Council, or the participation of regional organizations in multi-pillar peace operations under the overall United Nations umbrella.**

F. Updating the Charter of the United Nations

216. As I remarked at the beginning of section V, the principles of the Charter of the United Nations remain fully valid, and the Charter itself, in the main, continues to provide a solid foundation for all our work. It is still essentially the document that was drafted at the San Francisco Conference six decades ago. Much has been achieved by changes in practice without the need for amendment. In fact, the Charter has been amended only twice during the history of the Organization — for the purpose of enlarging the membership of the Security Council and the Economic and Social Council.

217. Nonetheless, the United Nations now operates in a radically different world from that of 1945, and the Charter should reflect the realities of today. **In particular, it is high time to eliminate the anachronistic “enemy” clauses in Articles 53 and 107 of the Charter.**

218. The Trusteeship Council played a vital role in raising standards of administration in the trust territories and promoting the wider process of decolonization. But its work is long since complete. **Chapter XIII, “The Trusteeship Council”, should be deleted from the Charter.**

219. **For similar reasons, Article 47 on The Military Staff Committee should be deleted, as should all references to this Committee in Articles 26, 45 and 46.**

VI. Conclusion: our opportunity and our challenge

220. At no time in human history have the fates of every woman, man and child been so intertwined across the globe. We are united both by moral imperatives and by objective interests. We can build a world in larger freedom — but to do it we must find common ground and sustain collective action. This task can seem daunting, and it is easy to descend into generalities or stray into areas of such deep disagreement that differences are reinforced not overcome.

221. Yet it is for us to decide whether this moment of uncertainty presages wider conflict, deepening inequality and the erosion of the rule of law, or is used to renew our common institutions for peace, prosperity and human rights. Now is the time to act. Enough words and good intentions: in the present report I have largely limited myself to the decisions that I believe are both needed and achievable in 2005. In the annex, I have listed a number of specific items for consideration by Heads of State and Government.

222. To make the right choice, leaders will need what United States President Franklin D. Roosevelt, whose vision was so central to the founding of the United Nations, called “the courage to fulfil [their] responsibilities in an admittedly imperfect world”.²² They will also need the wisdom to transcend their differences. Given firm, clear-sighted leadership, both within States and among them, I am confident that they can. I am also certain that they must. What I have called for here is possible. It is within reach. From pragmatic beginnings could emerge a visionary change of direction in our world. That is our opportunity and our challenge.

Notes

¹ General Assembly resolution 55/2.

² *Investing in Development: A Practical Plan to Achieve the Millennium Development Goals* (United Nations publication, Sales No. 05.III.B.4); see also <http://www.unmillenniumproject.org>.

³ *A Fair Globalization: Creating Opportunities for All* (Geneva, International Labour Organization, 2004).

⁴ *Unleashing Entrepreneurship: Making Business Work for the Poor* (United Nations publication, Sales No. 04.III.B.4).

⁵ See *Report of the International Conference on Financing for Development, Monterrey, Mexico, 18-22 March 2002* (United Nations publication, Sales No. E.02.II.A.7), chap. I, resolution 1, annex.

⁶ United Nations, *Treaty Series*, vol. 1522, No. 26369.

⁷ United Nations, *Treaty Series*, vol. 1954, No. 33480.

⁸ See United Nations Environment Programme, *Convention on Biological Diversity* (Environmental Law and Institution Programme Activity Centre), June 1992.

⁹ See *Report of the World Summit on Sustainable Development, Johannesburg, South Africa, 26 August-4 September 2002* (United Nations publication, Sales No. E.03.II.A.1), chap. I, resolution 2, annex, para. 44.

¹⁰ FCCC/CP/1997/7/Add.1, decision 1/CP.3, annex.

¹¹ A/AC.237/18 (Part II)/Add.1 and Corr.1, annex I.

¹² United Nations, *Treaty Series*, vol. 729, No. 10485.

- ¹³ See *Official Records of the General Assembly, Forty-seventh Session, Supplement No. 27 (A/47/27)*, appendix I.
- ¹⁴ General Assembly resolution 2826 (XXVI), annex.
- ¹⁵ See *Report of the United Nations Conference on the Illicit Trade in Small Arms and Light Weapons in All Its Aspects, New York, 9-20 July 2001 (A/CONF. 192/15)*, chap. IV.
- ¹⁶ CD/1478.
- ¹⁷ CCW/CONF.I/16 (Part I), annex B.
- ¹⁸ See *The United Nations Disarmament Yearbook*, vol. 5: 1980 (United Nations publications, Sales No. E.81.IX.4), appendix VII.
- ¹⁹ General Assembly resolution 217 A (III).
- ²⁰ General Assembly resolution 55/96.
- ²¹ General Assembly resolution 2200 A (XXI).
- ²² See message of the United States President to Congress dated 6 January 1945.

Annex

For decision by Heads of State and Government

1. The Summit will be a unique opportunity for the world's leaders to consider a broad range of issues and make decisions that will improve the lives of people around the world significantly. This is a major undertaking — one worthy of the world's leaders collectively assembled.
2. In the twenty-first century, all States and their collective institutions must advance the cause of larger freedom — by ensuring freedom from want, freedom from fear and freedom to live in dignity. In an increasingly interconnected world, progress in the areas of development, security and human rights must go hand in hand. There will be no development without security and no security without development. And both development and security also depend on respect for human rights and the rule of law.
3. No State can stand wholly alone in today's world. We all share responsibility for each other's development and security. Collective strategies, collective institutions and collective action are indispensable.
4. Heads of State and Government must therefore agree on the nature of the threats and opportunities before us and take decisive action.

I. Freedom from want

5. In order to reduce poverty and promote global prosperity for all, I urge Heads of State and Government to:

(a) Reaffirm, and commit themselves to implementing, the development consensus based on mutual responsibility and accountability agreed in 2002 at the International Conference on Financing for Development held in Monterrey, Mexico, and the World Summit on Sustainable Development held in Johannesburg, South Africa. Consistent with that historic compact, centred on the Millennium Development Goals:

(i) Developing countries should recommit themselves to taking primary responsibility for their own development by strengthening governance, combating corruption and putting in place the policies and investments to drive private-sector led growth and maximize domestic resources to fund national development strategies;

(ii) Developed countries should undertake to support these efforts through increased development assistance, a more development-oriented trade system and wider and deeper debt relief;

(b) Recognize the special needs of Africa and reaffirm the solemn commitments made to address those needs on an urgent basis;

(c) Decide that each developing country with extreme poverty should by 2006 adopt and begin to implement a comprehensive national strategy bold enough to meet the Millennium Development Goals targets for 2015;

(d) Undertake to ensure that developed countries that have not already done so establish timetables to achieve the target of 0.7 per cent of gross national income for official development assistance by no later than 2015, starting with significant increases no later than 2006 and reaching at least 0.5 per cent by 2009;

(e) Decide that debt sustainability should be redefined as the level of debt that allows a country to both achieve the Millennium Development Goals and reach 2015 without an increase in its debt ratios; that, for most HIPC countries, this will require exclusively grant-based finance and 100 per cent debt cancellation, while for many heavily indebted non-HIPC and middle-income countries it will require significantly more debt reduction than has yet been on offer; and that additional debt cancellation should be achieved without reducing the resources available to other developing countries and without jeopardizing the long-term financial viability of international financial institutions;

(f) Complete the World Trade Organization Doha round of multilateral trade negotiations no later than 2006, with full commitment to realizing its development focus, and as a first step provide immediate duty-free and quota-free market access for all exports from the least developed countries;

(g) Decide to launch, in 2005, an International Financial Facility to support an immediate front-loading of official development assistance, underpinned by commitments to achieving the 0.7 per cent ODA target no later than 2015; and to consider other innovative sources of finance for development to supplement the Facility in the longer term;

(h) Decide to launch a series of “quick win” initiatives so as to realize major immediate progress towards the Millennium Development Goals through such measures as the free distribution of malaria bednets and effective antimalaria medicines, the expansion of home-grown school meals programmes using locally produced foods and the elimination of user fees for primary education and health services;

(i) Ensure that the international community urgently provides the resources needed for an expanded and comprehensive response to HIV/AIDS, as identified by UNAIDS and its partners, and full funding for the Global Fund to fight AIDS, tuberculosis and malaria;

(j) Reaffirm gender equality and the need to overcome pervasive gender bias by increasing primary school completion and secondary school access for girls, ensuring secure tenure of property to women, ensuring access to reproductive health services, promoting equal access to labour markets, providing opportunity for greater representation in government decision-making bodies, and supporting direct interventions to protect women from violence;

(k) Recognize the need for significantly increased international support for scientific research and development to address the special needs of the poor in the areas of health, agriculture, natural resource and environmental management, energy and climate;

(l) Ensure concerted global action to mitigate climate change, including through technological innovation, and therefore resolve to develop a more inclusive international framework for climate change beyond 2012, with broader participation

by all major emitters and both developing and developed countries, taking into account the principle of common but differentiated responsibilities;

(m) Resolve to establish a worldwide early warning system for all natural hazards, building on existing national and regional capacity;

(n) Decide that, starting in 2005, developing countries that put forward sound, transparent and accountable national strategies and require increased development assistance should receive a sufficient increase in aid, of sufficient quality and arriving with sufficient speed to enable them to achieve the Millennium Development Goals.

II. Freedom from fear

6. In order to provide effective collective security in the twenty-first century, I urge Heads of State and Government to pledge concerted action against the whole range of threats to international peace and security, and in particular to:

(a) Affirm and commit themselves to implementing a new security consensus based on the recognition that threats are interlinked, that development, security and human rights are mutually interdependent, that no State can protect itself acting entirely alone and that all States need an equitable, efficient and effective collective security system; and therefore commit themselves to agreeing on, and implementing, comprehensive strategies for confronting the whole range of threats, from international war through weapons of mass destruction, terrorism, State collapse and civil conflict to deadly infectious disease, extreme poverty and the destruction of the environment;

(b) Pledge full compliance with all articles of the Treaty on the Non-Proliferation of Nuclear Weapons, the Biological and Toxin Weapons Convention, and the Chemical Weapons Convention in order to further strengthen the multilateral framework for non-proliferation and disarmament, and in particular:

(i) Resolve to bring to an early conclusion negotiations on a fissile material cut-off treaty;

(ii) Reaffirm their commitment to a moratorium on nuclear test explosions and to the objective of the entry into force of the Comprehensive Nuclear Test-Ban Treaty;

(iii) Resolve to adopt the Model Additional Protocol as the norm for verifying compliance with the Treaty on the Non-Proliferation of Nuclear Weapons;

(iv) Commit themselves to expediting agreement on alternatives, consistent with the Treaty on the Non-Proliferation of Nuclear Weapons principles of the right to peaceful uses and the obligations for non-proliferation, to the acquisition of domestic uranium enrichment and plutonium separation facilities;

(v) Commit themselves to further strengthening the Biological and Toxin Weapons Convention;

(vi) Urge all chemical-weapon States to expedite the scheduled destruction of chemical-weapon stockpiles;

(c) Develop legally binding international instruments to regulate the marking, tracing and illicit brokering of small arms and light weapons; and ensure the effective monitoring and enforcement of United Nations arms embargoes;

(d) Affirm that no cause or grievance, no matter how legitimate, justifies the targeting and deliberate killing of civilians and non-combatants; and declare that any action that is intended to cause death or serious bodily harm to civilians or non-combatants, when the purpose of such an act, by its nature or context, is to intimidate a population or to compel a Government or an international organization to do or to abstain from doing any act, constitutes an act of terrorism;

(e) Resolve to implement the comprehensive United Nations counter-terrorism strategy presented by the Secretary-General to dissuade people from resorting to terrorism or supporting it; deny terrorists access to funds and materials; deter States from sponsoring terrorism; develop State capacity to defeat terrorism; and defend human rights;

(f) Resolve to accede to all 12 international conventions against terrorism; and instruct their representatives to:

(i) Conclude a convention on nuclear terrorism as a matter of urgency;

(ii) Conclude a comprehensive convention on terrorism before the end of the sixtieth session of the General Assembly;

(g) Commit themselves to acceding, as soon as possible, to all relevant international conventions on organized crime and corruption, and take all necessary steps to implement them effectively, including by incorporating the provisions of those conventions into national legislation and strengthening criminal justice systems;

(h) Request the Security Council to adopt a resolution on the use of force that sets out principles for the use of force and expresses its intention to be guided by them when deciding whether to authorize or mandate the use of force; such principles should include: a reaffirmation of the provisions of the Charter of the United Nations with respect to the use of force, including those of Article 51; a reaffirmation of the central role of the Security Council in the area of peace and security; a reaffirmation of the right of the Security Council to use military force, including preventively, to preserve international peace and security, including in cases of genocide, ethnic cleansing and other such crimes against humanity; and the need to consider — when contemplating whether to authorize or endorse the use of force — the seriousness of the threat, the proper purpose of the proposed military action, whether means short of the use of force might reasonably succeed in stopping the threat, whether the military option is proportional to the threat at hand and whether there is a reasonable chance of success;

(i) Agree to establish a Peacebuilding Commission along the lines suggested in the present report, and agree to establish and support a voluntary standing fund for peacebuilding;

(j) Create strategic reserves for United Nations peacekeeping; support the efforts by the European Union, the African Union and others to establish standby capacities as part of an interlocking system of peacekeeping capacities; and establish a United Nations civilian police standby capacity;

(k) Ensure that Security Council sanctions are effectively implemented and enforced, including by strengthening the capacity of Member States to implement sanctions, establishing well resourced monitoring mechanisms, and ensuring effective and accountable mechanisms to mitigate the humanitarian consequences of sanctions.

III. Freedom to live in dignity

7. I urge Heads of State and Government to recommit themselves to supporting the rule of law, human rights and democracy — principles at the heart of the Charter of the United Nations and the Universal Declaration of Human Rights. To this end, they should:

(a) Reaffirm their commitment to human dignity by action to strengthen the rule of law, ensure respect for human rights and fundamental freedoms and promote democracy so that universally recognized principles are implemented in all countries;

(b) Embrace the “responsibility to protect” as a basis for collective action against genocide, ethnic cleansing and crimes against humanity, and agree to act on this responsibility, recognizing that this responsibility lies first and foremost with each individual State, whose duty it is to protect its population, but that if national authorities are unwilling or unable to protect their citizens, then the responsibility shifts to the international community to use diplomatic, humanitarian and other methods to help protect civilian populations, and that if such methods appear insufficient the Security Council may out of necessity decide to take action under the Charter, including enforcement action, if so required;

(c) Support the 2005 treaty event, focusing on 31 multilateral treaties, and encourage any Government that has not done so to agree to ratify and implement all treaties relating to the protection of civilians;

(d) Commit themselves to supporting democracy in their own countries, their regions and the world, and resolve to strengthen the United Nations capacity to assist emerging democracies, and to that end welcome the creation of a Democracy Fund at the United Nations to provide funding and technical assistance to countries seeking to establish or strengthen their democracy;

(e) Recognize the important role of the International Court of Justice in adjudicating disputes among countries and agree to consider means to strengthen the work of the Court.

IV. The imperative for collective action: strengthening the United Nations

8. To make the United Nations a more effective and efficient instrument for forging a united response to shared threats and shared needs, I urge Heads of State and Government to:

(a) Reaffirm the broad vision of the founders of the United Nations, as set out in the Charter of the United Nations, for it to be organized, resourced and equipped to address the full range of challenges confronting the peoples of the

world across the broad fields of security, economic and social issues, and human rights, and in that spirit to commit themselves to reforming, restructuring and revitalizing its major organs and institutions, where necessary, to enable them to respond effectively to the changed threats, needs and circumstances of the twenty-first century;

General Assembly

- (b) Revitalize the General Assembly by:
 - (i) Instructing their representatives to adopt, at its sixtieth session, a comprehensive package of reforms to revitalize the General Assembly, including by rationalizing its work and speeding up the deliberative process, streamlining its agenda, its committee structure and its procedures for plenary debates and requesting reports, and strengthening the role and authority of its President;
 - (ii) Resolving to give focus to the substantive agenda of the General Assembly by concentrating on addressing the major substantive issues of the day, such as international migration and the long-debated comprehensive convention on terrorism;
 - (iii) Establishing mechanisms enabling the Assembly to engage fully and systematically with civil society;

Security Council

- (c) Reform the Security Council to make it more broadly representative of the international community as a whole and the geopolitical realities of today, and to expand its membership to meet these goals, by:
 - (i) Supporting the principles for the reform of the Council and considering the two options, models A and B, proposed in the present report, as well as any other viable proposals in terms of size and balance that have emerged on the basis of either model;
 - (ii) Agreeing to take a decision on this important issue before the summit in September 2005. It would be far preferable for Member States to take this vital decision by consensus. If, however, they are unable to reach consensus, this must not become an excuse for postponing action;

Economic and Social Council

- (d) Reform the Economic and Social Council by:
 - (i) Mandating the Economic and Social Council to hold annual ministerial-level assessments of progress towards agreed development goals, particularly the Millennium Development Goals;
 - (ii) Deciding that it should serve as a high-level development cooperation forum, reviewing trends in international development cooperation, promoting greater coherence among the development activities of different actors and strengthening the links between the normative and operational work of the United Nations;

(iii) Encouraging it to convene timely meetings, as required, to assess threats to development, such as famines, epidemics and major natural disasters, and to promote coordinated responses to them;

(iv) Deciding that the Council should regularize its work in post-conflict management by working with the proposed Peacebuilding Commission;

Proposed Human Rights Council

(e) Agree to replace the Commission on Human Rights with a smaller standing Human Rights Council, as a principal organ of the United Nations or subsidiary body of the General Assembly, whose members would be elected directly by the General Assembly by a two-thirds majority of members present and voting;

Secretariat

(f) Reform the Secretariat by:

(i) Endorsing the Secretary-General's request that the General Assembly review all mandates older than five years to see if the activities concerned are still genuinely needed or whether resources assigned to them can be reallocated in response to new and emerging challenges;

(ii) Agreeing to provide the Secretary-General with the authority and resources to pursue a one-time staff buyout so as to refresh and realign the staff to meet current needs;

(iii) Deciding that Member States should work with the Secretary-General to undertake a comprehensive review of the budget and human resources rules under which the Organization operates;

(iv) Endorsing the package of management reforms that the Secretary-General is undertaking to improve accountability, transparency and efficiency within the Secretariat;

(v) Commissioning a comprehensive review of the Office of Internal Oversight Services with a view to strengthening its independence and authority, as well as its expertise and capacity;

System-wide coherence

(g) Ensure stronger system-wide coherence by resolving to coordinate their representatives on the governing boards of the various development and humanitarian agencies so as to make sure that they pursue a coherent policy in assigning mandates and allocating resources throughout the system;

(h) Commit themselves to protecting humanitarian space and ensuring that humanitarian actors have safe and unimpeded access to vulnerable populations; resolve to act on proposals to accelerate humanitarian response by developing new funding arrangements to ensure that emergency funding is available immediately; and support the Secretary-General's effort to strengthen the inter-agency and country-level responses to the needs of internally displaced persons;

(i) Recognize the need for a more integrated structure for environmental standard-setting, scientific discussion and monitoring, and treaty compliance that is built on existing institutions, such as UNEP, as well as the treaty bodies and

specialized agencies, and that assigns environmental activities at the operational level to the development agencies to ensure an integrated approach to sustainable development;

Regional organizations

(j) Support a stronger relationship between the United Nations and regional organizations, including by, as a first step, developing and implementing a 10-year plan for capacity-building with the African Union, and by ensuring that regional organizations that have a capacity for conflict prevention or peacekeeping consider the option of placing such capacities in the framework of the United Nations Standby Arrangements System;

Charter of the United Nations

(k) Decide to eliminate the references to “enemy States” contained in Articles 53 and 107 of the Charter of the United Nations; to delete Article 47 on the Military Staff Committee and the references to the Committee contained in Articles 26, 45 and 46; and to delete Chapter XIII on The Trusteeship Council.



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Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic, social and related fields

Follow-up to the outcome of the Millennium Summit

Investing in the United Nations: for a stronger Organization worldwide

Report of the Secretary-General

Summary

Today's United Nations is vastly different from the Organization that emerged from the San Francisco conference more than 60 years ago. Its normative work remains important and substantive. In the past decade however, it has undergone a dramatic operational expansion in a wide range of fields, from human rights to development. Most notable has been a fourfold increase in peacekeeping. The United Nations today has a wide range of new missions, a \$5 billion peacekeeping budget and 80,000 peacekeepers in the field — including more than twice as many civilian staff as are employed at Headquarters in New York. The United Nations, in short, is no longer a conference-servicing Organization located in a few headquarters locations. It is a highly diverse Organization working worldwide to improve the lives of people who need help.

Such a radically expanded range of activities calls for a radical overhaul of the United Nations Secretariat — its rules, structure, systems and culture. Up to now, that has not happened. The staff members of the Organization — its most valuable resource — are increasingly stretched. Our management systems simply do not do them justice.

Previous reform efforts, while generating some significant improvements, have sometimes addressed the symptoms rather than the causes of the Organization's weaknesses, and have failed to adequately address new needs and requirements. In the present report, responding to the request addressed to me by the leaders of all United Nations Member States at the World Summit held in September 2005,

I propose measures that I believe are needed to enable future Secretaries-General to carry out their managerial responsibilities effectively, as well as measures to enable the Organization as a whole to make better use of its managerial and human resources. This is an opportunity, which may not occur again until another generation has passed, to transform the United Nations by aligning it with, and equipping it for, the substantive challenges it faces in the twenty-first century. It is a chance to give Member States the tools they need to provide strategic direction and hold the Secretariat fully accountable for its performance.

To achieve this goal, the United Nations Secretariat and Member States need to combine the current reviews of oversight systems and internal justice — both of which are essential to building a stronger, more dynamic and more transparent United Nations but are currently proceeding on separate tracks — with major reforms in six other broad areas, all closely interrelated. The present report provides detailed proposals for reform in those six areas, as well as in the area of change management itself; the 23 proposals are summarized below.

I. People

Staff skills in the United Nations today are not aligned with current needs. We cannot always attract the best people and we lack the funds to help those we do recruit, particularly in the field, to develop their careers. We have too few skilled managers and a system that does not integrate field-based staff even though it is their skills and experience that the United Nations increasingly needs. To address this:

- 1. Recruitment should be proactive, targeted and faster.**
- 2. Staff mobility should integrate headquarters and field staff; it should be a condition of service and a prerequisite for promotion; and the authority of the Secretary-General to move staff laterally should be reaffirmed and expanded.**
- 3. Career development should be fostered through targeted training, mandatory requirements for advancement and diverse career paths.**
- 4. Contracts should be streamlined and conditions of service harmonized.**

II. Leadership

The present top management structure of the Secretariat is not well equipped to manage large and complex operations; and the Secretary-General, as Chief Administrative Officer, has too many people reporting to him directly. To address this:

- 5. The role of the Deputy Secretary-General should be redefined by the Secretary-General so as to delegate to him or her formal authority and accountability for the management and overall direction of the functions of the Secretariat.**
- 6. The 25 departments and other entities currently reporting directly to the Secretary-General should be reorganized to significantly reduce the reporting span.**

- 7. A major new leadership development plan is needed, covering recruitment, training and career development, to build middle and senior management capacity.**

III. Information and communications technology

Despite a number of improvements to the United Nations information and communications technology (ICT) infrastructure in recent years, the overall system remains fragmented, outdated and underfunded compared to similar large and complex organizations. The lack of any integrated system to store, search and retrieve information generated at the United Nations holds back progress in many other areas. To address this:

- 8. The post of Chief Information Technology Officer should be created, at the Assistant Secretary-General level, to oversee the creation and implementation of an effective information management strategy.**
- 9-10. An urgent upgrading of Secretariat-wide ICT systems should be undertaken.**

IV. Delivering services

Compared to other organizations, including many within the United Nations family, the Secretariat has been slow to explore new ways of delivering services, such as relocation and outsourcing. While the character of the United Nations and the sensitivity of some of its tasks means that a core group of functions should always be carried out by a dedicated core of international civil servants at Headquarters, there are non-core functions for which other options should be seriously examined. To address this:

- 11. The General Assembly should modify previous guidance, allowing the Secretariat to consider all options for alternative service delivery, including identifying the potential for relocation and outsourcing.**
- 12. Systematic cost-benefit analyses of the potential for applying these options in select administrative services should be completed in the next 12 months.**
- 13-15. A range of measures will be implemented to improve and tighten procedures for United Nations procurement of goods and services.**

V. Budget and finance

Currently, the United Nations suffers from a highly detailed, cumbersome and insufficiently strategic budgeting process, with more than 150 separate trust funds and 37 distinct peacekeeping accounts, each with its own support costs and arrangements. The financial management process is highly manual and fragmented. Not enough authority is delegated and — partly as a result — management performance is not adequately assessed. To address this:

- 16. The cycle for reviewing and adopting the budget should be shortened, and budget appropriation consolidated from the present 35 sections into 13 parts; and the Secretary-General should have expanded authority to redeploy posts as necessary, and to use savings from vacant posts.**

17. **Peacekeeping accounts should be consolidated and trust fund management streamlined; the level of the Working Capital fund and the ceiling of the commitment authority granted by the General Assembly should be increased; and the financial processes of the Organization should be re-engineered to allow significant delegation of authority within a framework of accountability.**
18. **The budget and planning process should be explicitly linked to results and managerial performance, as part of a more rigorous monitoring and evaluation framework.**

VI. Governance

Underlying a smoothly running United Nations must be a system of governance that gives Member States the information and tools they need to provide proper guidance to the Secretariat, and to hold it accountable for fulfilment of their mandates and stewardship of their resources. Currently, the budget and decision-making process often lacks clarity and transparency, and at times the interaction between the Secretariat and the Committees of the General Assembly is dysfunctional. To address this:

19. **Secretariat reporting mechanisms should be improved, including through the development of a single, comprehensive annual report, and the 30 existing reports on management should be consolidated into six reports.**
20. **New principles to guide the interaction between the Secretariat and the General Assembly on management and budgetary issues should be introduced to make it more focused, strategic and results-oriented.**
21. **The General Assembly is urged to consider ways to reform its interaction with the Secretariat on management and budgetary issues.**

VII. The way forward: investing in change

To help drive and implement the overall process of management reform across all these areas, a dedicated change management office should be created, with clear terms of reference and a time limit, to work with heads of department and other key Secretariat leaders to plan and coordinate the implementation of the reforms. Ideally, this office would also liaise closely with a small but representative group of Member States. And, as called for in the 2005 World Summit Outcome, this broad process must be underpinned by a carefully constructed staff buyout, to allow for a reinvigoration of the United Nations workforce. To address this:

22. **Dedicated resources should be appropriated to the change management process; in particular, resources will be needed at an early stage for a change management office and a staff buyout.**
23. **An appropriate intergovernmental mechanism should be set up to work with the change management office.**

* * *

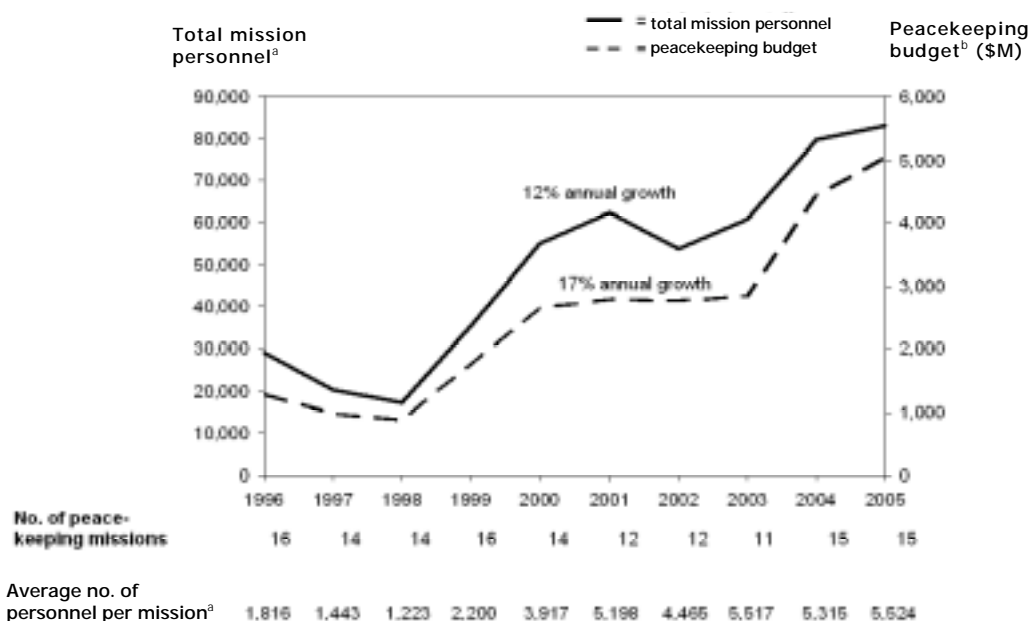
Only by an effort on this scale — a management reform as broad as it is deep — can we create a United Nations Secretariat that is fully equipped to implement all its mandates, using the resources of its Member States wisely and accounting for them fully, and winning the trust of the broader world community. In an age when more and more of the problems facing humanity are global and the world has more and more need for a global institution through which to forge and implement global strategies, it is more than ever necessary for the United Nations to live up to the promise of its Charter — and, above all, to the demands and hopes of present and future generations.

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5. Even though independent studies show that the United Nations performs these tasks at a lower cost than nations working on their own or working in ad hoc coalitions, these new more complex missions require more people to run them. Just in the nine years since I became Secretary-General, the number of personnel — civilians and soldiers — deployed on peacekeeping missions has risen from under 20,000 to over 80,000, driving up the total peacekeeping budget from \$1.25 billion to over \$5 billion (see figure 2). Indeed, the number of civilian staff employed in peacekeeping missions in the field is now more than double the number of all Secretariat staff employed in New York, while peacekeeping expenditure amounts to more than half of all United Nations spending.

Figure 2
Rapid growth in peacekeeping budget and personnel



^a Average of two years' military and civilian staff in missions, and support account posts at Headquarters.

^b Annual budget reflects July-to-June budget starting in that year; e.g., 1996 budget reflects budget from July 1996 to June 1997.

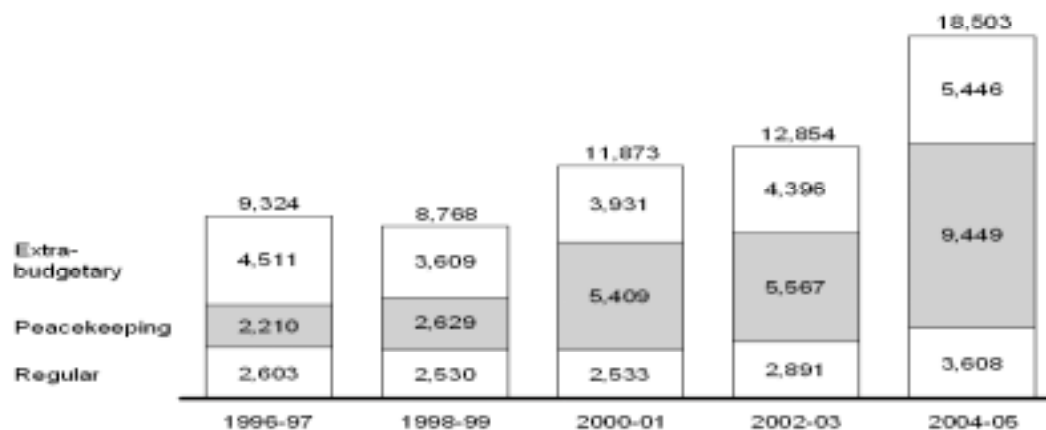
6. By contrast, the regular budget, which is at the heart of so many of the intergovernmental debates about the control and direction of United Nations activities, represents less than 20 per cent of total spending. The remaining share, excluding the criminal tribunals and the capital master plan, consists of extrabudgetary expenditure funded by voluntary contributions (see figure 3) and is devoted mainly to “operational” activities — refugee and humanitarian relief, criminal justice, human rights monitoring and capacity-building, and electoral assistance. In general, these are new activities and complement growing spending by United Nations funds and programmes such as the United Nations Development Programme (UNDP), the United Nations Children’s Fund (UNICEF) and the World Food Programme (WFP), which is currently of the order of \$10 billion per annum. The United Nations therefore spends almost \$20 billion a year overall. The present report addresses only the Secretariat half of that figure.

Figure 3

Rapid growth in United Nations budgets over the last 10 years

United Nations biennial budgets, 1996-2005

(Millions of United States dollars)



A once-in-a-generation opportunity

7. Such a vastly expanded and altered range of activities calls for a radical overhaul of the United Nations Secretariat — its rules, its structure, and its systems and culture. This has begun to happen in the United Nations funds and programmes but not sufficiently in the Secretariat. Our staff are working all round the world and doing more than ever before, many of them in difficult and dangerous situations and with great idealism and integrity, but our management system does not do justice to them. It lacks the capacity, controls, flexibility, robustness and indeed transparency to handle multi-billion-dollar global operations, which often have to be deployed at great speed.

8. There have been many efforts at reform. I myself have introduced two main sets of reform proposals during my time in office — one in 1997 (see A/51/950) and a second in 2002 (see A/57/387) — as well as the report of the Panel on United Nations Peace Operations (see A/55/305-S/2000/809), issued in 2000, and the report on a strengthened and unified security management system (see A/59/365), issued in 2004. In partnership with Member States, important changes have been made, and I believe the Organization is more efficient and effective than it was 10 years ago.

9. But these earlier efforts addressed the symptoms and not the causes of our underlying weaknesses. They were not sufficiently comprehensive and strategic to meet the demands of an era of such rapid change. In several key areas — notably the management of human resources, the basic structures of management itself, the mechanisms of intergovernmental control and perhaps above all the management culture — the operating model has *not* changed significantly since at least the 1970s. Indeed, systems have continued to weaken as challenges have grown.

10. As a result, the Secretariat has struggled to cope with the changed environment. It has faced many operational problems and a number of crises. Against the odds, a dedicated staff have delivered more every year. The time has now come for fundamental reform, designed explicitly to enable the Secretariat to meet the new operational requirements of the United Nations in the twenty-first century. Just as our iconic Headquarters building, after more than 50 years of ad hoc repair and maintenance, now needs to be fully refurbished from top to bottom, so our Organization, after decades of piecemeal reform, now needs a thorough strategic overhaul, which can only be achieved through a consistent, sustained commitment at all levels of leadership.

11. Member States have clearly understood this. In the 2005 World Summit Outcome (General Assembly resolution 60/1), the Heads of State and Government of all Member States invited the Secretary-General to frame a comprehensive blueprint for change. In paragraph 162 of the Summit Outcome, they requested me to make proposals to the General Assembly, for its consideration, on the conditions and measures necessary for me — and my successors — to carry out my managerial responsibilities effectively. In paragraph 163 of the Summit Outcome, they also called on me to submit proposals for implementing management reforms, aimed particularly at making more efficient use of the Organization's financial and human resources, for consideration and decision in the first quarter of 2006. Such an opportunity for much-needed change may not soon recur. We must seize it and exploit it to the full.

12. The present report responds to both of these requests and seeks to reinforce other more specific policy reviews already commissioned by the General Assembly. It aims to provide the blueprint for comprehensive management reform that I believe most — indeed all — Member States genuinely wish to see. It contains proposals in seven main areas: people (sect. I), leadership (sect. II), information and communications technology (sect. III), ways of delivering services (sect. IV), budget and finance (sect. V), governance (sect. VI) and the process of change itself (sect. VII). These areas are all interrelated and also relate to the ethical standards of the Secretariat — which with the help of Member States I have already taken steps to reform — and the systems of oversight and internal justice, which are the subject of separate reviews. Failure to carry through reform in any one of these areas can greatly reduce or even nullify the value of reform in all the others. Accordingly,

even though they are not the subject of its proposals, I have included in the present report brief summaries of the reforms already enacted or envisaged in the areas of ethics and oversight, as well as an appeal for a far-reaching reform of the internal justice system. In this way I have presented a complete tableau of all the changes that I believe are needed.

13. I recognize that if the General Assembly were to enact all the changes in the rules and regulations that I request, that action alone would not transform our Organization. We have to build a modern, empowered management capacity, which will not be achieved by a vote but by sustained organizational change over time. Indeed, nearly every process in the Organization will need to be revisited as we seek to eliminate redundant steps and engineer more efficient ways of doing things. The present report must be the beginning of a process of change management that will be implemented over the next several years. One of the weaknesses of the old culture is precisely the view that a report or a vote in itself represents change. In practice, reports and votes enable and *authorize* change, but change itself is the long march that follows.

Working together

14. Let me state this clearly: strong management can only work if it responds to strong governance. These reforms are in danger of failing unless there is a trusting relationship, a strategic partnership, between this institution's governance — the Member States' intergovernmental mechanisms — and its management, namely myself and my colleagues.

15. Two developments threaten this partnership, and must be resolved. First, many States have cause to feel excluded from any real say in the affairs of the Organization and are driven to assert their influence by using the only means they believe is available to them — that is, by withholding their support from some of the many decisions, particularly on administrative and budgetary matters, for which consensus is required. This puts them at loggerheads with other States who feel, on the contrary, that their financial contribution entitles them to a decisive say on these same issues. This dispute is undermining what should be a common commitment to an effective United Nations.

16. Second, this conflict has broken down the division of labour between myself, as Chief Administrative Officer, and Member States. It has led to intervention in almost every decision about the allocation of financial and human resources. It is vital that we find — or rediscover — a basis for partnership. Effective oversight and ability to set the Organization's direction must be restored to Member States, while the right of the Secretary-General to manage the affairs of the Organization in a manner that delivers the goals set for him by Member States must be respected.

17. Indeed, if change is to happen, it is vital that the Secretariat and Member States work together to *make* it happen. The details of all the proposed changes remain to be worked out and they must be worked out in full consultation, including consultation with those to whom they will make the most immediate difference and on whose continued loyalty and dedication their success will most directly depend — namely, the United Nations staff. The process of change must be based on full and clear communication between all stakeholders, leading to well-defined roadmaps and transparent lines of accountability for all the leaders involved.

18. These reforms have been developed in the context of a debate about how the United Nations can achieve savings through reform. Indeed, there are real savings to be made through these proposals, which over time will reduce the costs of many activities by ensuring that they are carried out more simply. But the present report is not a cost-cutting exercise: its primary financial message is that there has been massive underinvestment in people, systems and information technology, and that these deferred expenditures must now be made up for if the United Nations is to operate effectively. To reach the level of effectiveness that our staff, our clients, our Member States *and our peoples* are entitled to expect, will cost significant amounts of money.

19. My intention is to ensure that all Member States have at their command an Organization that, because it is well organized and transparent, is easy for them to direct and can be relied on to respond quickly and effectively to their instruction. Above all, my intention is to ensure that the United Nations delivers the best possible value to the hundreds of millions of people throughout the world who, through no fault of their own, find themselves in need of its services: those threatened by extreme poverty; by hunger, malnutrition and endemic or epidemic disease; by desertification and other forms of environmental degradation; by natural disasters; by civil conflict, anarchy, violence and transnational organized crime; by terrorism; by oppression and misgovernment; and by genocide, ethnic cleansing and other crimes against humanity. It is these people who are the true stakeholders in an effective and democratically controlled United Nations.

Box 1

Ensuring ethics and accountability

A key ingredient of any successful Organization is an ethical and accountable culture pervading its staff from top to bottom. For the United Nations, as an Organization founded on the high ideals of its Charter and seeking to set an example in the countries where it works around the world, this is doubly important. Unfortunately, in recent years it has become clear that we have too often fallen short of these high standards. An internal staff survey in 2004 contained disturbing perceptions of management weaknesses. In addition, disclosures ranging from the findings of the Independent Inquiry Committee into the United Nations Oil-for-Food Programme to the absolutely impermissible acts of sexual exploitation by some of our peacekeepers in the field have all too clearly demonstrated the need for a more rigorous, enforceable set of rules and regulations, and tougher sanctions. In response, during the course of 2005 I introduced a number of changes aimed at correcting the situation and giving senior management the tools necessary to ensure that all employees of the Organization adhere to the highest standards. In particular, the United Nations has:

- Established a dedicated Ethics Office, approved by Member States.
- Promulgated strengthened rules to ensure protection against retaliation for those who report misconduct through a new “whistleblower” protection policy.

- Put in place more stringent requirements for financial disclosure and declaration of interests, covering broader categories of senior officials and the entire procurement staff.
- Established strict guidelines for the acceptance of pro-bono services from private-sector companies.
- Implemented a comprehensive set of measures to prevent sexual exploitation in field missions, investigate allegations and hold perpetrators accountable; over the past 14 months, in response to such violations more than 100 individual United Nations staff and peacekeepers have been either dismissed or expelled and a number of entire military units have been repatriated.

This package of reform will shortly be supplemented by the enactment of a new code of conduct on post-employment contacts with the Secretariat for business purposes, and by new measures to strengthen our capacity to detect and prevent fraud and corruption.

I. Investing in people

Context and challenges

20. The need for a highly qualified, independent and international civil service is enshrined in the Charter of the United Nations. This is as important today as it was 60 years ago. The quality of our staff determines the success of the Organization, since it cannot succeed unless it attracts and retains the right people to carry out the increasingly complex mandates entrusted to it.

21. During my term in office, I have introduced a number of initiatives to improve the way the Organization manages and develops its human resources, including the definition of organizational core values and competencies and their integration into all human resources systems — recruitment, development and performance appraisal; the introduction of a web-based recruitment system; empowerment of managers to select their own staff; policies to encourage staff mobility; and measures to strengthen the security and safety of staff at all United Nations work locations.

22. All of this is important progress. But we have to acknowledge that our systems have not kept pace with the operational demands being placed on us. The existing human resources management framework was designed for a stable, largely Headquarters-based environment, whereas currently more than half of our 30,000 staff members are serving in the field (see figure 4). The Organization's increasingly complex mandates require a new skills profile, that will enable it to respond in an integrated way to new needs in areas as diverse as humanitarian assistance, peacekeeping, electoral assistance, and drugs and crime. It needs to be able to recruit and retain leaders, managers and personnel capable of handling large, complex multidisciplinary operations with increasingly high budgets. Too many staff turn away from the United Nations, frustrated by the lack of a career path across the full range of opportunities in our global Organization.

23. A survey entitled “A Picture of United Nations Staff”, which was published in 2005 and based on 5,320 responses, revealed that two of the most de-motivating aspects of employment with the United Nations are the lack of career and promotions prospects and the frustrations caused by excessive bureaucracy.

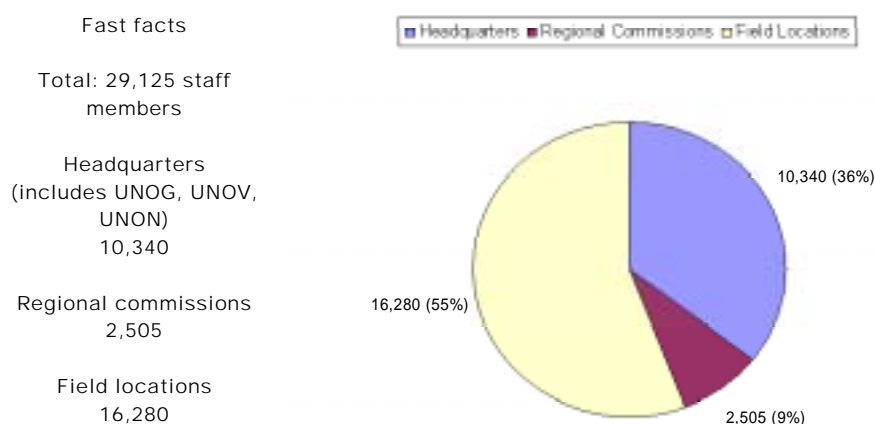
24. Most United Nations staff are acutely aware of the employment and administrative problems faced by colleagues and external applicants alike. For example:

(a) A qualified Professional applies for a position at the United Nations but is not informed of the outcome for a very long time and decides to accept a job elsewhere. Despite maximum efforts to fill the post rapidly, the thousands of applications received have not been processed quickly enough;

(b) A colleague has spent many years serving the Organization in a number of conflict zones and decides that the next posting should allow her to join her family, only to find that her field experience gives her no advantage in applying for a post at a family duty station;

(c) A General Service staff member has diligently served the United Nations for many years and during that period has earned the necessary academic qualifications and performance criteria to be employed as a Professional, including doing well in the annual G to P exams, but never manages to get promoted because of the limits on the number of posts that can be used. He is advised that resignation from the United Nations and reapplication at the Professional level would increase his chances, but he cannot afford to risk his current income for the sake of a possible future promotion.

Figure 4
Staff by type of location



Date: As of 30 November 2005.

Population: Includes internationally and locally recruited staff, regardless of length of contract; excludes United Nations staff administered by other organizations.

25. The Organization's ability to respond to changing requirements is hampered by complex, outmoded and fragmented systems and processes. In particular:

(a) The Secretary-General does not have the resources and authority to manage the Organization effectively, as its Chief Administrative Officer, in accordance with Article 97 of the Charter of the United Nations. His freedom of action is handicapped by multiple, restrictive and often contradictory legislative mandates. Accountability is diffuse. The rules are complicated and incoherent and often lack transparency;

(b) Recruitment is simply too slow and reactive for the dynamic, frequently changing demands of a highly operational Organization. The processes are complex and administratively time-consuming. On average, it takes 174 days from the time a vacancy announcement is issued to the time a candidate is selected;

(c) Inadequate progress is being made to improve geographical distribution and gender balance, both of which are essential for a truly diverse international civil service. Targets for increasing recruitment for unrepresented and underrepresented Member States have been met by one fifth of Secretariat departments. The proportion of women at the Professional levels and above is still unacceptably low, at 38 per cent;

(d) Vital positions in key locations remain vacant far too long, which has an adverse impact on the Organization's ability to carry out its mandates. For example, at any given time one third of all Professional posts in peacekeeping operations are vacant — an unacceptable and unsustainable state of affairs. By contrast at established duty stations and headquarters there are low vacancy rates and too little staff movement, which inhibits career development;

(e) Different procedures from those at Headquarters are in place for appointments in the field. This prevents the Organization from developing an integrated workforce and leads to the inconsistent application of organizational standards;

(f) Complex eligibility requirements limit staff — in particular field staff — from being given equal consideration for opportunities elsewhere in the Organization. This means that (i) managers do not have access to the broadest pools of talent; (ii) career opportunities for staff are limited; and (iii) divisions between field and Headquarters are reinforced;

(g) Staff are not sufficiently mobile. Their movement is hampered by multiple and restrictive mandates, including those that limit the Secretary-General's ability to move them when this would be in the interests of the Organization. Occupational groups have largely become "silos", with limited opportunities for staff to move from one occupational group to another, even in the early stages of their careers;

(h) The Organization uses a plethora of different types of contractual arrangements for hiring staff, which are cumbersome and difficult to administer and result in staff being treated unfairly. This creates divisions, breeds resentment, burdens administrators and hampers our ability to attract and retain the best people;

(i) Staff members serve side by side with colleagues from other parts of the United Nations system who enjoy better conditions of service, both financially and

from the work/life perspective. The main differences occur in the treatment of family members and provisions for rest and recuperation breaks in the field;

(j) Investment in developing and managing talent at all levels of the Organization is inadequate. The United Nations spends just 1 per cent of its staff budget on training and development, compared to three or four times that amount in other international organizations;

(k) The information and communications (ICT) systems underpinning our management of human resources do not meet the stringent demands imposed by the global reach of today's United Nations;

(l) The internal justice system is slow and cumbersome, and fails to strike the necessary balance between effective managerial control and staff members' right to due process.

Vision

26. My vision is of an independent international civil service which will once again be known for its high standards of ethics, fairness, transparency and accountability, as well as its culture of continuous learning, high performance and managerial excellence. The Secretariat will be truly an integrated, field-oriented operational Organization. Its multi-skilled, versatile and mobile staff will be working across disciplines to fulfil the Organization's complex and interrelated mandates in an efficient and cost-effective manner. The United Nations will be an employer of choice in the international public sector.

27. To achieve this vision, the Organization will need to introduce a new human resources framework which, building on reforms to date, will give the Organization the ability to respond to changing requirements.

28. The future United Nations workforce will have a core of career international civil servants performing long-term functions, supplemented by others who will join and leave the Organization for shorter periods of time when needed. A key part of this core will be the staff required to meet the needs of urgent peacekeeping and special political missions. Experienced staff who are able to be deployed rapidly and work effectively under pressure in unfamiliar circumstances will be in constant demand. Approximately 2,500 internationally recruited positions in peacekeeping and special political missions will be identified to form the heart of this capacity. Additional positions within the humanitarian and human rights sectors could form a smaller yet critical part of this core capacity in the field.

29. The Organization will need to integrate field and Headquarters staff into one global Secretariat with competitive conditions of service. Proactive, rapid and targeted recruitment must satisfy the demands of a largely field-based Organization and improve geographical and gender balance. Artificial barriers created by different contractual arrangements must be eliminated. Measures will be introduced to minimize the amount of time staff are required to spend away from their families. Willingness to serve the United Nations wherever needed will be a cornerstone of service with the Organization. Mobility will be facilitated and rewarded. The staff profile will be realigned to meet the evolving needs of the Organization, with substantially increased investment in staff development and talent management.

30. My package of human resources proposals must be considered in a holistic manner since they are all interrelated. I cannot emphasize too strongly that the success of this vision depends on progress in all other areas, particularly results-based management and the availability of an integrated, reliable information technology system. The redesign panel currently looking at the internal justice system is also critical to the success of these changes. Without a justice system that delivers fair resolution of staff/management disputes in a timely way, the other reforms will be undermined. Furthermore, administrative benefits should be simplified and streamlined — including through adoption of practices such as “lump-summing” of benefits.

31. The projected recurring costs of harmonizing benefits for staff in the field, including the proposed new cadre of peacekeepers, would be of the order of \$280 million per annum, to be funded largely from the peacekeeping assessment or extrabudgetary contributions. Further, a much needed doubling of resources dedicated to training and developing United Nations staff would amount to an additional \$10 million per annum.

Proposals and actions

Proposal 1

I propose to develop a more proactive, targeted and speedy recruitment system, through:

- **More extensive outreach based on strategic workforce planning.**
- **Use of rosters of pre-screened candidates.**
- **Establishment of a dedicated recruitment service to support managers in their selection of staff.**
- **Reduction of the advertising time for vacancy announcements to 30 days.**
- **Expedited recruitment processes for surge needs.**
- **Expanded career opportunities for serving staff, and the creation of a broader pool of talent by eliminating eligibility restrictions based on contractual status, category, location or duration of service. This would include eliminating the existing restrictions for applicants to junior Professional posts that are not subject to the examination requirements.**
- **Revision of examinations and job profiles to match current needs.**
- **Strictly enforced compliance with gender and geography targets.**
- **Aiming to reduce average recruitment times by one half.**

Proposal 2

I propose a more integrated approach to mobility, including:

- **Authority for the Secretary-General to move staff members wherever they are needed.**

- **Strict enforcement of current post-occupancy limits, designation of a majority of international Professional posts as rotational, and integration of Headquarters and field operations into an Organization-wide mobility programme.**
- **Expanded training and improved work/life conditions — the training budget should initially be doubled — costing an additional \$10 million per annum.**
- **Greater opportunities for General Service mobility.**

Proposal 3

I propose to nurture talent and foster career development, through:

- **A significant increase in resources for staff development and career support.**
- **Systematic development of entry-level Professionals and mandatory requirements for advancement to successive levels of responsibility.**
- **Development of career models, with potential career paths and cross-over points.**
- **Mandatory induction and training requirements for managers.**

Proposal 4

I propose to modify contractual arrangements and harmonize conditions of service to meet the needs of an increasingly field-based Organization, through:

- **Introduction of one United Nations Staff Contract under one set of Staff Rules. The conditions of service would mirror the current 100 series and would vary according to the length of continuous service. Where mandates of particular projects or missions are clearly finite, appointments would still be limited in order to prevent undue expectations of long-term employment.**
- **Replacing permanent contracts with open-ended “continuing appointments”, as previously recommended to the General Assembly (see A/59/263/Add.1).**
- **Harmonization of the conditions of service of Secretariat staff in the field with those of the United Nations funds and programmes by designating field missions in line with security phases, introducing the special operations approach for non-family duty stations, where appropriate, and revising the scheme for rest breaks and streamlining administration, including through lump-summing. The annual recurrent cost would be of the order of \$280 million.**

II. Investing in leadership

Context and challenges

32. If the end of the cold war and the advent of globalization ushered in a new era for the work of the United Nations, it also had direct implications for the role of the Secretary-General. As Chief Administrative Officer of the Organization, I have managerial responsibilities which have grown far more demanding with the extraordinary increase in the number and complexity of field missions and other operational activities. Yet at the same time the direct and active involvement of the United Nations in a far wider range of issues than in the past has placed enormous calls on my time and capacity in my role as a political instrument of the Security Council, the General Assembly and other United Nations organs. In short, I am expected to be the world's chief diplomat and at the same time to run a large and complex Organization, as it were, in my spare time. This will hardly be less true for my successors.

33. **Unmanageable span of control.** There are now more than 25 departments and offices reporting directly to the Secretary-General, of vastly different size, scale and complexity. The biggest controls billions of dollars and tens of thousands of people; the smallest a handful of people and almost no resources. In practice, many heads of department receive very little direct guidance from me, and are consigned to operate in isolated "silos" or expected to work together in loose "executive committees", without management support strong enough to ensure any real synergy. In addition, there are a large number of special advisers, envoys and representatives who report to me periodically.

34. There are also 10 heads of programmes and funds who at present report to me and require my strategic guidance. The recently established High-level Panel on United Nations System-wide Coherence is likely to recommend changes to the structure, governance and reporting lines of these United Nations system organizations.

35. **Insufficient operational capacity.** The post of Deputy Secretary-General, created by the General Assembly at the end of 1997 to support the Secretary-General, has provided a much needed increase in capacity at the top of the Organization. The terms of reference were broad: to help manage Secretariat operations, ensure coherence of activities and programmes, and elevate the Organization's profile and leadership in the economic and social spheres. Yet the Deputy Secretary-General was assigned no explicit statutory authority. There has been no clear division of labour between me and my Deputy, and all senior managers have continued to be accountable directly to me. The position, therefore, could do much more to strengthen management capacity at the very top of the Secretariat if it were given a wider set of responsibilities and authority to carry them out on the Secretary-General's behalf. Similarly, the Chef de Cabinet post could be more clearly defined in terms of supporting the Secretary-General directly in the day-to-day management of his or her immediate office and workflow.

36. **Inadequate senior-level development.** There are many other levels of leadership in the United Nations that also need attention. A damaged culture, which is seen as limiting creativity, enterprise, innovation and indeed leadership itself, has meant that many managers have simply lost the capacity to manage.

37. Some have been trapped in a static headquarters environment, with little challenge or opportunity to develop the needed skills and experience. Others have had to operate in difficult field environments without the training or the environment of user-friendly, human-resources and financial rules that would enable them to do their job. There is nothing more heartbreaking than to see able young staff become demoralized and disenchanted as the path to management is strewn with apparently impassable obstacles.

38. Many of these issues are addressed in other sections of the present report. In the present chapter, I propose some specific changes that I believe should be given special priority because they are directed at building our future leaders.

Vision

39. My vision is of an Organization whose Secretary-General will be given the means he or she requires to meet fast-changing needs and expectations in all parts of the world — from terrorism to human rights, from intra-State conflict to HIV/AIDS. A reduced number of people reporting directly to the Secretary-General will to enable him or her to manage at the level of strategy and policy.

40. This will have been achieved by *two* principal changes: delegating authority to the Deputy Secretary-General in a more systematic manner and regrouping departments and other entities around broad functional areas. The Secretary-General will continue to fully lead the Organization and direct political and policy matters, but the Deputy will assume delegated responsibility for management policies and overall operational matters — thereby obviating the need that some have discerned for a new post of Chief Operating Officer. While each group should comprise a cohesive range of functions and activities, headed by an Under-Secretary-General, the intention is to reduce the direct senior reporting span to about eight line and support functions. This can be done by reorganizing departments and in some cases by clustering departments. In addition, the Deputy Secretary-General would, therefore, assume formal chairmanship of the Organization's Management Committee, which I currently chair.

41. While this reform can be more appropriately introduced when a new Secretary-General assembles his or her cabinet at the end of 2006, I believe it can be accomplished within the existing Under-Secretary-General and Assistant Secretary-General headcount and would not require new posts. This arrangement will improve operational accountability and performance management; help to ensure greater substantive coherence and policy direction for Secretariat operations; and allow all heads of department to work in a more effective way.

Managers more rigorously selected ...

42. Last year, I introduced new procedures for improving the transparency and quality of selection for the heads of the United Nations funds and programmes. Interview boards were created. Extensive reference checking was undertaken. Several senior officials have since been appointed following these new procedures — including the Administrator of UNDP, the United Nations High Commissioner for Refugees and the Under-Secretary-General for Internal Oversight Services. The Department of Peacekeeping Operations has also put in place new

measures for improving the appointment system for heads of peace missions in the field.

43. In my vision of the future, such practices — combined with much better organized recruitment outreach than in the past and thus achieving the geographical and gender balance that must characterize the Secretary-General's own leadership team — will be followed for all senior appointments.

... better trained and supported ...

44. The Organization will also do a better job of training and supporting its managers. Mandatory induction of new managers is already being introduced. The Department of Peacekeeping Operations has held two sessions for field managers and a similar session was held recently for new Directors at the D-1 and D-2 levels at Headquarters. This will be supplemented by periodic training opportunities, allowing managers to reflect on their management, learn the most modern techniques and compare notes with peers. Other Secretariat training programmes targeted at leaders and managers are also under way. The Secretariat will also have a strong management advisory service, to which managers can turn for help. This function, and the resources dedicated to it at the time, were given to the Office of Internal Oversight Services when it was created 10 years ago. With experience, I have come to the conclusion that combining the roles of auditor, investigator and management adviser in a single entity is not the best formula. I hope that the external review of oversight bodies which was launched by the General Assembly in December 2005 will address this problem and offer alternative approaches.

... and firmly but fairly assessed

45. A more rigorous selection process, increased training opportunities and sustained support for managers, combined with a clear statement of their responsibility and authority, will enable the United Nations of the future to enforce stricter but also fairer accountability rules for its managers. The Management Performance Board, which I established recently, is in the process of designing clear criteria for assessing the performance of senior managers, who will be required to do the same for the junior managers working under them.

46. Nearly 15 per cent of Professional staff with contracts of one year or longer will reach retirement age by 2010. This will have a major impact at the P-5 and Director levels. Such retirements, combined with a buyout programme, will give the Organization the opportunity to bring in new talent at those levels, in line with future leadership needs.

Proposals

Proposal 5

I propose to redefine the role of Deputy Secretary-General and delegate to him or her formal authority and accountability for the management and overall direction of the operational functions of the Secretariat. The Secretary-General would continue to lead the political and policy dimensions of the Organization's work.

Proposal 6

I propose that my successor regroup the 25 departments and entities currently reporting directly to the Secretary-General into about eight organizational groups or clusters. Each group would be headed by an Under-Secretary-General.

Proposal 7

I propose to strengthen leadership recruitment as well as training and development plans to build the cadre of senior and middle managers required for the modern complex global operations of the United Nations.

III. Investing in information and communications technology

Context and challenges

47. No global organization, let alone one as deeply involved in the management of information as this one, can function adequately without an effective infrastructure. Most of the reform proposals set out in the present report cannot be implemented without appropriate information and communications technology (ICT) support. And our very ability to carry on the work we are doing now depends on getting our ICT component right. There has been a chronic underinvestment in information systems which, if it is not urgently addressed, will come to threaten the operational viability of the United Nations as a whole.

48. A number of improvements have been achieved since I submitted an ICT strategy to the General Assembly in 2002 (see A/57/620). Regular budget expenditure on ICT now amounts to more than \$100 million per annum and has yielded significant returns. All systems now operate with little downtime, at rates similar to those in large, information-intensive organizations, both public and private, with effective protection from unauthorized intrusions. Internal communications and staff management tools, such as iSeek and ePAS, have been successfully developed and implemented. Standards on critical infrastructure elements are in place and are being followed by all offices worldwide, managed by more effective internal governance review mechanisms. We should also acknowledge that the United Nations does a remarkable job in establishing rapid connectivity in the remotest parts of the world, where the existing infrastructure is either non-existent or damaged.

49. However, the benefits of improvements at the technical level have been reduced by lack of an effective information management strategy, which has meant that staff in disparate locations and departments have been unable to share their knowledge. Neither the culture nor the technology encourage or enable knowledge-sharing.

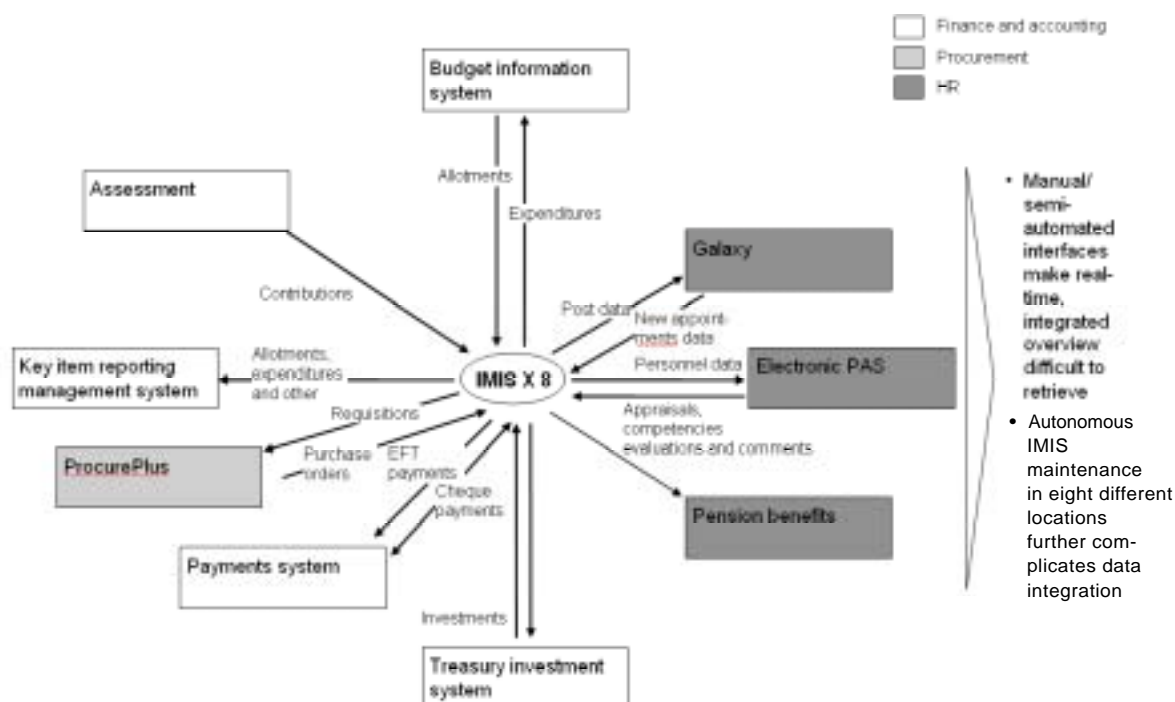
50. Outdated and fragmented information technology systems still prevail, with limited ability to share and process data and information. United Nations investment in ICT, at 7 per cent of the administrative budget, is underfunded in comparison with organizations of similar size, in which ICT investment levels range from 12 to 17 per cent. The absence of an organized, top-down strategic approach to ICT has contributed to a proliferation of stand-alone systems that often support similar

functions. ICT applications comprise one main administrative system, the Integrated Management Information System (IMIS), for basic financial and human resources data and numerous ancillary systems for more specific purposes. These systems are not integrated with one another. Even IMIS is maintained autonomously in several different locations (see figure 5). There is no integrated system designed to store, search and retrieve information generated at the United Nations, much less to do so rapidly and in real time. This limits our ability to translate data and facts into informed policy and management decisions.

51. The areas of ICT organization, governance and support are equally fragmented, resulting in duplication of efforts. At least six separate departments have their own ICT units, with no functioning integrating mechanism in place among them. Furthermore, ICT management is positioned relatively low within the Secretariat hierarchy. As a result, few senior managers have understood what an enormous difference ICT could make if it were used strategically to improve Secretariat operations and decision-making.

52. This largely dysfunctional ICT situation in the United Nations stems from legacy systems and practices built up over decades. As a result, the United Nations has been unable to exploit the potential of ICT as an enabler of effective management reform.

Figure 5
Current ICT systems landscape is complex



Vision

53. My vision is of a United Nations in which this inability has been cured by bringing in a new, top-rank technology leadership, able to develop and implement an ICT strategy for the United Nations as a whole. Recent deliberations by the General Assembly on the creation of a Chief Information Technology Officer are a welcome step forward in this direction.

54. Under the leadership of such a Chief Officer, the heads of all departments and offices will need to be actively and cooperatively engaged in each phase of a comprehensive ICT roll-out. The ICT leadership and entity will need to be closely aligned with departments and other entities, involving all levels of management in a continuous dialogue that covers strategic as well as operational needs and issues.

55. The Secretariat will need to ensure much greater integration of its workflow and knowledge management, allowing managers to integrate programme objectives, knowledge assets and budgetary and financial data into one integrated technology-assisted process. This is essential if the Secretariat is to act more transparently and efficiently in managing staff and to procure goods and services of greater quality and quantity, at lower levels of risk. And it is an absolute condition for the adoption of the International Public Sector Accounting Standards.

56. Experiences in other United Nations entities show that such integration is feasible. **Very preliminary estimates of the cost of such a system are of the order of \$120 million additional investment over several years. While significant, this estimate is consistent with investments made in other parts of the United Nations system. For example, UNDP — a smaller but more globally dispersed entity — has spent \$80 million on a similar system. In the context of annual activity currently approaching \$10 billion, the investment is reasonable.** Indeed, maintaining the current failing system is rapidly becoming more costly and carries with it the risk of an even more expensive collapse. The design of such a system will need to take account of the very rudimentary infrastructure available in certain field locations — particularly in the peacekeeping missions. Further, we expect the implementation of the new system to reduce annual operating costs over time as the legacy systems are phased out.

Proposals

Proposal 8

I ask the General Assembly to revive its discussion of creating the post of Chief Information Technology Officer, and to approve the creation of that post as soon as possible, at the level of Assistant Secretary-General. That rank will enable him or her to have a full voice in the decision-making processes of Secretariat bodies, such as the Management Committee. The position should carry with it sufficient resources — human and financial — to define and implement a comprehensive information management strategy for the entire Secretariat.

Proposal 9

I propose a sustained effort, starting immediately, to align ICT priorities with Secretariat performance objectives by incorporating better managerial decision-support tools; implementing an Organization-wide document/content management system; and recruiting or training people with skills in information management and analysis.

Proposal 10

Subject to the final results of soon-to-be-completed feasibility studies, I propose to replace IMIS, Galaxy and other stand-alone ICT management support systems with a fully integrated global system. I propose that such a system, supporting the full range of management functions, be introduced by 2009.

IV. Investing in new ways of delivering services**A. New sourcing options****Context and challenges**

57. Recent advances in technology and management practices have enabled many public and private sector institutions to adopt entirely new ways of getting services. These have allowed employers to focus their resources on their core mission, improve their performance in achieving mandates and allocate resources optimally. Increasingly common practices include moving certain administrative functions to other locations (relocating or offshoring); contracting out to external providers a range of services previously performed internally (outsourcing); allowing some categories of staff to work from home (telecommuting); and making more effective use of facilities already established around the world.

58. Yet at the United Nations, progress in exploring these options has been piecemeal and slow. Most administrative and support services are performed in-house, often in high-cost locations, such as New York or Geneva. The overall United Nations mindset has been one that discourages even exploring the options that exist. As a global organization, there is no reason why we should not carry out our business globally. However, in its resolution 55/232 of 23 December 2000, the General Assembly established a number of conditions for outsourcing that severely restrict the circumstances under which it can be contemplated. No comprehensive feasibility study or cost-benefit assessment has even been conducted of the possibility of relocating major services.

Vision

59. My vision is of a United Nations which has achieved gains on several fronts by introducing new practices, such as relocating activities to new work stations. By so doing, it will disperse the economic and employment benefits of those activities more equitably among its Member States, while at the same time making it more effective and efficient. In particular, it will redistribute some of the very large share

of those benefits that currently flows to the richest Member State of the United Nations because it hosts a large United Nations presence. Redistributing and relocating the Headquarters workload to other parts of the world will benefit more countries and economies; allow the United Nations to widen and deepen the skills pool from which it recruits; and enable it to reduce the overall costs of its operations.

60. Relocating offers an unusually precise tool to fulfil Article 101 of the Charter of the United Nations: “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”.

61. The United Nations family has only just started experimenting with this practice, but examples are encouraging. The World Bank relocated some of its accounting functions to Chennai, India. Aside from dollar savings, relocation has brought other improvements, as observed by UNDP following the transfer to Copenhagen of its benefits, entitlements and payroll functions in the biennium 2003-2004. Transactions were found to be 25 per cent more efficient, and UNDP staff worldwide gave the quality and responsiveness of the services offered in Copenhagen a satisfaction mark of 92 out of 100 in 2005. UNDP is now considering relocating some knowledge and learning divisions, as well as regional human resource support units, to regional centres such as Johannesburg and Bangkok.

62. In the Secretariat, the Department of General Assembly Affairs and Conference Management, for instance, recently commissioned an external study to review options concerning the document production cycle. Preliminary estimates suggest that possible savings from relocating the full range of document production services could approach 25 per cent of existing personnel and location costs, representing a net saving in the range of up to \$35 million per annum.

63. Outsourcing — that is, contracting out to external providers — is an option that should be considered only for those functions that do not fall within the core competencies of the United Nations. Printing functions, which still take place in-house, may be a suitable candidate for outsourcing. Other steps of the document production cycle, such as translation, may be candidates for relocation to lower-cost duty stations — but *not* necessarily for outsourcing because of quality control and other issues.

64. Any decision to relocate or outsource a function depends on a broad range of factors, of which cost is only one. Reliability of service and guaranteed standards of quality are of primary importance. Consultations will need to be conducted with staff and their representatives, and then appropriate transitional support will need to be put in place to help any staff members whose jobs may ultimately be affected.

Proposals

Proposal 11

I ask the General Assembly to modify its previous guidance and allow the Secretariat to consider all options for alternative service delivery,

including identifying the potential for relocating work to lower-cost duty stations and for outsourcing.

Proposal 12

I propose to undertake systematic and detailed cost-benefit analyses of relocation, outsourcing and telecommuting opportunities for select administrative services, as follows:

- **Translation, editing and documents production by September 2006.**
- **Internal printing and publishing processes by September 2006.**
- **Medical insurance plan administration by September 2006.**
- **Information technology support services by December 2006.**
- **Payables, receivables and payroll processes by March 2007.**
- **Staff benefits administration by March 2007.**

B. Strengthening procurement

Context and challenges

65. One of the most daunting challenges of the past decade for the United Nations has been the extraordinary expansion in the scale and scope of procurement. Driven largely by the huge growth in peacekeeping — which today accounts for 85 per cent of all procurement — but also encompassing growing support to other field operations and relief initiatives, the value of United Nations global procurement has increased steadily from about \$400 million in 1997 to over \$1.6 billion in 2005. The trend is still heavily upward: in 2006, it is expected to exceed \$2 billion. During the same period, however, the number of dedicated procurement staff at Headquarters has in fact fallen. In peacekeeping missions, there is a 50 per cent vacancy rate for procurement officers in the field.

66. Inevitably, this has tested the robustness and effectiveness of both systems and controls — and both have been found lacking. On the one hand, it has become clear that our procurement rules and regulations are too complex and cumbersome for the kind of quick actions often required in field missions. To take one glaring example, otherwise sensible requirements on seeking bids from multiple vendors can prove a real obstacle to the effective and timely delivery of critical goods and services from food to fuel in inaccessible and isolated places, such as parts of the Sudan or the Democratic Republic of the Congo. On the other hand, it has also become clear that some of the limited steps we have taken to try to deal with this in recent years, such as providing more authority for field-based procurement, have not been accompanied by sufficient support and controls to prevent mismanagement and possible abuse. As a result, despite the hard work and dedication of the vast majority of our staff, often in extremely complex and difficult situations in the field, we have too often fallen short of the high standards that the United Nations needs to set itself.

Vision

67. While some of the procurement problems documented in the reports of the Independent Inquiry Committee into the United Nations Oil-for-Food Programme have already been corrected, significant problems remain. A separate review conducted late in 2005 by external experts found major weaknesses in culture, management oversight and controls, including outdated procurement processes, a failure to align and support the procurement needs of clients, an inconsistent execution of processes, a poor governance structure and lack of sufficient resources. Equally worrying, a recent audit by the Office of Internal Oversight Services into peacekeeping procurement has raised significant additional concerns with regard to both mismanagement and possible fraud.

68. Quite apart from correcting systems and implementing robust internal controls to prevent potential wrongdoing, there is also significant potential for the United Nations to purchase goods and services more cheaply and efficiently if systems and procedures are properly modernized. To take one example, although a contractor performance rating system exists the results are not yet easily accessible across the United Nations system, nor have such performance reports been routinely examined to provide a measure of the future worthiness of United Nations contractors. Indeed, from outdated master contracts to overstretched data systems, an overworked team lacks the tools it needs to provide the highest quality procurement services. And as in other areas of the United Nations, spending on training — just \$20,000 annually for the 70 staff at United Nations Headquarters — is also well short of what is needed.

Proposals and actions

69. **To respond to these problems, the following investigations are already under way:**

(a) **To ensure that the recent audit and review findings about possible irregularities are urgently addressed, the Office of Internal Oversight Services is currently undertaking, on my instruction, an accelerated review of these cases and additional allegations of possible procurement-related wrongdoing by staff.**

(b) **A more comprehensive, forensic audit is being carried out by external experts and the United Nations is, also on my instruction, fully cooperating with national law enforcement bodies in their own investigations.**

Proposal 13

I propose that these investigations be concluded quickly and that swift action be taken against any United Nations staff members found to have acted inappropriately.

Proposal 14

More broadly, in order to address the underlying weaknesses that have been identified, I propose to continue a comprehensive review of procurement rules, regulations and policies that is also already under way, focused on six broad areas:

- **Updating procurement procedures to reflect the new environment and operational requirements of the United Nations, including the need for greater transparency and accountability, through, for example, the establishment of a more independent bid protest system to ensure that vendors have recourse if they believe a procurement process was undertaken unfairly.**
- **Implementing a risk-management framework, including diagnostic tools to detect problematic transactions, more systematic rotation of staff serving in procurement and the strengthening of the Headquarters Contracts Committee that oversees the bidding process. This will ensure the Committee has the stature, professionalism and expert capacity it needs to review the recommendations of the Procurement Service.**
- **Continuing and improving the training of procurement staff in both procurement processes and ethics and integrity; extending personal financial disclosure requirements to procurement staff; and paying more attention to staff career development issues.**
- **Reprofiling procurement staff requirements, particularly with a view to attracting high-quality people willing to serve in the field and supported by regular training and routine rotation.**
- **Increasing information-sharing on procurement matters within the United Nations common system with a view to unlocking significant potential cost and efficiency savings — estimated at 5 to 20 per cent, or \$100 million to \$400 million — including through such steps as more systematic matching between vendors and destinations where goods and services are being used, vendor consolidation, redefinition of specifications and stronger enforcement of contract compliance.**
- **Using a lead agency concept to create specialist buyers for the whole system. For example, the United Nations might ask the Inter-Agency Procurement Services Office to handle all vehicle purchasing, WFP to handle air transport needs and the United Nations Office for Project Services to handle consulting and certain other personnel needs.**

Proposal 15

Early elements of the strategy described above are already being implemented and I propose to produce by June 2006 a more comprehensive report, with more detailed corrective actions, incorporating the recommendations of the current review and reflecting the conclusions of the outstanding investigations and audit.

V. Investing in budget and finance

70. Budgetary and financial arrangements underpin the functioning of the United Nations. First and foremost, it is imperative that Member States pay their contributions in full and on time. The quality of the decisions Member States take on how best to deploy resources is also critical. Yet as the world and our mission

change, as overall spending grows and as knowledge of international management best practices widens, our budget and finance functions have not kept pace.

Context and challenges

71. Past reforms have aimed at improving the system of budgeting, the cycle of budget preparation and review and the management of trust funds. Recent improvements notwithstanding, our current budgetary and financial arrangements do not properly enable the Secretariat to do its job. Key challenges include those described below.

72. **An inflexible budget implementation process that limits the ability of the United Nations to allocate funds strategically for operational needs.** Although previous reforms have enabled greater upfront focus on indicators of performance and the potential impact of a given programme or function, the new methodology has not led to any significant shift in the way Member States review the Secretary-General's budget proposals or assess how budgeted money was spent. The budget process is hampered by debate on line-item details, too much iteration within a lengthy review period and a paper-intensive approach. The preparation of the budget currently begins 15 months ahead of each biennium, which is too far in advance to respond to the fast-changing nature of United Nations business and can lead to resources being misaligned with actual needs. The majority of our finance staff are employed in supporting this cumbersome process, leaving little capacity for proactive financial planning and analysis in support of programme goals.

73. **Highly restricted authority of the Secretary-General to shift resources to meet emerging needs.** The ability of the Secretary-General to shift money between programmes and reallocate posts without Member State approval is weaker today than before 1974, when the need for such flexibility was far less. Recognizing the need for greater fluidity, Member States agreed in 2003 to grant the Secretary-General, on an experimental basis, the ability to move up to 50 posts within the biennium. But this concession has proved both insufficient and unwieldy, in part because of the large number of restrictive conditions imposed and the absence of any authority to reclassify positions according to need.

74. **No single, coherent and commonly understood notion of accountability for programme performance.** The achievement of programme objectives has few consequences for resource allocation, work planning or assessments of managerial performance.

75. **Cumbersome practices emerging from the Financial Rules and Regulations.** As we move from a centrally controlled institution to a more decentralized one, we may need to revisit the rules themselves in a more fundamental way. Adoption of the International Public Sector Accounting Standards by the United Nations, which will be sought from Member States later in 2006, would require significant adaptation of the Organization's Financial Rules and Regulations.

76. **Insufficient transparency and availability of relevant financial information to provide clear guidance either to Member States or to Secretariat managers on the Organization's financial picture.** An archaic and fragmented IT infrastructure, outdated manual processes and fragmented accounts in peacekeeping

and trust funds create delays but also, more importantly, prevent the collection and tracking of key data needed for management decisions and proper oversight and audit.

77. Among many examples of these problems, let me cite the following:

(a) The Secretariat delivers many thousands of pages of reports to the Fifth Committee each year, many of them overlapping in content (see figure 6); for example, during the fifty-ninth session of the General Assembly, 275 separate reports were delivered;

(b) Budget preparation precedes — and does not incorporate — the lessons of the programme performance report on the previous budget period;

(c) There are more than 150 separate trust funds and 37 individual peacekeeping special accounts, each with its own support arrangements and costs;

(d) Inadequate working capital funds cover just two or three weeks of United Nations operations;

(e) Cash flows are slow and unpredictable, with less than half the amount assessed for the regular budget received within the first quarter. For peacekeeping assessments, which are issued throughout the year, significant payments take several months and the total amount outstanding usually stands at between \$1 billion and \$2 billion;

(f) The formal budgetary discretion of the Secretary-General has remained unchanged for more than 30 years;

(g) Less than half of the 30 offices and departments in the Secretariat have specific units or staff dedicated to programme evaluation.

Figure 6

Both Member States and Secretariat are overwhelmed with the number of reports

Report load of the Fifth Committee at the fifty-ninth session of the General Assembly

Total: 275 in one year

<i>Reporting Unit</i>	<i>Number submitted</i>
Peacekeeping Finance Division	45 reports
Advisory Committee on Administrative and Budgetary Questions	78 reports (16,000 pages)
Joint Inspection Unit	13 reports
Board of Auditors	21 reports
Office of Internal Oversight Services	25 reports
Office of Human Resources Management	13 reports
Programme Planning and Budget Division	28 reports
Budget report	35 sections (26,000 pages)
Other units of the Department of Management (and written responses to questions)	31 reports
Other departments	21 reports
... and 80 Secretariat oral statements	

Vision

78. My vision is of a United Nations that has addressed these fundamental problems and in which:

(a) There will be a flexible and strategy-focused budgeting process, building on the earlier reforms that implemented results-based budgeting within the Secretariat;

(b) Member States and the Secretariat will strike the right balance between control and managerial freedom, and between the direction and guidance provided by Member States and the flexibility needed by the Secretariat to fulfil those wishes. Thus, the Secretariat will have the authority needed to deploy and shift resources to implement effectively the mandates given to it by the Member States;

(c) There will be clear links between performance and resource allocation, enabling the best possible stewardship of Member State investments in the United Nations. This would give Member States greater confidence in the transparency and availability of relevant information on which to base their decisions, enable them to hold managers accountable for specific results and assure them that their financial contributions are being used in an efficient manner.

79. The proposals set out below are meant as first steps towards this vision.

Proposals

Proposal 16

In the area of strategic budgetary planning and implementation, I propose that:

- **The Member States and the Secretariat work together to find ways to further increase the strategic nature of the budgeting review, reduce duplicative, detailed and labour-intensive processes, and align key inputs across the regular, peacekeeping and extrabudgetary processes.**
- **The budget cycles be shortened and aligned with the calendar year. Regular budget preparation and adoption should be shortened to 12 months, and all stages of the budget review process should take place during the main part (September through December) of the regular sessions of the General Assembly. The peacekeeping budgetary cycle would be aligned with the calendar year.**
- **Budget appropriation be consolidated from the current 35 sections into 13 parts.**
- **Posts be approved in aggregate numbers and grouped into four broad grade categories. The Secretariat would submit an indicative staffing table for information purposes only. The Secretary-General should have the authority to redeploy posts as necessary, and to reclassify up to 10 per cent of posts within each broad category within a given budget period.**

- The Secretary-General be given the authority, within a given budget period, to use the savings from vacant posts, with a value not to exceed 10 per cent of the overall post budget, for emerging priorities or unanticipated activities.

Proposal 17

In the area of financial management practices, I propose that:

- Peacekeeping accounts for separate field missions be consolidated into a single set of accounts and reports, starting in 2007, to improve cash management and operational flexibility.
- A new policy be introduced in July 2006, replacing four existing administrative instructions, to govern the streamlined management of trust funds. Key objectives would include simplified rules and procedures, the introduction of a single, consistent and flexible trust fund category, and the establishment of a new standard for support costs, lower than the current 13 per cent, to bring it more in line with the fee structure in force in the United Nations funds and programmes.
- The ceiling of the commitment authority granted by the General Assembly for peacekeeping operations be increased from \$50 million to \$150 million and de-linked from a specified number of Security Council decisions.
- The level of the Working Capital Fund for the regular budget be increased from \$100 million to \$250 million.
- Budget surpluses, including those from peacekeeping operations, be retained for use in subsequent periods, pending Member State approval.
- A separate fund be created to cover unanticipated expenditures arising from exchange rate fluctuations and inflation, to be financed through the transfer of budget surpluses.
- Interest be charged on arrears in a Member State's assessed contributions.

Proposal 18

In the area of performance evaluation and reporting, I propose that:

- United Nations activities in the areas of performance measurement be given increased resources but also rationalized.
- Monitoring and evaluation tools be reformed and synchronized so that their results can be evaluated in the formation of the subsequent budget.
- The budget and planning process be explicitly linked to the results of performance, work planning and the assessment of managerial performance in order to ensure the effective stewardship of resources provided by Member States.

- **A new annual report be introduced (see more detailed discussion in sect. VI below), along with other steps to consolidate and simplify financial reporting.**

* * *

80. Re-engineering the financial platform of the Secretariat around these key principles of transparent budgeting and results and flexible but accountable management will require a process of continuous change. The experience of the United Nations in funds and programmes shows that re-engineering core business processes of this kind requires changes in attitude and culture that cannot be achieved overnight. In particular, managers must learn to take responsibility and to master ICT-based management systems.

VI. Investing in governance

81. In sections II to V above, I have described the major changes that I believe are needed in the management of the United Nations Secretariat and the resources entrusted to it by Member States. In the present section, I shall suggest improvements in the way the Secretariat explains itself to Member States and to the public, and the way Secretariat and Member States work together on management and budgetary issues. My objective is to ensure that Member States receive high-quality, accurate and timely reports on the Secretariat's performance, and have in their hands effective tools for holding the Secretariat genuinely accountable for its fulfilment of their mandates and stewardship of their resources. The United Nations should be accessible to its owners — the Member States — and to its users — all who rely on its services or have dealings with it. This requires an effort of transparency on the part of the Secretariat, but also requires some adjustment by the intergovernmental bodies themselves.

Context and challenges

82. **The present budgeting and decision-making processes are characterized by an acute lack of clarity and transparency.** Member States are subjected to a blizzard of reports from the Secretariat, which contain a great deal of information but are not arranged strategically and are therefore of very limited use as analytical tools. The Fifth Committee, in particular, currently receives over 270 reports each year, none of which gives a single, comprehensive and coordinated view of Secretariat management performance. This plethora of reports overwhelms both the Secretariat and the Member States alike (see figure 6). It obliges Member States to probe officials with very detailed questions in an effort, which even then is only partly successful, to get at the full picture. Reports are too long, there are too many of them and they often arrive late, leaving Member States too little time to review them.

83. **The public, too, is ill served by current United Nations policy on outside access to documentation.** This policy is neither clear nor systematic. Existing rules

establish a theoretical presumption in favour of releasing documents to the public on request but do not set forth precise criteria for deciding when access should be refused. In practice, individual department or office heads take these decisions on an ad hoc basis, with no review or appeal process for people who feel that access to a given document has been wrongly denied.

84. The current system of interaction between the Secretariat and Committees of the General Assembly is at times dysfunctional because the different committees are too numerous, too large and often have overlapping agendas. In particular:

(a) The Fifth Committee's interface with the Secretariat suffers from excessive focus on details. This is partly due to the size of the Committee (191 members) and partly to the lack of time limits on discussion, which prevent a strategic dialogue and frequent head of mission involvement;

(b) The Advisory Committee on Administrative and Budgetary Questions (ACABQ), which gives expert technical advice to the Fifth Committee, also spends much of its time on a parallel and detailed line-by-line cross-examination of officials, again without always reaching a strategic judgement. So often the same ground is covered — once in ACABQ and again in the Fifth Committee;

(c) The Committee for Programme and Coordination absorbs significant resources and time but no longer fulfils either its mandate of coordinating the activities of different programmes under the regular budget or its mandate of assessing the performance of the Secretariat. Earlier efforts to reform it have proved unsuccessful.

Vision

85. My vision is one of Member States and Secretariat working together, on the following terms:

(a) **Workable decision-making processes.** When discussing matters of detail, Member States would work in small but representative groups, keeping to a strict timetable and supported by knowledgeable expertise, with a clear mandate to approve or disapprove proposals so that larger bodies could focus on strategic issues;

(b) **A clear division of labour.** Intergovernmental bodies would govern the Organization in the sense of making high-level decisions on priorities, policies and the overall allocation of resources, and would provide substantive expert input. They would discharge these tasks better by leaving operational details to be managed by the Secretariat and judging managers on results rather than through a line-by-line review of each item of expenditure;

(c) **A credible reporting mechanism.** Member States would receive accurate and timely analysis and information from the Secretariat — as they need to more than ever now that it has so many more tasks to perform and demands to meet. This would be achieved not by *more* reports but by fewer, better and clearer reports that would enable Member States to evaluate Secretariat actions and ensure that their mandates were properly implemented;

(d) **Transparency.** The public would be told clearly that they could request United Nations Secretariat documents, how to make such requests and on what principles they would be granted or denied, and all such requests would receive a prompt response.

Proposals

Proposal 19

I propose to improve our reporting mechanisms by developing a single, comprehensive annual report, including comprehensive financial and programme information; identifying opportunities to streamline all Secretariat reports; making real-time financial performance reports available to Member States; and improving public access to United Nations documentation. More specifically:

- **A single, comprehensive annual report of the Secretary-General to the General Assembly on the work of the Organization, as mandated by the Charter, will consolidate the information currently presented in five different reports, enabling the financial and operational work of the Secretariat to be readily measured against the strategic objectives set by Member States. It will thus not only improve the quality of communication between the Secretariat and Member States but also enable Member States to conduct more meaningful strategic discussions among themselves.**
- **Over 30 existing reports on management and finance issues will be consolidated into six reports.**
- **We will also provide Member States with real-time, consolidated accounts of our financial performance on a regular quarterly basis, as soon as the necessary information systems are in place.**
- **In May 2006, I shall submit to Member States, for discussion and approval, a detailed policy proposal containing new and clear rules on public access to United Nations documentation.**

Proposal 20

I propose three new principles for interaction between the Secretariat and the key General Assembly budget committees:

- **The committees should agree to focus on core budget issues, with emphasis on planning and the analysis of performance.**
- **Both plenary and working groups should respect strict time limits for budget discussion and decision-making.**
- **Plenary sessions should be used for decisions on core budget issues and not for prolonged debates on each line item.**

Proposal 21

I urge the General Assembly to consider ways to reform its structures for interacting with the Secretariat on management and budgetary issues. Accordingly, while this is clearly a matter for them to decide, Member States may wish to:

- **Reconsider the need for a separate Committee for Programme and Coordination given the extensive overlap of this Committee's work with that of the Fifth Committee and ACABQ.**
- **Establish a programme evaluation capacity to strengthen the ability of the Fifth Committee to review all \$10 billion Secretariat resources and allow a linkage between programme performance and budget review.**
- **Raise the level of their representation on the Fifth Committee, encouraging heads of mission to participate more directly.**
- **Review the level of technical expertise required for service on ACABQ with a view to ensuring that it fully carries out its function as an expert group, supporting and advising the Fifth Committee.**
- **Elevate the agenda of both the Fifth Committee and ACABQ and impose time limits on their sessions with a view to spending less time on detailed review and more on key strategic issues.**
- **Examine ways to allow strategic discussion to be held in meetings of manageable size, possibly through dividing up the workload of the Fifth Committee among select working groups of limited membership, or consider whether an executive committee could be elected from among its members and asked to bring agreed recommendations before the Committee as a whole.**

Box 2**Strengthening oversight and audit**

Critical both to good management and to ensuring the highest standards of integrity and accountability is a system of proper oversight and audit. Currently, the United Nations is subject to multiple internal and external audit and review bodies — including the Board of Auditors, the Joint Inspection Unit and the Office of Internal Oversight Services — with varying and somewhat overlapping mandates and remits. In addition, the Office of Internal Oversight Services itself has a complex set of responsibilities that is subject to potential conflicts of interest between its role in providing management advisory services to United Nations departments and its investigatory and audit functions. This latter role, in which the Office of Internal Oversight Services has traditionally provided internal audits for use by senior management, has also become blurred as a result of the General Assembly's recent decision to have the Office report directly to Member States as well as to the Secretary-General, and to allow Member States direct access to its reports.

This complex set of arrangements, as well as the problems uncovered in the management of the oil-for-food programme, the sexual exploitation scandal in some of our peacekeeping missions and troubling evidence of misconduct in our procurement system has reinforced my long-standing conviction that the independent audit and investigatory capacity of the United Nations needs to be significantly strengthened. That is why I initially proposed a comprehensive review of the Office of Internal Oversight Services in 2004; and I repeated the request in my 2005 report to the General Assembly entitled “In larger freedom: towards development, security and human rights for all” (A/59/2005). I was very pleased to see this proposal fully endorsed by Heads of State and Government in the 2005 World Summit Outcome, and I very much welcome the fact that they decided to combine this review with the comprehensive assessment of the governance arrangements of the United Nations already recommended by the Board of Auditors. By the same token, I was also very pleased by the General Assembly’s decisions to approve significant new resources for the Office of Internal Oversight Services in both June and December 2005, and to endorse the creation of an Independent Audit Advisory Committee as an additional resource to ensure that Member States have the independent expert advice that they need in order to better exercise their oversight responsibilities.

In my report to the General Assembly in November 2005 on the implementation of the 2005 World Summit Outcome, I set out detailed terms of reference for this new Committee, based on a review of best practices and benchmarks used by similar bodies in comparable organizations. I also provided terms of reference for the governance and oversight review that is now under way. I sincerely hope that this review will identify a more rational division of labour and responsibilities among the various audit and oversight bodies, and that it will ensure they are fully equipped with the resources and capacity to carry out their very important role. With specific regard to the Office of Internal Oversight Services, in addition to looking at how to bolster its audit and investigatory capacity, which I believe is essential, I also hope the review will (a) explore the implications of the Office’s new direct reporting line to the General Assembly for the Secretariat’s ability to draw on its internal audit capacity as an input for management decisions; and (b) explicitly review the appropriateness of the Office retaining its management advisory functions.

VII. The way forward: investing in change

A. Overall resource requirements

86. Processes of change such as those outlined in the present report, involving far-reaching reform of a large organization, can be successfully implemented only by deploying substantial resources. As I noted at the beginning of the present report, the United Nations has suffered from underinvestment. The bill for that is now

inevitably due. The precise cost of all these reforms will obviously depend on the details still to be worked out. Nevertheless, I have itemized several major and vital cost increases:

- (a) Improving field benefits and conditions to create a single global staff.
- (b) Increasing investments in training, recruitment and human resource development.
- (c) Strengthening key functions, such as procurement and overall management.
- (d) Introducing a new information technology platform.
- (e) Approving a staff buyout programme.

87. The sums required may seem large, but:

- (a) They would, over time, pay for themselves through the substantial savings in running costs that the reforms will bring;
- (b) They will be offset by very large savings in procurement reform, relocation of work and administration simplification;
- (c) When combined with the current General Assembly exercise of mandate review, they offer the prospect of a much more focused, professional Secretariat that can deliver on the tasks Member States set it;
- (d) Without these comprehensive reforms, we would almost certainly end up spending considerable sums on further piecemeal efforts that would not address fundamental issues;
- (e) Most importantly, these reforms will give us a much more productive Organization, with much more highly motivated staff. In fact, this would be a very modest investment compared to the cost of *not* reforming the United Nations. The return on investment, in terms of the benefit that all Member States and their peoples can expect from a truly effective United Nations, attuned to the needs of the twenty-first century, will be of immeasurable importance to the world.

B. Early and visible change

88. Experience within the United Nations system and elsewhere tells us that reform or change initiatives often fall apart or are not sustained over time unless there is strong leadership from the top, supported by a group of managers and responsible officials assigned full-time to making change happen. It would therefore be naive to expect the comprehensive transformation described in the present report to happen by itself. The Secretariat and Member States, working closely together, will have to refine the blueprint and convert it into detailed proposals, with a disciplined implementation strategy — which must itself be the product of consultation, both among Member States and with the staff at all levels. For the change I propose, which is above all a change of *culture*, cannot be achieved overnight. It is urgent, and I am determined to implement as much of it as I can in the nine months left to me as Secretary-General. But it needs to continue steadily over a period of years. And this will not happen without an appropriate structure to manage it and drive it forward.

1. Change management office

89. Managing change of this magnitude is not a part-time responsibility. It will be necessary to set up a dedicated capacity within the Secretariat — a change management office, with clear terms of reference and a time limit — which I propose should work closely with a small but representative group of Member States to provide support and guidance.

90. This office, which would report to the Deputy Secretary-General, would work with heads of department and other key leaders within the Secretariat to plan and coordinate the implementation of the reforms. It would monitor performance and hold heads of department accountable for their delivery. It would establish task forces to identify and resolve specific challenges and would supervise their work. It should be led by a highly respected, senior-level manager with deep organizational knowledge and a full understanding of the context as well as the content of the reform agenda, who would be respected by, and have access to, the key decision makers in the Secretariat.

2. A staff buyout

91. In the 2005 World Summit Outcome, Heads of State and Government called on the Secretary-General to submit “a detailed proposal on the framework for a one-time staff buyout to improve personnel structure and quality, including an indication of costs involved and mechanisms to ensure that it achieves its intended purpose” (see General Assembly resolution 60/1, para. 163 (c)). I expect to place such a proposal before the General Assembly soon. It will be an essential tool for implementing the reforms proposed in the present report and the conclusions of the review of mandates on which the Assembly is about to embark. Full consultation with staff representatives will be required before my proposals are finalized and they will be based on four principles:

(a) The Secretary-General must be able to realign the staff in accordance with the Organization’s priorities. The staff to whom the targeted buyout is offered must therefore be selected on the basis of an analysis of the skills needed in the light of both the management reforms — including business process simplification, changing skills needs, relocation of work and outsourcing — and the mandate review. The decisions that Member States may wish to make on my proposals in this area will also determine the scale of the programme;

(b) The Organization’s interests must be protected by ensuring that the buyout does not result in the loss of staff whose skills, experience or knowledge are aligned with operational needs;

(c) The anticipated attrition of staff, particularly at the senior levels through retirement, may affect the scale of the proposed buyout;

(d) The mechanisms for implementing the buyout must be transparent and equitable, with safeguards to prevent arbitrary decisions and preserve the Organization’s strategic goals.

92. My proposal will offer options for the buyout; the precise cost will depend on which option Member States prefer. A buyout cost of approximately \$100,000 per staff member would be anticipated. Therefore, a buyout of 500 staff would cost approximately \$50 million; a buyout of 1,000 staff would cost approximately

\$100 million. I believe this is fully justified as an investment in the United Nations of the future, which must be staffed by people whose skills and aptitudes respond to its priorities.

Proposal 22

I therefore propose that dedicated resources be appropriated in order to ensure complete implementation of the detailed proposals resulting from this process. In particular, resources will be needed at an early stage for a change management office and a staff buyout.

Proposal 23

I urge Member States to lose no time in providing dedicated resources for the change management office and setting up an appropriate intergovernmental mechanism to work with it. Such prompt decisions would make it clear, to both our staff and the outside world, that the overall programme of reform is serious and credible.

VIII. Conclusion

93. Only by an effort on this scale — a management reform as broad as it is deep — can we create a United Nations Secretariat that is fully equipped to implement all its mandates, using the resources of its Member States wisely and accounting for them fully, and winning the trust of the broader world community. In an age when more and more of the problems facing humanity are global and the world has more and more need for a global institution through which to forge and implement global strategies, it is more than ever necessary for the United Nations to live up to the promise of its Charter — and, above all, to the demands and hopes of present and future generations.

Box 3

Proposals requiring General Assembly action and support

We offer Member States a short checklist of issues that will require their action and support.

To ensure that the Organization hires the best people and gets the best from them:

- Modifying the existing requirements in the system of recruiting, promoting and placing United Nations staff.
- Explicit authority for the Secretary-General to move staff members according to organizational need.
- Broadening current mobility requirements and approving a simplified contract system.
- Investing more in staff development and training programmes.
- Aligning benefits for United Nations staff in the field with those of the United Nations funds and programmes.

To equip the Organization with up-to-date information and communications technology:

- Creating a Chief Information Technology Officer.
- Commitment to developing a fully integrated global ICT management support system, subject to the results of the current feasibility study.

To ensure that the Organization gets the best value for money spent on services:

- Reviewing guidance on alternative service delivery and agreeing to the preparation of cost/benefit analyses in certain administrative areas.

To ensure transparent and efficient financial and budgetary management:

- Shortening of the cycle for review and adoption of the Organization's programme budget.
- Giving greater budgetary discretion to the Secretary-General in consolidating peacekeeping accounts for separate field operations.
- Introducing improvements in the system of financial management — including delegation of financial authority with a clear framework of controls.
- Increasing capacity for performance monitoring and evaluation.

To improve the Secretariat's accountability to Member States:

- Approving improved reporting mechanisms to intergovernmental bodies.
- Agreeing to identify ways to improve interactions with the Secretariat on management issues.

To ensure that change is carried through in a resolute and sustained manner:

- Supporting the creation of change management capacity.
- Continuing support to the change management process.



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Agenda item 112 (e)

Elections to fill vacancies in subsidiary organs and other elections: election of 47 members of the Human Rights Council

Note verbale dated 5 April 2006 from the Permanent Mission of Ukraine to the United Nations addressed to the President of the General Assembly

The Permanent Mission of Ukraine to the United Nations presents its compliments to the President of the General Assembly and, referring to the note of 24 March 2006 on the decision of the Government of Ukraine to present its candidature to the Human Rights Council at the elections to be held during the meeting of the General Assembly on 9 May 2006, has the honour to communicate the following.

Ukraine has always attached great importance to the United Nations activities on the promotion and protection of human rights and fundamental freedoms. Our country pays special attention to the issues of combating human trafficking, the elimination of all forms of violence against women, protection of the rights of the child, of persons belonging to national, religious, linguistic or ethnic minorities, the prevention of shameful practices of torture, racism, racial discrimination and any forms of religious intolerance.

The rule of law, respect for human rights and fundamental freedoms, which have always represented important values for our country, were further strengthened in Ukraine's practice as internal and foreign policy after the "Orange Revolution". The parliamentary elections held on 26 March 2006 became yet another strong evidence of Ukraine's dedication to the internationally recognized norms and principles of democracy and the rule of law.

Ukraine strongly supported the initiative of the Secretary-General regarding the establishment of the Human Rights Council and, if elected, will make every effort to ensure that the Council is able to fulfil its mandate responsibly and effectively through dialogue and cooperation.

The Human Rights Council is mandated to examine the human rights records of all countries, beginning with its members, through the universal periodic review. Ukraine will be ready to come under such scrutiny.

As a party to all major human rights treaties adopted under the auspices of the United Nations, Ukraine will strictly adhere to their provisions and make every effort to uphold the highest standards of promotion and protection of human rights and fundamental freedoms.



General Assembly

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Agenda items 46 and 120

Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic, social and related fields

Follow-up to the outcome of the Millennium Summit

Implementation of decisions contained in the 2005 World Summit Outcome for action by the Secretary-General

Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies

Report of the Secretary-General

Summary

The present report transmits to the General Assembly the report of the Steering Committee on the Comprehensive Review of Governance and Oversight within the United Nations and its Funds, Programmes and Specialized Agencies (see A/60/883/Add.1 and 2).

The report provides an opportunity for the General Assembly to renew the system of governance and oversight within the United Nations. It recommends a series of improvements that affect both management and the governing structures that have served the Organization since its inception. Many of the recommendations are far-reaching and require careful consideration.

With regard to the review of the Office of Internal Oversight Services, the Under-Secretary-General for Internal Oversight Services will comment separately in a report entitled "Proposals for strengthening the Office of Internal Oversight Services" (A/60/901).

The terms of reference of the Independent Audit Advisory Committee were updated within this review. Proposals for their consideration have been submitted separately in document A/60/846/Add.7 since progress on this issue is needed urgently to fulfil an essential element in improving the accountability framework within the Organization, in particular for the Office of Internal Oversight Services itself.



I. Introduction

1. In the 2005 World Summit Outcome (resolution 60/1), the General Assembly requested the Secretary-General to, *inter alia*, take a number of actions for strengthening the United Nations in the context of Secretariat and management reform, and to:

(a) Submit an independent external evaluation of the auditing and oversight system of the United Nations, including the specialized agencies: and the roles and responsibilities of management, with due regard to the nature of the auditing and oversight bodies in question; the evaluation would take place within the context of the comprehensive review of governance arrangements (para. 164 (b));

(b) Submit detailed proposals on the creation of an independent oversight advisory committee, including its mandate, composition, selection process and qualification of experts (para. 164 (c)).

2. The report of the Secretary-General entitled “Ethics office comprehensive review of governance arrangements, including an independent external evaluation of the auditing and oversight system; and the independent audit advisory committee” (A/60/568) set out proposed terms of reference for the comprehensive review of governance and oversight arrangements, which were noted by the General Assembly in its resolution 60/248.

3. Consistent with the terms of reference for the comprehensive review, the Secretary-General established the independent Steering Committee for the Comprehensive Review of Governance and Oversight within the United Nations and its Funds, Programmes and Specialized Agencies, with a membership of six international experts, to oversee the process. Consultants selected through an international competitive process performed the technical work. The report of the Steering Committee is transmitted in a letter to the Secretary-General dated 10 July 2006 (see annex I).

II. Structure and content of the report

4. Subsequently, in its resolution 60/254, the General Assembly, recalling its resolutions 57/278 A and 59/264 A, noted that there would be a separate report on the independent external evaluation of the auditing and oversight system within the United Nations, including the specialized agencies, as well as one on a comprehensive governance review. That requirement was reflected within the process of undertaking the review, and has been further satisfied through the separation of governance and oversight issues within separate volumes of the report. The report of the Steering Committee has been prepared in five volumes, as follows:

(a) Volume I. Executive summary and project scope, background and context;

(b) Volume II. Governance and oversight principles and practices;

(c) Volume III. Governance: current United Nations practices, gap analysis and recommendations;

(d) Volume IV. Oversight: current United Nations practices, gap analysis and recommendations;

- (e) Volume V. Review of the Office of Internal Oversight Services.

5. Volumes I, II and III of the report of the Steering Committee are contained in addendum 1 to the present report; they provide the project framework for the comprehensive review of governance and oversight, together with the recommendations with respect to governance. Volumes IV and V of the report of the Steering Committee are contained in addendum 2 to the present report; they provide the recommendations with respect to oversight, including the review of the Office of Internal Oversight Services (OIOS).

III. Implementation of recommendations

6. The report contains many recommendations affecting the United Nations Secretariat, entities within the wider United Nations system and the governing structures of United Nations entities. The recommendations are aimed at improving governance, strengthening management effectiveness and accountability, ensuring better use of independent expert advice and strengthening the system of oversight. With respect to recommendations regarding the Secretariat, the study proposes a series of interrelated and interdependent recommendations, including:

- (a) The comprehensive implementation of results-based management;
- (b) The strengthening of the accountability framework for senior management;
- (c) The implementation of a framework for managing risk through enterprise-wide risk management and assigning responsibility for internal controls;
- (d) Twenty-three recommendations regarding OIOS, including:
 - (i) The prompt operationalizing of the General Assembly decision to establish IAAC;
 - (ii) Functional and organizational changes, including:
 - a. The focus of OIOS on internal audit services;
 - b. The transfer of investigation, evaluation and consulting services to other areas of the Secretariat.

7. Other recommendations are made that fall solely within the authority of intergovernmental organs.

8. In its report A/60/901, OIOS has presented its own proposals for strengthening OIOS and independent oversight, which for certain elements differ from the recommendations made by the independent Steering Committee. Given the status of OIOS, it is appropriate for these views to be presented without commentary thereon by the Secretary-General. In this context, the Secretary-General has prepared a series of observations on the conclusions contained in volume V of the report of the Steering Committee (see annex II). Member States are invited to carefully review the conclusions of the independent Steering Committee and the views of OIOS and to draw such conclusions as they deem appropriate.

9. If the recommendations with respect to the Secretariat are endorsed by Member States, it is proposed that the further expert studies required to implement the changes be pursued as a matter of priority, following international competitive

tendering processes. Progress in implementing those recommendations shall be reported to the General Assembly during the main part of the sixty-second session. Further details are set out below. It should be noted that the scope of the estimates do not include scope for the strengthening of OIOS, which are best made following the determination arising from paragraph 8 above.

Governance

10. The proposal to improve results-based management, as set out in recommendation 1 of volume III of the report of the Steering Committee, requires detailed analysis and the development of a plan for continuous improvement with the endorsement and participation of Member States. While much work has been done recently to improve budgetary practices, further effort is required to institutionalize results-based management; to improve the use of information on results to make better decisions; to steer effort towards clearly defined goals; and to focus on results and thus make better policy decisions and design better strategies within an overall accountability framework. Terms of reference will be prepared to seek expert advice to review and develop proposals to improve the following:

(a) The development and use of appropriate performance indicators and metrics to form the basis for measuring results, their integration into the Organization's accountability framework, budgetary processes and systems;

(b) The current budgetary processes and practices, including the strategic and programmatic framework, structure of budgetary documents and the associated reporting requirements;

(c) The provision and timeliness of information provided to the General Assembly in support of budgetary considerations;

(d) The alignment of management systems to support results-based management and the timely collection of the appropriate information to support the decision-making process;

(e) The identification and selection of supporting information technology systems;

(f) The provision and development of training materials for programme managers, financial officers and representatives of Member States within the framework of results-based management in order to make this process succeed.

11. The active participation of Member States within this process is essential, in keeping with the need to support the decision-making process of Member States within the budgetary cycle. Furthermore, the commitment to move comprehensively towards results-based management requires ongoing effort and support over the medium term, in reflection of the importance of the subject matter, the potential time frame for the measurement of results and the process of introducing improvements to the current framework.

12. It is also recalled that the General Assembly, in its resolution 60/260, requested the Secretary-General to submit a detailed proposal on strengthening the monitoring and evaluation tools in the Secretariat, taking into account recent experience in results-based budgeting. Given the conclusions of the governance and oversight review concerning both the performance of the function of monitoring and evaluation and the implementation of measures to implement comprehensive

results-based management, the Secretary-General proposes that this request be addressed following the decisions of Member States on the present report, within the context of the study on the implementation of results-based management.

13. The proposal to strengthen the accountability of executive management, as set out in recommendation 2 of volume III of the report of the Steering Committee, is considered a priority. The recommendation includes the enhancement of management structures through the creation of a management committee, supported by a secretariat, as well as further measures to review and improve the Secretariat's accountability framework for senior management.

14. Terms of reference will be prepared for an in-depth expert review of the Secretariat's accountability framework, which could also reflect the outcome of consideration by Member States of the report of the Secretary-General on accountability (A/60/846/Add.6). Under those terms of reference, the review will aim, *inter alia*:

(a) To assess the current policies with respect to accountability and identify any omissions and weaknesses that require strengthening;

(b) To build upon existing mechanisms and identified areas for improvement to further develop a best-practice Secretariat-specific accountability framework for application to senior management;

(c) To develop a framework and process for the open and transparent nomination and selection procedure for senior management positions that relates the qualifications and experience of candidates to available positions;

(d) To develop formal transparent methods of performance management for senior management, incorporating representation on the effectiveness of internal controls;

(e) To identify and select supporting information technology systems;

(f) To develop and provide training to senior managers on matters of accountability and performance management.

15. This review should be undertaken in concert with the review of results-based management, given the need to improve organizational accountability within the results-based management framework. It should also be undertaken in concert with the review of enterprise-wide risk management, as set out in paragraph 17 below, with respect to developing a framework for the representation of the effectiveness of internal controls.

16. Recommendations 3, 4 and 5 of volume III of the report of the Steering Committee address matters that fall strictly within the province of the intergovernmental organs, as opposed to the province of the Secretary-General. They affect the framework and working practices of expert committees and wider organs of the General Assembly, such as the Committee for Programme and Coordination, the Fifth Committee and the Advisory Committee on Administrative and Budgetary Questions. Following consideration by Member States, the Secretary-General will be pleased to work with Member States to implement resultant decisions.

Oversight

17. Proposals to establish a robust and systematic enterprise-wide risk management system and to assign responsibility for internal controls and reporting on internal control effectiveness to executive management are set out in recommendations 1 and 2, respectively, of volume IV of the report of the Steering Committee. They are interrelated and could most efficiently be implemented together. Enterprise-wide risk management is a structured and coordinated entity-wide governance approach to identify, quantify, respond to and monitor the consequences of potential events. Terms of reference will be prepared for the provision of the appropriate technical advice, including:

(a) The design of an appropriate performance-focused framework and approach to enterprise-wide risk management;

(b) The design of the required supporting structures, resource levels and reporting lines;

(c) The development of pragmatic methodologies and practices to support the framework, including the methods and practices for the setting of levels of risk tolerance for the Organization;

(d) The identification and selection of supporting information technology systems;

(e) The definition of the performance criteria employed for reviewing the effectiveness of the risk management framework in delivering the risk management objectives;

(f) The design and development of management reports; development and provision of training on risk management and internal controls for relevant staff;

(g) The development of a detailed project implementation plan.

18. Staff should be recruited to manage the project who would transition into the risk management positions as the project nears completion. A detailed progress report would be issued within the first resumed session of the sixty-second session of the General Assembly.

19. Recommendation 3 of volume IV of the report of the Steering Committee proposes the prompt implementation of the General Assembly's decision to establish the Independent Audit Advisory Committee. In order to fulfil expeditiously the requirements of General Assembly resolution 60/248, a separate report of the Secretary-General (A/60/846/Add.7) has been submitted that provides updated terms of reference for IAAC, based on the findings of the comprehensive review. In addition, the report contains modest adjustments to further refine the terms of reference following additional consultations.

20. Recommendation 4 of volume IV of the report of the Steering Committee addresses a matter that falls strictly within the province of the intergovernmental organs, as opposed to the province of the Secretary-General. It makes recommendations on the future of the Joint Inspection Unit, a body established by the General Assembly that is responsible to the General Assembly and to the legislative organs of those specialized agencies and other international organizations within the United Nations system which have accepted its statute. Following consideration by Member States, the Secretary-General will work with Member

States and the United Nations Chief Executives Board for Coordination (CEB) to assist in the implementation of resultant decisions.

21. Recommendation 5 of volume IV of the report of the Steering Committee proposes the introduction of a mechanism to ensure that gaps do not exist within the provision of oversight services for inter-agency activities. This concerns matters that fall strictly within the province of the intergovernmental organs, as opposed to the province of the Secretary-General, and further affects the role and responsibilities of OIOS, the Board of Auditors and other oversight entities within the wider United Nations system. Following consideration by Member States, the Secretary-General will work with Member States, CEB, OIOS, the Board of Auditors and other oversight entities to implement resultant decisions.

Anticipated outcomes

22. The report of the Steering Committee provides an opportunity for the General Assembly to renew the system of governance and oversight within the United Nations. The collective implementation of the recommendations within the report will have significant benefits in the following areas:

- (a) Improved interaction with, and support of, intergovernmental organs and representatives of Member States;
- (b) Greater transparency and accountability;
- (c) Improved compliance with rules, regulations and mandates;
- (d) Better notification and management of risk and improved decision-making;
- (e) Greater efficiency and effectiveness in the management and use of resources;
- (f) Improved organizational responsiveness.

IV. Resource requirements

23. The comprehensive review provides broad cost estimates for the implementation of its recommendations. Upon the determination by Member States of decisions on implementation, the Secretariat will prepare supporting cost estimates for consideration and review.

V. Conclusions and recommendations

24. **The General Assembly may wish to take note of the present report and its annexes, and to:**

- (a) **Review in detail the attached report of the Steering Committee (see A/60/883/Add.1 and 2) for full consideration at its sixty-first session;**
- (b) **Note that updated terms of reference for the Independent Audit Advisory Committee, including its mandate, composition, selection process and qualification of experts, have been submitted separately in document A/60/846/Add.7;**

- (c) **Endorse the proposed recommendations to:**
 - (i) **Implement results-based management;**
 - (ii) **Strengthen the accountability framework for senior management;**
 - (iii) **Implement a framework for managing risk through enterprise-wide risk management and assign responsibility for internal controls.**

Annex I

Letter dated 10 July 2006 from the Steering Committee for the Comprehensive Review of Governance and Oversight within the United Nations and its Funds, Programmes and Specialized Agencies addressed to the Secretary-General

We have the honour to transmit to you the report of the Steering Committee for the Comprehensive Review of Governance and Oversight within the United Nations and its Funds, Programmes and Specialized Agencies, including the review of the Office of Internal Oversight Services (see A/60/883/Add.1 and 2).

Under the guidance of the Steering Committee, the work for its report was conducted by an expert project team from PricewaterhouseCoopers. They drew on the views of a wide range of people with experience of governance and oversight within the United Nations system. They also examined a considerable body of earlier work on governance and oversight from sources around the world.

One of the results of the review is a United Nations Code of Governance. This is intended to help all those with governance responsibilities to assess and apply best practices in governance and oversight. It is the conclusion of the Steering Committee that the Code, together with the integrated recommendations within its report, should be adopted by the component governing bodies of the United Nations system.

We suggest that the efforts to further improve governance and oversight should be made on a continuing basis. One mechanism for doing so would be a committee to keep both the Code and best practices under review.

It has been a privilege to take part in this work. The Steering Committee would like to thank the project team for their dedicated support, and to extend their gratitude to the considerable number of representatives of entities within the United Nations system who have contributed their thoughts, inputs and experiences to this review.

(Signed) Mervyn E. **King**
(South Africa)
Chairman

(Signed) Guy Almeida **Andrade**
(Brazil)

(Signed) Jean-Pierre **Halbwachs**
(Mauritius)

(Signed) Shinji **Hatta**
(Japan)

(Signed) Andrew **Likierman**
(United Kingdom)

(Signed) Kamlesh S. **Vikamsey**
(India)

Annex II

Observations of the Secretary-General with respect to the conclusions of volume V of the report of the independent Steering Committee, “Review of the Office of Internal Oversight Services”

Independent Audit Advisory Committee

1. The enactment of the decision to establish the Independent Audit Advisory Committee (IAAC) is the essential first step towards strengthening the independence, accountability and oversight of the auditing process. According to the Institute of Internal Auditors:

“To ensure transparency and thwart collusion and conflicts of interests, best practice indicates that the internal audit activity should have a dual reporting relationship. The Chief Audit Executive should report to executive management for assistance in establishing direction, support, and administrative interface; and to the organization’s most senior oversight group — typically, the audit committee — for strategic direction, reinforcement, and accountability.”^a

2. The conclusions of the report of the independent Steering Committee recommend the application of this framework within the United Nations, in full consistency with best practice.

3. The Secretary-General believes that the qualification of experts for membership of IAAC is the critical success factor to enable the Committee to meet its challenging role to provide expert technical advice to the General Assembly. This view is reflected within the report of the independent Steering Committee, as well as the report of the Secretary-General on accountability (A/60/846/Add.7), which reflected the results of consultations with both the Office of Internal Oversight Services (OIOS) and the Board of Auditors in its preparation.

Budgetary independence

4. The Secretary-General continues to seek to provide OIOS with the appropriate operational independence to undertake its role. This is especially true within the regular budget-setting process, in the course of which management has submitted the budget determined by OIOS unfettered to the General Assembly through the Advisory Committee on Administrative and Budgetary Questions (ACABQ) for its review. Looking forward, the role of IAAC to undertake an expert technical review of the oversight budget and to advise the General Assembly through ACABQ of its findings and recommendations is a welcome improvement.

Internal audit services

5. In 1994, Member States established OIOS “to assist the Secretary-General in fulfilling his internal oversight responsibilities in respect of the resources and staff of the Organization”.^b Since then, the volume and complexity of United Nations operations has grown significantly. Now more than ever, management needs the

^a Institute of Internal Auditors; *Frequently Asked Questions*, 2005.

^b General Assembly resolution 48/218 B, para. 5 (c).

support and advice of competent internal audit and assurance services. This need has been endorsed by the report of the independent Steering Committee, which seeks to strengthen the internal audit services through the focus, specialism and dedication of OIOS to such services.

Investigations

6. Whatever decisions are taken with respect to the structure and reporting lines of OIOS, recent events have emphasized the need to ensure that appropriate checks and balances exist to protect staff and the Office that governs the initiation and conduct of investigations.



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Agenda items 46, 118, 120, 122, 124, 128, 129 and 136

Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic, social and related fields

United Nations reform: measures and proposals

Follow-up to the outcome of the Millennium Summit

Review of the efficiency of the administrative and financial functioning of the United Nations

Programme budget for the biennium 2006-2007

Scale of assessments for the apportionment of the expenses of the United Nations

Human resources management

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Investing in the United Nations: for a stronger Organization worldwide: detailed report

Report of the Secretary-General

I. Introduction

1. Building on the earlier reform programmes of the Secretariat in 1997 and 2002, the 2005 World Summit reaffirmed, by paragraph 162 of General Assembly resolution 60/1, the role of the Secretary-General as the chief administrative officer of the Organization, in accordance with Article 97 of the Charter, and requested him to make proposals to the Assembly for its consideration on the conditions and measures necessary for him to carry out his managerial responsibilities effectively.

2. Furthermore, in paragraph 163 of the same resolution, the General Assembly emphasized the need to decide on additional reforms in order to make more efficient use of the financial and human resources available to the Organization and thus to better comply with its principles, objectives and mandates. The Secretary-General

was called upon to submit proposals for implementing management reforms to the Assembly for its consideration and decision in the first quarter of 2006. In his report on the revised estimates relating to actions mandated by the 2005 World Summit (A/60/537), the Secretary-General indicated that a follow-up mechanism was in place to develop proposals for a full review of the budgetary, financial and human resources policies, regulations and rules under which the Organization operates with a view to aligning them with the current and future needs of the Organization and to enable him to carry out his managerial responsibilities effectively. Subsequently, in his report entitled "Investing in the United Nations: for a stronger Organization worldwide" (A/60/692 and Corr.1), the Secretary-General outlined 23 proposals, of both a short-term and longer-term nature, that responded to the requests addressed to him by the leaders of all Member States at the Summit, held in September 2005.

3. In particular, as indicated in that report, the proposals reflected measures needed to enable future Secretaries-General to carry out their managerial responsibilities effectively, as well as measures to enable the Organization as a whole to make better use of its managerial and human resources. The Secretary-General observed that this represented an opportunity, which might not occur again for another generation, to transform the United Nations by aligning it with and equipping it for the substantive challenges it faced in the twenty-first century. Accordingly, the report aimed to give Member States the tools they would need to provide strategic direction and hold the Secretariat fully accountable for its performance.

4. In the report, the Secretary-General identified seven broad and closely interrelated areas for reform. Reference was made to ongoing reviews of governance and oversight systems and internal justice. The proposals were general in nature, providing only a broad outline of management reform initiatives. It was intended that details of many of the proposals would be elaborated and subsequently submitted for review by the General Assembly following intergovernmental review and guidance at the policy level. The present report addresses in detail those proposals already put forward, in accordance with General Assembly resolution 60/260 of 8 May 2006. It also takes into consideration, as appropriate, guidance of the Advisory Committee on Administrative and Budgetary Questions provided in its report (A/60/735 and Corr.1), which the Assembly took note of in its resolution 60/260.

5. The Assembly, in section I of its resolution 60/260, requested the Secretary-General, in the context of the reports requested in the resolution and the proposals contained therein, to specifically define accountability as well as clear accountability mechanisms, including to the General Assembly, and to propose clear parameters for its application and the instruments for its rigorous enforcement, without exception, at all levels.

6. It may be recalled that by its resolution 60/254, also of 8 May 2006, the Assembly took note of the report of the Secretary-General on measures to strengthen accountability at the United Nations (A/60/312). The Assembly also took note of the additional elements intended to strengthen the accountability framework and requested the Secretary-General to further strengthen the current framework by defining lines of authority and responsibility as well as the respective roles of the individual elements of the framework. In producing the present set of reports, the Secretariat has borne in mind that the basic accountability framework, mechanisms

and instruments for enforcement remain as defined and outlined in annex I to document A/60/312. Nevertheless, the overall strategy of strengthening capacity in the area of information and communication technology, exercising limited discretion in budget implementation, enhancing financial management arrangements and improving reporting mechanisms contributes to greater accountability through improved transparency in management systems. It is also recognized that accountability arrangements will be addressed further in future reports, including those addressing human resources and the administration of justice.

7. The overall thrust of the proposals relating to information technology is better and more transparent handling of information through the use of modern enterprise resource planning and content management systems. Their application will enhance the ability to build and trace audit trails and generate analytical reports for use by both the Secretariat and the oversight machinery, including both internal and external audit. The introduction of new accounting standards combined with a new enterprise resource planning system will provide a quantum increase in accountability. It is anticipated that by the end of 2010 it will be possible to provide a full attestation to the effectiveness of United Nations financial controls in the financial report as a result of the adoption of new accounting standards and the use of a new enterprise resource planning system.

8. Accounting standards are a prerequisite to financial accountability because compliance with them promotes the reliability, consistency and transparency of financial information. According to the International Federation of Accountants,

An important part of demonstrating accountability can be met by providing information on the activities of an entity to an oversight body (such as Parliament, Parliamentary committees, local government and its committees) or other external party, so that the activities are able to be scrutinized. For example, the efforts of the Executive to demonstrate accountability usually start with proper financial reporting. When improved accounting standards are adopted, and this information is then subjected to independent audit, improved quality information would be reported. Therefore, compliance with accounting standards enhances financial accountability as it contributes to the reliability, consistency and transparency of financial information.¹

II. Issues addressed in the present report

9. There are four addenda to the present report (see table 1) addressing in clusters the interrelated proposals put forward by the Secretary-General (see A/60/692 and Corr.1). Where practicable and possible, efforts have been made to draw on best practices throughout the United Nations system, while at the same time ensuring that the unique and special character of the United Nations and its central role are fully respected and maintained.

¹ International Federation of Accountants, *Governance in the Public Sector: A Governing Body Perspective*, 2001, study 13, para. .051.

Table 1
Addenda to the present report

Addendum 1:	Investing in information and communication technology (proposals 8-10)
Addendum 2:	Budget implementation (proposal 16)
Addendum 3:	Financial management practices (proposal 17)
Addendum 4:	Improving reporting mechanisms, including public access to United Nations documentation (proposal 19 and part of proposal 18)

10. In the formulation of the present report, it was recalled that related reports had been requested by the General Assembly in its resolutions 59/266 and 60/238. Accordingly, details on the proposals on human resources issues (proposals 1 to 4 and 7, as well as the proposals referred to in paragraph 91 of the report of the Secretary-General (A/60/692 and Corr.1) on the “framework for a one-time staff buyout”; see also resolution 60/1, para. 163 (c)) will be submitted to the Assembly at its sixty-first session. Those proposals will take into consideration the elements sought in section II of resolution 60/260 and will follow consultations with staff representatives to be carried out in accordance with article VIII of the Staff Regulations and section XVI of Assembly resolution 59/266. Consistent with paragraph 14 of the report of the Advisory Committee (A/60/735), the Secretary-General, in his role as chief administrative officer of the Organization, is proceeding with a major new leadership development plan covering recruitment, training and career development to build middle and senior management capacity. If any elements of the plan give rise to additional resource requirements, they would be addressed in the report to be submitted to the Assembly at its sixty-first session.

11. In his report (A/60/692 and Corr.1), the Secretary-General put forward proposals 11 and 12 on alternative service delivery, and advised that he would undertake systematic and detailed cost-benefit analyses of select administrative services. In section IV, paragraph 3, of its resolution 60/260, the Assembly identified five administrative service areas for which the Secretary-General is to provide additional information. The Secretary-General is proceeding as directed under the resolution, and upon completion of the cost-benefit analysis of relocation, outsourcing and telecommuting opportunities for administrative service delivery, separate reports will be submitted to the Assembly for its consideration at the resumed sixty-first session.

12. Investigations and a comprehensive review of procurement services are currently ongoing. Upon completion of this work, scheduled for June 2006, a separate report will be submitted including measures to improve and tighten procedures for the procurement of goods and services.

13. In the area of strengthening monitoring and evaluation, the Secretary-General proposes to revert to the Assembly at its sixty-first session, drawing on the recommendations to be provided as a result of the ongoing review of governance and oversight systems to be completed in June 2006.

14. In the light of sections III and VIII of Assembly resolution 60/260, no further reporting has been included herein regarding proposals 5, 6, 20 and 21.

15. With respect to trust fund matters under proposal 17, the administrative instructions are under preparation and are expected to be finalized later in the year. Consultations with programme managers are continuing on which elements are required in the revised rules and procedures to ensure adequate financial control as well as to improve the administration and management of voluntary contributions, including the provision of adequate support costs for the management of those contributions, and to simplify and standardize procedures.

16. In his proposals 22 and 23 regarding change management, the Secretary-General had originally envisaged that resources would be needed at an early stage. At present, it has been decided that it would be premature to proceed with a request for additional resources. This does not preclude the need for ongoing leadership in monitoring reform implementation, coordinating discussion inputs from inside the Secretariat and bringing problems to the attention of the Deputy Secretary-General when they arise. It is likely, therefore, that at this time any additional change management requirements would be met from the capacity and expertise currently available to the Secretariat.

17. The addenda to the present report cover clusters of proposals, as set out below.

Addendum 1: Investing in information and communication technology

18. Addendum 1 provides detailed information on the request to create a new senior position of Chief Information Technology Officer of the United Nations. Given the magnitude of resources the Organization spends on information and communication technology, such a post is considered vital, as the incumbent would be responsible for developing the information and communication technology strategy, operational policies and procedures and the most appropriate structure for the service.

19. In addition, the overall landscape of Secretariat-wide information and communication technology systems is addressed, particularly the need for its urgent upgrading through the identification and implementation of an appropriate enterprise resource planning solution that could meet all the needs of the United Nations in the required functional areas.

Addendum 2: Budget implementation

20. The Secretary-General has on a number of occasions indicated that despite serving as the chief administrative officer of the Organization, he has no authority to shift any money between programmes, or from staff to non-staff costs, without the prior approval of Member States. This flexibility has, however, been granted by Member States to many heads of specialized agencies, funds and programmes in order to improve their capacity to respond to fast-changing demands. In line with recent decisions of the General Assembly, the Secretary-General sets out his proposals for limited discretion in budgetary implementation to enable him to carry out his managerial responsibilities effectively.

Addendum 3: Financial management practices

21. Addendum 3 addresses concerns that have been expressed by the General Assembly, the Advisory Committee, the Board of Auditors and the Panel of External Auditors with respect to the need for efficient and effective management of the resources of the Organization. The proposals reflect ongoing efforts made by the Secretary-General to ensure a sound financial base for the Organization, rationalization of administrative processes, improvement of financial reporting and facilitation of accountability and transparency. The proposals are also aimed at facilitating decision-making on the financing of the Organization by Member States on the basis of greater predictability of the level of contributions on which they will be assessed. Adoption of the International Public Sector Accounting Standards would help the United Nations to excel as a modern, progressive organization that uses and remains up-to-date on the best management practices.

Addendum 4: Improving reporting mechanisms, including public access to United Nations documentation

22. Performance and financial information is currently provided to the General Assembly in a number of separate reports and by a variety of offices. It is anticipated that the submission of an annual report that links policy priorities, programme activities and resources and management challenges would enable both the General Assembly and the global public to better assess the Organization's performance and management of resources.

23. As concerns the consolidation of reports, in any given recent biennium more than 150 management-related reports and financial statements have been submitted for consideration by the General Assembly. This has the potential of not providing Member States with the full information necessary for them to make well-informed decisions. Accordingly, underlying the proposal to streamline reporting is the goal of providing more strategic and analytical information to Member States to enable them to evaluate Secretariat action and ensure the proper implementation of mandates.

24. The United Nations wishes to encourage the public to take an active interest in its activities. Accordingly, by increasing the Secretariat's capacity to implement information disclosure proposals, the Organization will demonstrate good governance through enhanced transparency. The addendum addresses the current access process as well as the proposed plan of action, which would enhance and simplify access to United Nations documentation.

III. Revised estimates

25. The overall financial impact of the proposals contained in A/60/846/Add.1-4, as reflected in changes to the programme budget for the biennium 2006-2007, would amount to \$6,381,300, including an increase of eight posts. These changes are reflected in the present revised estimates and are summarized in tables 2 to 4 below.

Table 2
Resource requirements
(Thousands of United States dollars)

<i>Budget section</i>	<i>Initial appropriation</i>	<i>Additional requirements</i>	<i>Total</i>
28A. Office of the Under-Secretary-General for Management	17 193.2	2 005.6	19 198.8
28B. Office of Programme Planning, Budget and Accounts	31 656.5	1 428.9	33 085.4
28D. Office of Central Support Services	246 437.3	2 318.4	248 755.7
30. Jointly financed administrative activities	11 178.8	424.0	11 602.8
35. Staff assessment	397 827.9	204.4	398.032.3
Total	704 293.7	6 381.3	710 675.0

Table 3
Posts by grade

<i>Grade</i>	<i>Initial appropriation</i>	<i>Proposed change</i>	<i>Total</i>
Professional category and above			
USG/DSG	30	—	30
ASG	21	1	22
D-2	90	—	90
D-1	257	—	257
P-5	745	2	747
P-4/3	2 501	3	2 504
P-2/1	491	—	491
Subtotal	4 135	6	4 141
General Service category			
Principal level	278	—	278
Other level	2 710	2	2 712
Subtotal	2 988	2	2 990
Other	2 514		2 514
Total	9 637	8	9 645

Table 4
Posts by section

<i>Budget section</i>	<i>Initial appropriation</i>	<i>Proposed change</i>	<i>Total</i>
28A. Office of the Under-Secretary-General for Management	46	1	47
28B. Office of Programme Planning, Budget and Accounts	132	4	136
28D. Office of Central Support Services	458	3	461
Total	636	8	644

26. Additional resource requirements for the biennium 2006-2007 as outlined in table 2 might normally be considered to be potentially subject to the provisions governing the contingency fund (see General Assembly resolutions 41/213 and 42/211). In this regard, it is recalled that the Assembly, in its resolution 59/278, approved a contingency fund for the biennium 2006-2007 in the amount of \$27.2 million. The balance of the contingency fund following decisions taken by the Assembly amounts to \$637,300. However, it would appear that resolution 42/211 did not foresee circumstances such as those currently faced by Member States. A reduction of resources to fit within the remaining balance of the contingency fund would preclude fulfilling the intent of the Assembly as expressed in the 2005 World Summit Outcome and associated reform actions. Under the circumstances, the Assembly may wish to proceed for the purposes of this exercise in the same manner in which it handled a similar situation in December 2005 in addressing costs related to following up on the Summit Outcome (resolution 60/1).

IV. Action required of the General Assembly

27. The General Assembly is requested to:

Proposals 8 to 10

(a) Approve the establishment of the post of the Chief Information Technology Officer;

(b) Decide to replace the Integrated Management Information System (IMIS) with a next-generation enterprise resource planning system to ensure that the Organization provides a high level of transparency and accountability with respect to its global resource management requirements, including all information technology needs arising from the adoption of International Public Sector Accounting Standards;

(c) Request the Secretary-General to submit a comprehensive report to the Assembly at the first part of its resumed sixty-first session outlining the scope, timetable, strategy and detailed resource requirements for replacing IMIS no later than 2009;

Proposal 16

(d) **Authorize the Secretary-General:**

(i) **To transfer up to 10 per cent of appropriations between sections of the budget, within parts, during the budget implementation period to meet emerging demands and to report thereon to the Assembly in the context of the budget performance reports;**

(ii) **Amend financial regulation 5.6 to read as follows:**

The Secretary-General shall be authorized to make transfers between appropriation sections, within parts, during implementation of the budget. No transfer between parts may be made without authorization by the General Assembly.

(e) **Approve the grouping of posts for budgetary implementation as reflected in A/60/846/Add.2, paragraph 29;**

(f) **Request the Secretary-General to ensure that in exercising management of the groups of posts, the staffing table for the Secretariat as a whole and the level of the overall appropriation are respected;**

(g) **Request the Secretary-General to report to the General Assembly on the management of the staffing table in the context of the first and second performance reports on the programme budget;**

Proposal 17

(h) **Approve the adoption by the United Nations of the International Public Sector Accounting Standards by 2010;**

(i) **Consolidate the various peacekeeping accounts retroactively, excluding those of the United Nations Emergency Force (UNEF), the United Nations Operation in the Congo (ONUC), the Peacekeeping Reserve Fund and the strategic deployment stocks, effective 1 July 2007;**

(j) **Consolidate the individual resolutions on the financing of peacekeeping operations, including the support account for peacekeeping operations and the United Nations Logistics Base at Brindisi, Italy, into a single resolution beginning with the 2007/08 fiscal period for peacekeeping operations;**

(k) **Consolidate the various peacekeeping assessments on Member States into two assessments at the beginning and at the halfway point of the peacekeeping fiscal period, starting with the 2007/08 period;**

(l) **Approve the delinking of assessments for peacekeeping operations from the duration of the mandates approved by the Security Council and issue assessments in two separate components in accordance with appropriations for the financial period for peacekeeping operations;**

(m) **Apply to the consolidated account the standard practice of utilizing unencumbered balances, interest income and other miscellaneous income to provide the first element of financing of appropriations for the subsequent fiscal period, thereby reducing the net level of assessments to be charged to Member States;**

(n) Approve the consolidation of individual performance reports into a single report that would provide the overall peacekeeping budget level as well as performance data identifying the budget provisions and expenditures for each individual mission;

(o) Return to Member States credits available in the accounts of closed missions with cash surpluses; such credits would first be applied to settle outstanding assessments, on a mission-by-mission basis, and thereafter be applied at the discretion of the Member State. Should a Member State wish to receive a cash refund, the refund would be effected on the date of the consolidation;

(p) Settle outstanding liabilities in the accounts of closed missions with cash deficits, except for ONUC and UNEF, on the date of consolidation;

(q) Authorize the Secretary-General, with the prior concurrence of the Advisory Committee on Administrative and Budgetary Questions, to enter into commitments not to exceed the current authorized level of the Peacekeeping Reserve Fund of \$150 million, regardless of the number of Security Council decisions;

(r) Increase the current delegation of commitment authority to the Advisory Committee to the current authorized level of the Peacekeeping Reserve Fund of \$150 million;

(s) Amend financial regulations 4.6 and 4.8 by replacing in each case the figure of \$50 million by \$150 million;

(t) Authorize an increase in the level of the Working Capital Fund to \$250 million;

(u) Decide that budgetary surpluses should be retained temporarily through the suspension of the relevant parts of financial regulations 5.3, 5.4 and 5.5;

(v) Decide whether the future distribution of surpluses might be applied to:

(i) Establishing a fund to accommodate unanticipated expenditures arising from exchange rate fluctuations and inflation; or

(ii) Meeting the Organization's unfunded liabilities arising from the after-service health insurance scheme; or

(iii) Financing an increase in the Working Capital Fund.

(w) Approve the establishment of a reserve fund for adjustments resulting from variations in respect of currency fluctuations, inflation in non-staff costs and statutory cost increases for staff;

(x) Consider whether it would finance such a reserve fund from retained surpluses or by new assessments;

(y) Decide that interest should be charged on Member States' arrears of assessed contributions;

(z) Decide that interest should accrue monthly on amounts that are outstanding, due and payable under the regular budget and budgets of the

International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda as at 1 January 2007 and thereafter annually as at 1 January each year; the rate applied from 1 January 2007 would be the 2006 average rate received by the United Nations on its cash balances, with the 2007 average rate being applied from 1 January 2008 and so on;

(aa) **Apply the same approach to unpaid assessed contributions for peacekeeping if peacekeeping accounts are consolidated, as proposed by the Secretary-General, or request the Committee on Contributions to make proposals with regard to the practical application of interest to peacekeeping arrears, given the current different arrangements for the financing of peacekeeping operations — including a different financial period and more frequent assessments. Should the Assembly decide that interest should be applied to Member States' arrears, it should make it clear that the revised amount is the new assessed contribution — which would thus be subject to the relevant provisions of the Charter;**

Proposal 19

(bb) **Note the intention of the Secretary-General to submit a single, comprehensive annual report to the General Assembly that would contain both financial and programme information, as discussed in A/60/846/Add.4, section II;**

(cc) **Welcome the ongoing efforts of the Secretary-General to consolidate reports on related subjects, if so decided by the Main Committees, and endorse the consolidation of the reports reflected in A/60/846/Add.4, annex I;**

(dd) **Take note of the policy on public access to United Nations documentation, as set out in section IV of A/60/846/Add.4;**

Appropriation

(ee) **Decide to appropriate a total amount of \$6,381,300, comprising \$2,005,600 under section 28A, Office of the Under-Secretary-General for Management; \$1,428,900 under section 28B, Office of Programme Planning, Budget and Accounts, \$2,318,400 under section 28D, Office of Central Support Services; \$424,000 under section 30, Jointly financed administrative activities; and \$204,400 under section 35, Staff assessment, to be offset by an equivalent amount under Income section 1, Income from staff assessment, under the programme budget for the biennium 2006-2007.**



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Administration of justice at the United Nations

Report of the Redesign Panel on the United Nations system of administration of justice

Summary

The Redesign Panel on the United Nations system of administration of justice was established by the Secretary-General in January 2006 pursuant to resolution 59/283, in which the General Assembly requested him to establish a panel of external, independent experts to review and possibly redesign the system of administration of justice at the United Nations. The present report, containing the findings and recommendations of the Redesign Panel, is submitted in fulfilment of the terms of reference stipulated for it by the Assembly.

The Redesign Panel found that the United Nations internal justice system is outmoded, dysfunctional and ineffective and that it lacks independence. The financial, reputational and other costs to the Organization of the present system are enormous, and a new, redesigned system of internal justice will be far more effective than an attempt to improve the current system.

Effective reform of the United Nations cannot happen without an efficient, independent and well-resourced internal justice system that will safeguard the rights of staff members and ensure the effective accountability of managers and staff members.

The Redesign Panel recommends a decentralized, streamlined and ultimately cost-efficient system of internal justice for the United Nations. This new system will be professional and independent and, if well-resourced, will both reduce conflicts within the Organization through more effective informal dispute resolution and ensure the expeditious disposal of cases in the formal justice system. The objective of decentralization is to ensure that staff members serving in field operations, who constitute the majority of staff, are effectively covered by the internal justice system.

* A/61/150.



The Office of the Ombudsman should be strengthened and decentralized with a merger of the existing Offices of Ombudsmen in the Secretariat and funds and programmes. The Office should have professional mediators and should take on a stronger monitoring role regarding institutional management. The Joint Appeals Boards and the Joint Disciplinary Committees should be replaced with a new, decentralized United Nations Dispute Tribunal presided over by independent, professional judges with power to issue binding decisions. The United Nations Administrative Tribunal should become a mainly appellate court for the internal justice system. Legal representation for staff members should be professionalized and decentralized.

The Redesign Panel recommends the establishment of the proposed new justice system by a resolution of the General Assembly, further recommends the establishment of an Office of the Administration of Justice in the United Nations to manage this important aspect of the work of the Organization and to ensure the independence of the proposed new internal justice system and, finally, proposes that the new system, if approved by the General Assembly, become operational on 1 January 2008.

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I. Introduction

1. In its resolution 59/283, the General Assembly decided that the Secretary-General should establish a panel of external and independent experts to consider redesigning the system of administration of justice at the United Nations. In its resolution the General Assembly gave the Redesign Panel wide terms of reference. These terms of reference include consideration of alternative systems of organizational dispute resolution while bearing in mind the uniqueness of the United Nations system, consideration of peer review, identification of measures such as education and training to minimize the number of disputes and a review of the functioning of the United Nations Administrative Tribunal (UNAT) and its relationship with the International Labour Organization Administrative Tribunal (ILOAT). The terms of reference also include the examination of the possibility of an integrated two-layer judicial system and the legal representation of the Secretary-General.

2. The Redesign Panel began its work on 1 February 2006 and hereby submits its findings and recommendations.

3. The Redesign Panel considered the relevant resolutions of the General Assembly. It consulted with and received and reviewed information from a wide range of stakeholders in and outside the administration of justice system: United Nations staff, staff unions, managers and relevant officials not only in the Secretariat but also in the funds and programmes, at Headquarters and in the field, the President of UNAT, members of the Administrative Tribunal of the World Bank, Member States, the International Bar Association for International Governmental Organizations, the Government Accountability Project, officials of other judicial systems and external, independent experts.

4. The Redesign Panel visited the United Nations Offices at Geneva, Vienna and Nairobi, the International Criminal Tribunal for Rwanda, the Economic Commission for Latin America and the Caribbean and the United Nations Stabilization Mission in Haiti. Furthermore, the Panel consulted several duty stations, including the International Tribunal for the Former Yugoslavia and the United Nations Mission in Liberia, by videoconference.

II. Overview

5. The Redesign Panel found that the administration of justice in the United Nations is neither professional nor independent. The system of administration of justice as it currently stands is extremely slow, underresourced, inefficient and, thus, ultimately ineffective. It fails to meet many basic standards of due process established in international human rights instruments. For all these reasons, staff of the Organization have little or no confidence in the system as it currently exists.

6. An overwhelming majority of stakeholders consulted by the Redesign Panel believe that the present system, established early in the life of the Organization over half a century ago and based largely on a peer review mechanism in which participation is voluntary, has outlived its relevance. The time has come to overhaul the system rather than seek to make marginal improvements. Staff members, including staff unions and managers, voiced strong support for a professional, independent and adequately resourced system of internal justice that guarantees the

rule of law within the United Nations. The Redesign Panel stresses that the effective rule of law in the United Nations means not only the protection of the rights of staff members and management, but accountability of managers and staff members alike.

7. This outcome is of fundamental importance. First, as a result of the jurisdictional immunities enjoyed by the Organization, staff members have no external recourse to the legal systems of Member States, while the Secretary-General may waive their functional immunity from action under national legal systems in certain cases. Thus, it is essential to have an internal justice system that both provides adequate safeguards and ensures accountability of staff members. The Redesign Panel finds that the system that exists at present is fundamentally inadequate for the task of administering justice.

8. Second, establishing a professional, independent and adequately resourced internal justice system is critical because it is only such a system that can generate and sustain certainty and predictability, and thus enjoy the confidence of managers, staff members and other stakeholders. A justice system is only as good as the level of respect and confidence it commands.

9. Third, establishing a professional system of internal justice is essential if the United Nations is to avoid the double standard — which currently exists — where the standards of justice that are now generally recognized internationally and that the Organization pursues in its programmatic activities are not met within the Secretariat or the funds and programmes themselves. These international standards include the right to a competent, independent and impartial tribunal in the determination of a person's rights, the right to appeal and the right to legal representation.

10. When “in the determination of ... his rights and obligations in a suit at law”¹ an individual is deprived of the right to appeal, this severely weakens the fairness of the procedure. International standards establish the right to “an effective remedy”,² “the right to simple and prompt recourse, or any other effective recourse, to a competent court or tribunal”³ and “the right to an appeal”.⁴ Hearings, too, are a clear requirement in international standards whenever there are disputed issues of fact.⁵ To guarantee due process and to facilitate decisions, oral hearings should be promoted and accepted. Finally, to guarantee equality before courts and tribunals, access to lawyers and legal services is crucial.⁶ In the present system, staff members

¹ International Covenant on Civil and Political Rights, article 14 (see resolution 2200 A (XXI), annex).

² Convention for the Protection of Human Rights and Fundamental Freedoms, article 13 (United Nations Treaty Series, vol. 213, No. 2889).

³ American Convention on Human Rights, article 25 (United Nations Treaty Series, vol. 1144, No. 17955).

⁴ African Charter on Human and Peoples' Rights, article 7 (United Nations Treaty Series, vol. 1520, No. 26363).

⁵ Universal Declaration of Human Rights, article 10 (resolution 217 A (III)); International Covenant on Civil and Political Rights, article 14 (see resolution 2200 A (XXI), annex).

⁶ The Basic Principles on the Role of Lawyers clearly establish that “all persons are entitled to call upon the assistance of a lawyer of their choice to protect and establish their rights and to defend them in all stages of criminal proceedings” (para. 1) and that “Governments shall ensure that efficient procedures and responsive mechanisms for effective and equal access to lawyers are provided for all persons”, para. 2 (see *Eighth United Nations Congress on the Prevention of Crime and the Treatment of Offenders, Havana, 27 August-7 September 1990: report prepared by the Secretariat* (United Nations publications, Sales No. E.91.IV.2), chap. I, sect. B).

have, theoretically, the right to a lawyer of their choice, but, in practice, access is not effective and equal.

11. Neither the Joint Appeals Board (JAB) nor the Joint Disciplinary Committee (JDC), the main bodies in which the formal processes of the internal justice system are initiated, has power to take binding decisions. They can only make recommendations and thus cannot determine the rights or obligations of the persons concerned. This leaves UNAT as a one-tier justice system with no right of appeal. At the same time, JAB and JDC are composed of staff members acting in an advisory capacity to the Secretary-General and, thus, do not meet the basic standards required to guarantee their independence. That the administration of justice in the United Nations lags so far behind international human rights standards is a matter of urgent concern requiring immediate, adequate and effective remedial action.

12. Several attempts have been made over the past two decades, without success, to improve the internal justice system, and in 1995 a far-reaching overhaul was recommended by the Secretary-General.⁷ Despite the best intentions of all parties involved, fundamental problems have continued to bedevil the system.

13. It is in this context that the Redesign Panel has undertaken its assignment and presents its findings and recommendations — in the hope that the internal justice system will be fundamentally redesigned to achieve expeditious, efficient and effective justice that is independent and also guarantees the rule of law as an indispensable component of the management of the United Nations. The Redesign Panel believes that reform of the internal justice system is a sine qua non for broader management reform of the Organization. A large part of the current management culture in the Organization exists because it is not underpinned by accountability. Accountability can be guaranteed only by an independent, professional and efficient internal justice system.

14. In essence, the Redesign Panel proposes the creation of a new, decentralized, independent and streamlined system by strengthening the informal system of internal justice, by providing for a strong mediation mechanism in the Office of the Ombudsman and by merging the offices of the Ombudsman of the United Nations and its funds and programmes; by establishing a new, formal system of justice that replaces advisory boards with a professional and decentralized first-instance adjudicatory body that issues binding decisions that either party can appeal to UNAT; and by guaranteeing “equality of arms”, thus ensuring for all staff members access to professionalized and decentralized legal representation.

III. A unified system

Scope and jurisdiction

15. The Organization’s internal justice system — informal and formal — is applicable only to those who are considered staff members. UNAT jurisprudence and United Nations practice has led to a restrictive view of who is a staff member. Persons employed on special service agreements and individual contractors are not included.

⁷ See A/C.5/50/2.

16. The UNAT Statute establishes that the Tribunal is competent to hear applications “of staff members of the Secretariat of the United Nations” (article 2.1). It also establishes that the Tribunal shall be open “to any other person who can show that he or she is entitled to rights under any contract or terms of appointment, including the provisions of staff regulations and rules upon which the staff member could have relied” (article 2.2 (b)).

17. Although the wording of article 2.2 (b) could lead to the conclusion that it provides coverage to persons other than staff members, the phrase “staff regulations and rules upon which the staff member could have relied” has led to a restrictive interpretation.⁸

18. Some members of the Secretariat informed the Redesign Panel that locally recruited personnel in peacekeeping missions are staff members with full rights in the internal justice system. The reality on the ground is different. Agreements between the United Nations and host States governing the status of peacekeeping missions provide for a special dispute resolution framework for locally recruited staff. It appears, however, that no such framework has ever been established. Furthermore, many locally recruited personnel in peacekeeping missions are employed for long periods as “individual contractors”.

19. The General Assembly has already proposed an expansion towards other categories of personnel. In its resolution 59/283, paragraph 19, it established a clear guideline towards more comprehensive coverage.

20. All individuals appointed to perform work for the Organization by way of personal services should have full access to the informal and formal justice system of the United Nations. The Redesign Panel considers that, in addition to those currently covered by article 2 of the Statute of UNAT, the system of justice should be extended to:

(a) Any person appointed by the Secretary-General, the General Assembly or any principal organ to a remunerated post in the Organization;

(b) Any other person performing personal services under contract with the United Nations. This category includes consultants and locally recruited personnel of peacekeeping missions.

Offices away from Headquarters, peacekeeping missions and field operations

21. Two thirds of all staff of the United Nations are employed in field operations away from Headquarters. This situation requires a radical shift in emphasis. As a general rule, the system of justice in the field is very weak. The most important problem is the almost total lack of knowledge among staff members of their rights and avenues for redress.

⁸ The practice of UNAT has not been to extend access to “other beneficiaries” different from staff members, former staff members or persons entitled to rely on the rights of staff members (Judgement No. 98, *Camargo*, 1965; Judgement No. 115, *Kimpton*, 1968). Nevertheless, UNAT has established that it has jurisdiction regarding individuals appointed by the General Assembly as Inspectors of the Joint Inspection Unit (Judgement No. 656, *Kremer and Gourdon*, 1994; Judgement No. 1074, *Hernandez-Sanchez*, 2002).

22. The Redesign Panel stresses that unless a robust system of justice is established in the field at both the informal and formal levels, reform will be of limited impact.

23. There is, in practice, no legal representation available to staff members in field duty stations. Many staff do not even know of the existence of the Panel of Counsel, which is supposed to provide legal advice to staff. Even were they to be aware of the existence and role of the Panel, distance and other logistical problems would preclude its effective utilization. In regard to recourse mechanisms, there are no standing JABs and JDCs in the field.

24. There are particular problems with respect to misconduct and disciplinary cases, which constitute the bulk of cases in peacekeeping missions. In disciplinary cases, physical distance between field duty stations and Headquarters results in substandard justice. Staff members in field offices and peacekeeping missions who are the subject of disciplinary proceedings before JDCs at Headquarters are frequently interviewed by telephone. They have little or no opportunity to present their case and answer questions in person. This practice is only a few degrees removed from trials in absentia. The Organization must in all cases make budgetary provision for a staff member accused of misconduct to appear before disciplinary proceedings in person, even when he or she has the services of counsel.

25. The absence of standing JABs and JDCs in the field and the excessive reliance on the Office of Human Resources Management at Headquarters in New York are major causes of delay in the justice system. These delays have a negative impact on the management of peacekeeping operations and offices away from Headquarters.

26. Heads of offices away from Headquarters have a formal delegation of authority for recruitment and some other aspects of human resources management. But often they do not have authority to initiate disciplinary measures.

27. It is essential to give much greater delegation of authority to special representatives of the Secretary-General and heads of offices away from Headquarters in disciplinary sanctions, including dismissal, but subject to the right of the sanctioned staff member to challenge such decisions in the formal justice system. To ensure that decisions are taken fairly and transparently, a standing panel on disciplinary matters should be established in all peacekeeping operations and offices away from Headquarters as an advisory body to review and recommend disciplinary action.

28. The Redesign Panel found that there is a perception of unequal justice in the United Nations. While this perception cuts across the whole internal justice system, it is particularly acute in field duty stations. The perception is that in the handling of cases double standards are applied for staff members of different levels and different nationalities. A recent report of the Office of Internal Oversight Services⁹ confirms this widespread perception that was shared with the Redesign Panel by several stakeholders. The Redesign Panel considers that local staff who work for the United Nations in field missions and offices away from Headquarters should be fully represented in all consultative committees and advisory bodies.

⁹ A/60/713, para. 11.

29. There is no clarity about the functioning of the internal justice system in peacekeeping operations. This problem has several facets, the most important of which is the absence of clear frameworks governing the relationship between the Office of Internal Oversight Services and the Conduct and Discipline Unit of the missions. There has been an expansion of the role of that Unit beyond its actual mandate as a result of gaps in the internal justice system in the mission, such as the absence of an ombudsman and a representative of the Panel of Counsel.

30. It is necessary to clearly delimit the roles of the Office of Internal Oversight Services, which deals with category 1 complaints,¹⁰ and other bodies that deal with the rights and obligations of staff members. Because of its asserted autonomy, no feedback is provided to the Conduct and Discipline Unit or to human resources officers in the field on matters that also fall within their authority when the Office of Internal Oversight Services takes over the investigation of complaints. This results in a significant coordination gap, which generates frustration among mission management.

31. This lack of coordination has an adverse impact on the image of the Organization, especially in cases of allegations of sexual exploitation and abuse, if the Conduct and Discipline Unit is unable to provide concrete updates to the mission's leadership or to external bodies representing the alleged victim. It also has the potential to have an adverse impact on the proposed new internal justice system. The Redesign Panel recommends that a clear framework of cooperation and delimitation of roles between the Office of Internal Oversight Services and the United Nations internal justice system be established as a matter of priority.

32. The Panel also recommends that Ombudsmen be appointed for peacekeeping missions that have a large number of civilian staff, in accordance with the proposals contained in section IV below. Post resources for this function should be an integral part of the budget of the missions.

33. The Boards of Inquiry, which investigate, among other things, incidents in peacekeeping missions involving nationals of the host country and/or significant damage to United Nations property, is an important component of the internal justice system. The composition, status and procedures of the Boards, need to be reviewed and strengthened. In most peacekeeping missions, the composition of the Boards is ad hoc. There are also difficulties in identifying qualified staff members who are prepared to devote the necessary time to such an assignment.

34. Considering the important role played by Boards of Inquiry in the administration of justice in peacekeeping missions and the complex issues they frequently have to deal with, a standing Board of Inquiry should be established in all peacekeeping missions, with full-time members in large missions. It is also recommended that special representatives of the Secretary-General give greater attention and support to the complex but essential work of the Boards to ensure consistent standards. The special representatives, in consultation with the Department of Peacekeeping Operations at Headquarters, should ensure effective follow-up and implementation of Board of Inquiry findings and recommendations.

¹⁰ This category of investigations covers severe misconduct, abuse of authority, gross negligence, gross mismanagement, procurement fraud and sexual exploitation and abuse. Complaints outside this category in peacekeeping missions are investigated by the Special Investigation Unit of the Security Section.

35. The Redesign Panel was not able to visit any of the field operations of the funds and programmes. However, it consulted on this issue with senior management and staff representatives in New York and Geneva. The Panel is of the view that the proposed new system of internal justice will be appropriate to the needs of their field staff, although their administrative arrangements — for example, with respect to disciplinary measures — may have to differ because of their management structures.

36. Because of its special status, the Panel has not included the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) in its redesign of the internal justice system. However, there is no reason why the proposed new system should not be extended to it after appropriate consultations.

IV. The informal system

37. The current system of informal justice in the Organization comprises seven different avenues of intervention: (a) supervisors, human resources officers and executive officers; (b) staff counsellors; (c) staff representative bodies; (d) the Panel of Counsel in its pre-litigation consultative role; (e) the departmental focal points for women; (f) the Panels on Discrimination and Other Grievances; and (g) the Ombudsman.¹¹ The first five are not independent third parties that can reconcile disputes, but rather provide preliminary advice or counsel to staff members about their problems. Although these mechanisms play a useful advisory role, they constitute neither a proper alternative nor a complement to the formal justice system.

38. The Panels on Discrimination and Other Grievances were established in 1977 as an informal grievance procedure emphasizing mediation to address allegations of discriminatory treatment. They have not functioned as intended. They are ineffective, and few, if any, Panels now function. They should be abolished.

39. The Office of the Ombudsman holds the most promise as a viable and integrated alternative dispute-resolution institution. An expanded, integrated and geographically decentralized Office of the Ombudsman can unify the currently disparate and overlapping informal dispute-resolution processes and thus provide a valuable complement to the formal justice system.

Ombudsmen in the United Nations system

40. The Secretary-General appointed the first United Nations Ombudsman on 14 June 2002¹² and launched the Office of the Ombudsman on 25 October 2002.¹³

¹¹ See ST/IC/2004/4. In addition, the Ethics Office was established on 30 December 2005 to advise staff on ethics issues and to review and report on complaints of retaliation (see ST/SGB/2005/21, section 5, and ST/SGB/2005/22).

¹² Pursuant to General Assembly resolutions 55/258 and 56/253.

¹³ See ST/SGB/2002/12. The United Nations Office of the Ombudsman covers Headquarters; offices away from Headquarters, including UNOG, UNOV and UNON; regional commissions; ICTR; ICTY; missions administered by the Department of Peacekeeping Operations and political and peacebuilding missions; UNCTAD; UNEP; UN-Habitat; United Nations entities such as OHCHR, UNU and UNSSC; and certain research and training institutes, such as UNITAR.

That same month, an Ombudsperson was established for UNDP, the United Nations Population Fund (UNFPA) and the United Nations Office for Project Services (UNOPS). The United Nations Children's Fund (UNICEF) was recently added to this grouping, resulting in a single Ombudsperson position serving UNDP, UNFPA, UNOPS and UNICEF.¹⁴ The Office of the United Nations High Commissioner for Refugees (UNHCR) Mediator, established in 1993, reports to the Deputy High Commissioner for Refugees and works primarily as a facilitator and objective adviser to staff on workplace matters.

41. The terms of reference of all three Ombudsmen empower them to consider conflicts relating to employment, including managerial practices, in their respective spheres of jurisdiction. They have authority to track and analyse issues and trends and to formulate recommendations for changing policies, procedures and practices in their regular reports.¹⁵

Strengthening the ombudsman's role

42. An ombudsman must have both proactive and preventive roles: the Organization and the funds and programmes need both an objective third party to help resolve disputes and an independent monitor to report maladministration in employment-related matters. Ombudsmen are usually classified in two types: (a) "Classic" ombudsmen, established by legislative act, with broad powers to inquire into complaints of maladministration by governmental agencies and to recommend appropriate remedies, and (b) "Organizational" ombudsmen, working informally, within the organizations that created them, to resolve conflicts through conciliation or mediation, while also acting as fact-finders and agents for organizational change.

43. Both of these models are in evidence in the current terms of reference of the United Nations Ombudsman, the UNDP/UNFPA/UNICEF/UNOPS Ombudsperson and the UNHCR Mediator. Their terms of reference, which are drafted in broad language, include the identification and resolution of disputes through mediation and/or facilitation.¹⁶ All three Offices are relatively new, have operated under resource constraints and are still implementing the full range of their terms of reference, especially as regards their monitoring function and formal mediation.

44. It is highly desirable to have an informal justice system that combines in an office of the ombudsman both the monitoring of maladministration and the mediation of disputes. Bringing dispute-resolution activities within an office of the ombudsman — by means of formal mediation by the ombudsmen and by full-time mediators — will provide the office with a centralized source of data from which to

¹⁴ Office of the UNDP/UNFPA/UNOPS Ombudsperson, "Report on the work of the Office for the period 1 August 2004 to 31 December 2005", p. 7. Other organs within the United Nations family have also established ombudsman offices (or similar offices under other names), including those of the WHO/PAHO Ombudsperson, the UNESCO Mediator, the WIPO Mediator, the ILO Ombudsperson, the WFP Ombudsman, the ICAO Ombudsman, the ITU Mediator, the IOM Ombudsperson, the IMF Ombudsperson and the World Bank Ombudsman.

¹⁵ See ST/SGB/2002/12 and EC/1995/SC.2/CRP.23.

¹⁶ The report on the work of the Office of the UNDP/UNFPA/UNOPS Ombudsperson for the period 1 August 2004 to 31 December 2005 is a valuable example of the Ombudsperson's proactive role.

identify systemic problems and trends, such as ambiguities in the United Nations Staff Regulations and Rules affecting contractual modalities and entitlements. Such data — which can be collated while respecting the obligation of confidentiality — would be extremely difficult to gather if informal dispute resolution were to remain scattered, as it is at present.

45. Moreover, combining monitoring and dispute-resolution functions will alleviate the current confusion among staff about where to turn for assistance with their problems. By replacing the current maze of overlapping processes with a “one-stop shopping” approach to informal dispute resolution, it will parallel the formal justice system. The newly established Ethics Office, an essential component of the reform of the Organization, is nevertheless one example of this situation, as both it and the current Office of the Ombudsman receive complaints regarding retaliation against whistle-blowers. The role of the Ethics Office should be clearly defined in order to avoid unnecessary confusion and duplication.

46. Like the formal justice system, the informal system — centred on the Office of the Ombudsman — must be a single and integrated whole that merges the existing United Nations Ombudsman, the UNDP/UNFPA/UNICEF/UNOPS Ombudsperson and the UNHCR Mediator. It should cover all aspects of workplace administration and serve all staff. Unifying these Offices and sharing resources and facilities will both strengthen the informal system of justice and harmonize practices and policies within it.

47. The administration of the new Office should have its centre at Headquarters, with its operations largely decentralized to provide easier access and quicker response. This will bring important benefits to the justice system as a whole.

48. First, an integrated Office of the Ombudsman will offer coherence and consistency throughout the Organization by directing the problems of all staff members regarding contract disputes, entitlements, standards of conduct (including abuse of authority and retaliation), non-renewal or termination issues, questions of career advancement and the like to a single office. Second, consolidating individual informal dispute resolution within the Office of the Ombudsman will give the Ombudsmen a privileged position from which to monitor systemic problems and to recommend solutions. Third, the decentralization of the Office is based on recognition that the current Ombudsman and Ombudsperson have in recent years seen a marked increase (to about 75 per cent) in the proportion of cases originating away from Headquarters. For field staff in particular, decentralization is the only viable means of providing effective and timely informal dispute resolution. Finally, closing gaps of access and avoiding duplication of services will benefit all staff and will save human and financial resources, especially at the regional level.¹⁷

49. The proposed Office of the Ombudsman should have two components: the Ombudsmen and the Mediation Division. The Ombudsmen will mediate high-profile disputes and also monitor and report on problems of maladministration. The

¹⁷ The three existing Offices received up to 1,300 cases in 2005. The Offices currently consist of 16 staff members, the majority of them being at the Professional and higher levels (P and D). The 2006-2007 budget for the Office of the United Nations Ombudsman will reserve three more positions for Ombudsmen in Geneva, Vienna and Nairobi (all D-1). In addition, there are four consultant Ombudspersons who are paid up to \$30,000 each.

Mediation Division will mediate disputes upon referral by the Ombudsmen or from judges in the formal system of justice.

50. The oversight of the entire Office should be the responsibility of the United Nations Ombudsman, at the Assistant Secretary-General level, whose roles will be monitoring and reporting maladministration with regard to employment-related conflicts, practices and policies and mediating disputes that raise broad systemic problems or that would benefit from the participation of a high-level mediator.

51. An Ombudsman for the funds and programmes, at the D-2 level, will perform the same functions as the United Nations Ombudsman, but for the funds and programmes, including UNHCR.

52. Five regional Ombudsmen, each at the D-1 level, will head regional offices in Africa (Nairobi), Europe (Geneva), the Middle East (Amman/Beirut), Asia and the Pacific (Bangkok) and Latin America and the Caribbean (Santiago/Panama City). Two Deputy Regional Ombudsmen, each at the P-5 level, will be based in Africa (Addis Ababa/Johannesburg) and Europe (Vienna) to assist the African and European regional Ombudsmen. The regional and deputy regional Ombudsman Offices will each have jurisdiction over all matters arising in their region and will perform both monitoring functions and mediation. They should be selected and appointed jointly by the United Nations Ombudsman and the funds and programmes Ombudsman. Regional Ombudsmen should each be provided with a legal officer or case officer at the P-2/P-3 level to provide necessary assistance for the activities of the new decentralized Office.

53. The Redesign Panel has concluded that the effective decentralization of the internal justice system cannot be achieved without recognizing the importance of peacekeeping operations in the work of the Organization. Thus, the Panel recommends that Ombudsmen be appointed within the Office of the Ombudsman to serve peacekeeping missions with large numbers of civilian staff under the budgets of the relevant missions. These Ombudsmen should be selected and appointed by the United Nations Ombudsman and report directly to her or him.

54. A secretariat at Headquarters with a Director at the D-1 level, as is currently the case, will administer the work of the Ombudsmen. The Director will manage the business of all the Offices by for example, ensuring the automatic follow-up of all cases, designing and maintaining computer links between the Headquarters and field offices and protecting the strict confidentiality of all Office business.

55. A Mediation Division — located at Headquarters and under the authority of the United Nations Ombudsman — will provide formal mediation services for the Organization and the funds and programmes. The Division will comprise a coordinating mediator at the D-1 level and two full-time senior mediators at the P-5 level. In addition, the coordinating mediator will maintain a list of international professional mediators who can be called upon if reasons of expedience, language or cultural sensitivity so require.¹⁸ As the Ombudsmen will not be able to undertake mediation in all cases, the Mediation Division will complement them and will also provide mediation services for the formal justice system.

¹⁸ The list will represent a pool of on-call qualified and experienced mediators, who should be as linguistically, culturally and geographically representative as possible. Members will be paid per mandate according to a scale set by the coordinator.

56. The coordinating mediator will receive and administer the voluntary joint requests for mediation by which both parties consent to have a mediator act as an objective third party to help them reach a mutually acceptable settlement. Parties may request mediation before litigation or disputes can be referred to the Mediation Division from the formal system.

57. In any mediation — whether conducted by an Ombudsman or by a mediator from the Mediation Division — any settlement reached should be signed by the parties and followed, if necessary, by an administrative decision giving effect to the agreement. Anything said or written during the mediation process is wholly confidential and should be inadmissible in subsequent litigation.

58. The Secretary-General will appoint the United Nations Ombudsman; the Ombudsman for funds and programmes will be appointed by the executive heads of those bodies. It is proposed that there be a selection committee composed of a staff representative, a management representative and two distinguished outside ombudsmen one appointed by the staff and one by the management, and chaired by a third distinguished outside ombudsman appointed jointly by the Secretary-General and the executive heads of the funds and programmes. The selection committee should submit a list of not fewer than three names for each position, taking into consideration the nature and the characteristics of the Organization, on the one hand, and the funds and programmes, on the other.

59. A term of five years is appropriate for both the United Nations and the funds and programmes Ombudsmen. To avoid any appearance of political or administrative bias, no reappointment should be possible. All other Ombudsmen should be appointed to renewable two-year terms. All the Ombudsmen and mediators should be removable by the appointing authority only for incapacity or proven misconduct.

60. The funds and programmes Ombudsman will prepare a report on funds and programmes matters, which the United Nations Ombudsman will incorporate into the Office's annual general report. The latter report will include an overview of all activities of the Office and identify and recommend solutions to any systemic problems. The annual general report will be presented to the General Assembly by the United Nations Ombudsman and to the joint executive boards of the funds and programmes by the funds and programmes Ombudsman.

61. The independence of the Office requires budgetary autonomy. Its effectiveness and accessibility depend on sufficient resources for adequate staff, capacity for growth and necessary travel to field duty stations.¹⁹ The regional offices are essential to the mission of the Office and should be adequately funded, directly from Headquarters, to ensure their independence from local management control.

¹⁹ Resource constraints have compromised access in the current system. In Nairobi, the Ombudsman post serving the United Nations Office at Nairobi and the United Nations Environment Programme has been vacant for three years; in Vienna, a pilot project was initially staffed with a part-time retired staff member but the position has been vacant since April 2005.

V. The formal system

62. The present formal justice system is based on the administrative law model, with the Secretary-General making final decisions on appeal following peer review. Those decisions may be challenged in UNAT. Subject to one important qualification, the system closely resembles those of the specialized agencies of the United Nations that are subject to the jurisdiction of ILOAT. That qualification is that the powers of the UNAT are more limited than those of ILOAT.

63. There are several advisory boards and committees within the formal system, of which the most significant are the JDCs for disciplinary matters and JABs concerned with appeals against administrative decisions affecting individual staff members.²⁰ There are JDCs and JABs in New York, Geneva, Vienna and Nairobi. These bodies deal with matters concerning staff of the Secretariat and the various funds and programmes, while UNICEF and UNDP each has its own JDC. These bodies are advisory in nature and are composed of staff members appointed by the Secretary-General and elected by the staff, with the Chairperson appointed by the Secretary-General. Members are volunteers who generally lack legal qualifications. They must attend to their normal duties in addition to their service on a JAB or JDC.

64. In recent years, there have been difficulties in recruiting volunteers and, with the increase in fixed-term contracts relative to permanent contracts, there is a growing concern on the part of staff about the independence of both bodies. Moreover, problems with volunteers' availability generate delays.

65. Disciplinary proceedings are protracted, and, frequently, more than a year will pass before disciplinary measures can be implemented. Proceedings before a JDC usually take six to nine months, and its recommendations must then be considered at Headquarters in New York before any disciplinary measures can be taken.

66. Because JDCs and JABs have a common secretariat and priority is quite properly given to disciplinary matters, there are egregious delays in JAB proceedings. Before initiating an appeal, a staff member must seek a review of the decision, usually at Headquarters in New York, a process which takes 60 days.

67. After an appeal has been filed, management has two months in which to file a reply. However, JABs frequently grant an extension for the filing of management's reply.²¹ Usually, there are two further pleadings — one from the staff member and a final pleading from the management. Time limits for these are frequently extended. Moreover, as a result of some lack of certainty in JAB rules, the staff member and management are often permitted to file additional comments before a JAB panel is constituted to hear the appeal. There are often further delays between the filing of

²⁰ There are also Classification Appeals and Review Committees, the Claims Board, Medical Boards relating to sick leave, the Advisory Board on Compensation Claims and the Central Examination Board. Decisions with respect to recommendations made by the Claims Board, the Medical Boards and the Central Examination Board now go to JAB, while those made with respect to the recommendations of the other two go directly to UNAT. Additionally, there are rebuttal panels, which consider performance appraisal reports. There is no right of appeal with respect to an appraisal rating, although a staff member may appeal a subsequent administrative decision based on a rating made after proceedings before a rebuttal panel.

²¹ This situation may improve with the implementation of paragraph 32 of General Assembly resolution 59/283.

final documents and the decision of the Secretary-General. The entire process generally takes at least three years from beginning to end.

68. The JDC and JAB reports are of uneven quality with respect to both their analysis of the facts and their understanding of the Staff Rules. This is to be expected given that their membership is ad hoc and that members generally lack legal qualifications. Thus, unanimous recommendations in favour of staff members are not always accepted. However, this is generally perceived by staff members as an indication of management's unwillingness to be bound by adverse recommendations and as evidence that the system operates to their disadvantage.

69. Decisions rejecting the recommendations of JDCs and JABs may be the subject of an application to UNAT. Proceedings before UNAT usually take two years.²² There is a lack of consistency in some of its decisions and a poorly developed jurisprudence. This has an adverse impact on the workings of JABs and JDCs and impedes proper decision-making by management.

70. Although the administrative law model provides a means of redress for breach of terms of appointment or conditions of service, it has a significant defect: there is no simple procedure by which to obtain a remedy unless and until there is a formal decision.²³

71. A number of the difficulties within the formal justice system stem from the Statute and the jurisprudence of UNAT. By article 10.1 of its Statute, UNAT may order specific performance. However, it is required at the same time to fix compensation (normally limited to two years' net base salary), which the Secretary-General may decide to pay as an alternative if that is considered to be in the interests of the Organization. The power of the Secretary-General to choose between specific performance and the payment of limited compensation can, and sometimes does, result in inadequate compensation, particularly in cases of wrongful termination or non-renewal of contract. A system that cannot guarantee adequate compensation or other appropriate remedy is fundamentally flawed. More significantly, a system that does not have authority to finally determine rights and appropriate remedies is inconsistent with the rule of law.

72. The decisions of UNAT are not always consistent, and its jurisprudence is not well developed. In particular, it does not have a coherent jurisprudence as to the duties of an international organization to its staff. Thus, there is a widespread view, which is largely correct, that the formal justice system affords little, if any, protection of individual rights, such as the right to a safe and secure workplace or the right to be treated fairly and without discrimination.

²² This is partly because of lengthy and, often, repetitive pleadings, partly because of the extension of time limits (often for six months for management's reply) and partly because of UNAT work patterns and methods. Much of the Tribunal's time is taken up with applications for revision of judgements, and its efficiency would be improved if all judges prepared their draft judgements before attending the sessions in New York and Geneva.

²³ To overcome this problem, the rules of some specialized agencies and the ILOAT Statute have provisions deeming a negative decision to have been taken if notification of a decision has not been made within a specified time. There is no equivalent provision within the UNAT Statute. However, UNAT has recently held that it has jurisdiction with respect to "implied" decisions. Judgement No. 1157, Andronov.

73. In summary, the structure of the formal justice system is both fragmented and overcentralized. It is slow, expensive and inefficient. It does not provide proper or adequate remedies and fails to guarantee individual rights. It promotes neither managerial efficiency nor accountability. It generally lacks transparency and fails to satisfy minimum requirements of the rule of law. It enjoys neither the confidence nor the respect of staff, management or Member States.

74. Given the defects and limitations of the present system, the Panel is of the view that a fundamentally different system should now be adopted. Moreover, the Panel is satisfied that the present system of peer review cannot be sustained.²⁴ Thus, the Panel recommends the establishment of a two-tiered system comprising a first-instance decentralized tribunal, the United Nations Dispute Tribunal, to be created by resolution of the General Assembly and composed of professional judges with power to make binding decisions. The jurisdiction of UNAT should be expanded to hear appeals from the Dispute Tribunal on the part of the Organization, the funds and programmes and staff alike. To emphasize the predominantly appellate nature of its jurisdiction, UNAT should be renamed the United Nations Appeals Tribunal.

75. To simplify access to justice, the Dispute Tribunal should replace existing advisory bodies, including the JDCs and JABs, but not including the rebuttal panels and Classification Appeals and Review Committees.²⁵ However, it is proposed that adverse decisions following proceedings before the latter two bodies may be the subject of proceedings before the Dispute Tribunal.

76. To ensure that all staff, particularly those in the field, have access to justice, the Dispute Tribunal should have registries in New York, Geneva, Nairobi, Santiago and Bangkok. New York, Geneva and Nairobi should each have a full-time judge, while Santiago and Bangkok should each have a half-time judge. There should be regular monthly sittings at each of the three headquarters registries and every two months in Santiago and Bangkok. Sittings should be arranged so that for at least one week of every two months, two judges will be available to hear matters at each of the registries and, if required, at other places within the region.

77. The United Nations Dispute Tribunal should have jurisdiction in four areas:²⁶

(a) Complaints alleging non-compliance with terms of appointment, conditions of employment or the duties of an international organization to its staff, regardless of the type of contract under which they are employed and whether or not there has been a formal decision;

(b) Disciplinary matters;

²⁴ The difficulty in finding volunteers is now acute. In the recent past, for example, it was impossible to convene a JAB in New York to hear two applications for suspension of action before decisions bringing service to an end took effect. The problems are likely to worsen as the United Nations moves towards more fixed-term contracts, both in terms of the number of appeals and applications for suspension of action and in terms of finding sufficient volunteers who feel able to act, and who will be perceived as acting, independently.

²⁵ These bodies are concerned with performance appraisal and classification review, both of which require expert knowledge.

²⁶ A more precise statement of the intended jurisdiction of the Dispute Tribunal is set out in annex I.

(c) Applications by the Organization or funds and programmes to enforce the relevant staff and financial rules relating to accountability against staff members;²⁷

(d) Actions by a staff association on behalf of its members to enforce the Staff Rules and Regulations and related administrative instructions or on behalf of a particular class of its members affected by a particular administrative decision.

78. It is necessary to elaborate on these heads of jurisdiction. The first is intended to overcome problems that arise in the present system if a formal decision has not been made. It is also intended that it should cover matters that in the past were dealt with by the Panels on Discrimination and Other Grievances. It will also allow for complaints with respect to conduct that is inconsistent with the duties of the Organization to its staff or that infringes their individual rights.

79. As regards the second head of jurisdiction, with the abolition of the JDCs new procedures will be required for disciplinary matters. The existing rules and administrative procedures result in unnecessary delays. The current practice is to refer the question of whether or not to take disciplinary action to Headquarters in New York, no matter where the staff member is stationed. Paradoxically, at this stage a decision may be taken to summarily dismiss a staff member, leaving it to him or her to appeal to a JDC, while a decision to impose some lesser measure can be taken only by management after seeking the advice of a JDC. There is reason to believe that, because of this, staff members are sometimes summarily dismissed when less severe measures would be more appropriate, and on other occasions no action is taken at all.

80. The Panel is of the view that disciplinary procedures should be brought into line with those in most national jurisdictions and most other international organizations. Thus, it is proposed that, after consultation with the relevant standing panel on disciplinary matters, referred to in paragraph 27 above, the executive heads of offices away from Headquarters and peacekeeping missions should have power to impose whatever disciplinary measure is considered appropriate. Staff members should have an immediate right to challenge the decision before the United Nations Dispute Tribunal, where, as in cases previously referred to a JDC, the onus should be on the Organization to establish misconduct.

81. With the abolition of the JDCs, it will be necessary to establish new procedures to enforce the rules relating to financial accountability. Hence, the third head of jurisdiction.

82. Because staff members are sometimes reluctant to enter the formal justice system for fear of reprisals, it is considered necessary to give staff associations an independent right to bring action to enforce the Staff Rules and Regulations.²⁸ This is consistent with the jurisprudence of ILOAT²⁹ and will help promote accountability. The right of a staff association to bring a class or representative action will promote efficiency in the judicial process.

²⁷ The present rules are financial rule 101.2 and staff rules 112.3, 212.2 and 312.2.

²⁸ As the various staff associations owe their existence to the Organization or its funds and programmes, it is irrelevant that they lack legal personality according to national law.

²⁹ ILOAT jurisprudence allows that a member of the committee of a staff association may bring action to enforce the Staff Rules if there is no one else who can do so. See ILOAT Judgement No. 2563 (*Wansing and Others v. European Patent Office*).

83. The United Nations Dispute Tribunal should have power to grant final and binding relief by way of:

(a) Specific performance, injunction and declaratory decree, including the order that an appointment be set aside;

(b) Compensation and damages, including, in exceptional circumstances, exemplary or punitive damages;

(c) Orders for the payment of interest when justified;

(d) Orders for the payment of out-of-pocket expenses and legal costs, provided that an order should be made for the payment of a staff member's legal costs only if, in the opinion of the judge, it was appropriate to have private representation.

84. The Dispute Tribunal should also have power to make interim orders, including orders for the suspension of action in any case where there is a good prima facie case and the award of compensation or damages would be inadequate and power to summarily dismiss matters that are clearly irreceivable or are frivolous or vexatious. It should also have power to make its own rules, including with respect to interveners and *amici curiae* (friends of the court). Importantly, it should be given express power to refer the evidence in any matter to the Secretary-General for consideration of possible disciplinary action, action to enforce financial accountability or the lifting of immunity.

85. It is necessary to address the power to order that an appointment be set aside. The current practice and jurisprudence is that an appointment, once made, cannot be set aside no matter how flawed the appointment process. This is contrary to the view taken by ILOAT and, thus, contrary to the law that applies to specialized agencies subject to its jurisdiction. Current United Nations practice and jurisprudence not only results in persons who have been wrongfully appointed being retained in their posts, but may also result in an award of compensation to candidates whose appointments have been set aside.³⁰

86. To bring the United Nations system into line with the practice of most other international organizations and to permit mediated settlements, it is recommended that the regulations be amended to allow a post to be declared vacant by the Secretary-General if the appointment process was flawed.³¹ This will ensure respect for the rule of law. Further, there should be many fewer cases in which damages are awarded to candidates whose appointments have been set aside, and damages, if awarded, should be much less.

87. With the streamlining of the formal system of justice, it is recommended that the present system of administrative review before action be abolished. Generally, the review function falls to the Administrative Law Unit within the Office of Human Resources Management at Headquarters in New York, regardless of where the staff member is posted. Few staff members receive a reasoned response, the vast majority

³⁰ UNAT recently awarded three years net base salary to a person whose rights were infringed by a flawed appointment: Judgement No. 936, *Salama*. In an earlier case, two staff members were each awarded 18 months net base salary: Judgement No. 914, *Gordon and Pelanne*.

³¹ For example, if the appointee lacked the stipulated qualifications or there was some other irregularity in the process.

receiving a letter at the end of the review period (60 days) telling them that they may file a statement of appeal with JAB.

88. Under the proposed system, proceedings should be commenced by a staff member by filing a complaint against the Organization or fund or programme by which he or she is employed. Because the Dispute Tribunal will have local registries with facilities for electronic filing, actions should be commenced not later than two months after the cause of action arose. There should be an exception in cases where the parties have agreed to extend the period so as to facilitate mediation, and otherwise only if an extension is granted. An order for extension should be granted only within six months of the act or decision in question and only if it is established that proceedings could not reasonably have been commenced at an earlier date.

89. The complaint should identify the decision or conduct that is challenged, the person responsible for it, the date or dates on which it occurred and, in the case of injury or loss, the date on which it was first suffered. Additionally, it should state the grounds of complaint and the relief claimed. The complaint should be forwarded by the Dispute Tribunal to the person whose decision or conduct is at issue and also to the appropriate designated legal representative of the Organization or fund or programme. The person whose decision or conduct is in question should personally file an answer to the complaint within 30 days. There should not be more than one further pleading by each side after the answer is filed, and unless mediation is sought, the time for filing those pleadings should not exceed 21 days.

90. Mediation is an important part of the proposed new formal system. Either side can seek mediation at any time before a matter proceeds to final judgement. Ordinarily, mediation is voluntary, but, under the proposed new system, a judge may order that the parties attempt mediation if that is appropriate to the circumstances of the case. Mediation may proceed within the Mediation Division established in the Office of the Ombudsman or, if a judge so orders, may be performed by a judge³² or, if the judge considers it appropriate, by a registrar. To avoid delay, strict time limits should be fixed for mediation.

91. A registrar should be located at each registry, with responsibility for the case management of all matters filed in that registry. This includes the transmission of complaints to the person whose acts or decisions are in question and to the designated legal representative; ensuring that time limits and procedural requirements are complied with; subject to review by a judge, granting extensions in cases proceeding to mediation or otherwise in exceptional circumstances; and after consultation with a judge, fixing the times and dates for hearings and issuing orders for the production of documents or the attendance of witnesses. To ensure that the system works effectively, registrars should also be responsible for identifying matters to be referred to a judge for possible summary dismissal or for directions as to the further conduct of the case, including for fast-tracking or priority hearing.

92. The proposed United Nations Dispute Tribunal must have power to hold oral hearings and should be required to do so in any case involving disputed issues of fact. The hearings should be public, including by videoconference if necessary.

³² If judicial mediation does not result in a settlement, the judge who acted as mediator will not hear the case unless the parties agree. If they do not agree, it will be necessary for the matter to be referred to another judge. However, if sittings are scheduled so that two judges are available for one week of every two months this should not occasion any delay.

93. Under the proposed new system, matters should ordinarily be determined by a judge sitting alone. However, the Panel considers it advisable to retain some elements of peer review, with assessors sitting with the judge in disciplinary cases and, if the judge so decides, in exceptional cases involving serious allegations. Accordingly, it is proposed that panels of assessors be established for each region and that they be appointed by the management and elected by the staff. The judge should also sit with medical assessors, appointed by the management and the staff member, in cases involving medical issues. Assessors will have the right to question witnesses if so permitted by the judge. They will provide the judge with advice, but the final decision will be made by the judge alone.

94. The Dispute Tribunal should give reasoned decisions in every case that proceeds to judgement. All judgements should be delivered in public, either orally or in writing, and should be published on the Intranet and the Internet in English and in French. If the matter was decided in another official language of the Organization, the judgement should also be published in that language. The judge should be able to suppress the names of parties or witnesses if that is considered to be in the interests of justice.

95. It is proposed that either side be able to appeal decisions of the Dispute Tribunal to UNAT. The appeal process should be much simpler than that currently involved in applications to UNAT. A notice of appeal stating the grounds of appeal and the relief claimed should be filed within 45 days of the decision in the registry at which the matter was heard. The other side should file an answer and/or a notice of cross-appeal within 30 days. If a notice of cross-appeal is filed, the appellant will need to file an answering document. Thereafter, the parties should each file written submissions at times fixed by the registrar, who will be responsible for preparing an appeal file, in conference with the parties or their legal representatives, to be transmitted electronically to UNAT.

96. The Redesign Panel is required by resolution 59/283 to consider the harmonization of the Statutes of UNAT and ILOAT. Under the Panel's proposals, UNAT will become primarily an appeal court rather than an administrative tribunal. Thus, complete harmonization is not possible. However, the Panel is of the view that there should be harmonization of jurisprudence, powers and status so as to ensure, so far as is practicable, equal treatment of the staff members of specialized agencies and those of the United Nations itself. To this end, rule changes have been proposed with respect to appointments and disciplinary proceedings. Further, the proposed jurisdiction of the Dispute Tribunal has been expressed in terms that reflect ILOAT jurisprudence. As UNAT will have power to make orders that should have been made by the Dispute Tribunal, there will be no limitation on its appellate powers.

97. Even if the Redesign Panel's proposals are implemented, UNAT will retain administrative jurisdiction in relation to the United Nations Joint Staff Pension Fund and other bodies that are subject to its jurisdiction.³³ To ensure consistency with its appellate powers, its independence and compliance with the rule of law, it is recommended that, after consultation with those subject to its jurisdiction, the definition of staff in article 2 of the UNAT Statute be expanded, that article 10 be

³³ The International Court of Justice, the International Tribunal for the Law of the Sea, the International Seabed Authority, the International Civil Aviation Authority, the International Maritime Organization and UNRWA.

amended to enable it to grant specific performance or other relief as it deems appropriate and that it otherwise be brought into line with the Statute of ILOAT.

98. To provide for the proposed new appellate jurisdiction of UNAT, changes to articles 2, 7 and 10 of its Statute are necessary. To enable consistency in decision-making, there should also be provision for the President or any two members of UNAT to refer important cases to the whole Tribunal.³⁴

99. Just as important as the harmonization of UNAT and ILOAT jurisprudence is the harmonization of status and work practices. The work practices of UNAT could be made more efficient.³⁵ Judges of UNAT should be paid a proper honorarium that is not less than that paid to their ILOAT counterparts.³⁶

VI. Legal representation

Panel of Counsel

100. The Panel of Counsel, which was formally established in 1984 and which has the responsibility to provide legal assistance and representation to United Nations staff members in proceedings within the internal justice system, is extremely underresourced and is not professionalized. Yet as the first port of call in the formal justice system for staff members, and as a body that also plays an active role in the informal system by advising staff members on whether and how to seek informal resolution of disputes, its responsibilities are onerous. As a result, the current structure of and resources available to the Panel are fundamentally inconsistent with the goal of an efficient and effective administration of justice in the United Nations. The Panel has functioned to the extent it has because of the dedication and hard work of its small staff and volunteers.

101. The Panel of Counsel received 266 new cases in 2005, 48.5 per cent of which came from offices away from Headquarters. The number of cases in the formal system increased by 45 per cent in 2005, and the number in the informal system decreased by 4 per cent. In the same period, there was a 50.24 per cent increase in the number of cases taken to JAB and an increase of 172 per cent in the number of cases litigated at UNAT.

102. As of February 2006, the Panel of Counsel had only two full-time staff members in New York and four part-time counsel. The only post available for it in the regular budget is one General Service post. The full-time post of the

³⁴ Suggested amendments to deal with these two matters are set out in annex II.

³⁵ The major difference between UNAT and the ILOAT is that ILOAT judges prepare draft judgements in the cases allocated to them at least one month before the sittings commence. The same practice is followed by the judges of the World Bank Administrative Tribunal. Thus, the sittings are much shorter than those of UNAT.

³⁶ Apart from travel and per diem allowance, UNAT judges receive only \$1 per annum. ILOAT judges are paid a daily subsistence allowance during their stay in Geneva at the rate applicable to the D-2 level and are reimbursed their travel expenses in accordance with the ILO Financial Rules. Until recently, the fee for a judge was 1,500 Swiss francs for a judgement in respect of which he or she was rapporteur and 375 SwF for a judgement in respect of which he or she was not rapporteur. As from the May 2006 session, these amounts were doubled. Were UNAT judges paid at the same rate and their draft judgements prepared in advance of the sittings, there would be some cost savings in relation to their per diem allowance.

Coordinator, at the P-2 level, is not financed from the regular budget. In Geneva, there is no full-time coordinator of the Panel, and the Secretary of JAB/JDC serves as acting coordinator in addition to his other functions. In Vienna and in Addis Ababa, retired staff members serve as volunteer coordinators of the Panel, while in Santiago the Coordinator assumed the part-time position in addition to another full-time position. In Nairobi there is no formal coordinator, although there is a part-time coordinator and an informal list of volunteers.

103. In all cases, the coordinators work with volunteers with varying degrees of availability. Offices of the Panel of Counsel do not exist in peacekeeping missions or other field duty stations. The essentially voluntary nature of service in the Panel of Counsel and the pressure of their regular duties for the serving staff members frequently combine to militate against effective representation.

104. In a reflection of the perception that the internal justice system is not independent, staff members who do not have permanent appointments are sometimes reluctant to serve on the Panel of Counsel. Further, they often believe that services as counsel could pit them against a management that has to review their employment contract.

105. Moreover, there is no requirement for legal training or qualifications for service in the Panel of Counsel, and an overwhelming majority of individuals serving as counsel on the Panel lack legal qualifications. While these counsel are committed to their duties and perform to the best of their abilities, a “system of justice” in which something as important as the provision of legal advice and assistance to staff members of the United Nations is frequently undertaken by non-lawyers is unsatisfactory.

106. The Redesign Panel notes that legal assistance to the management of the Organization is undertaken not by volunteers without legal training, but by a cadre of professional lawyers in the Department of Management and the Office of Legal Affairs. This disparity in legal resources available to the management and staff members has created an egregious inequality of arms in the internal justice system.

Proposed Office of Counsel

107. A professional Office of Counsel should be established for the United Nations, staffed by persons with legal qualifications — at the minimum, qualifications recognized by the courts of any Member State. They should serve on a full-time basis and be properly resourced. Considering that the Office of Counsel will cover not just the Secretariat but also the funds and programmes, it is proposed that the latter contribute to the resources of the Office.

108. The establishment of the Office of Counsel will not preclude voluntary service in the Panel of Counsel by retired staff members of organizations in the United Nations system who are qualified lawyers, as a back-up to full-time counsel. Nor will it preclude the possibility of recourse to outside counsel either on a pro bono basis or paid for personally by staff members.

109. Although the Office of Counsel should be based at Headquarters in New York, it should have coordinators in Geneva, Vienna, Nairobi, the regional economic commissions and peacekeeping missions with significant numbers of civilian staff. The coordinators in these regional duty stations should serve full-time in this

function. The Redesign Panel recommends that the General Assembly establish a post of the Director of Office of Counsel in New York at the D-1 level, plus one P-5 post of Senior Staff Counsel, two P-2 posts of Associate Staff Counsel and three General Service posts. There should also be posts of one Coordinator at the P-3 level and one General Service staff member at each of the following duty stations: Geneva, Vienna, Nairobi, Addis Ababa/Johannesburg, Santiago/Panama City and Amman/Beirut.

110. Representatives of the Office of Counsel in peacekeeping missions should report to the Director of the Office at Headquarters, but the necessary posts should be established as part of the budget of the mission. Given the large numbers of field offices and staff in Africa, the two regional offices in Nairobi and Addis Ababa/Johannesburg are necessary in order to give that region effective coverage.

111. To avoid conflicts of interest and to ensure independence, the proposed Office of Counsel should be relocated from the Department of Management to the proposed Office for the Administration of Justice.³⁷

Legal representation of the Organization

112. The Redesign Panel is required by its terms of reference to consider the role of the Administrative Law Unit. There can be no doubt that under the existing system there is a conflict of interest insofar as the Administrative Law Unit advises on whether a decision should be reviewed or modified and, if not, later defends the position taken in a subsequent appeal.

113. The Panel is of the view that the review process should be abolished. The Administrative Law Unit could concentrate on its function as legal adviser to management.

114. Legal advisers are already available at most duty stations. However, with the decentralization of the justice system and the consequential delegation of authority to the executive heads of offices away from Headquarters and missions, it may be necessary to provide additional legal advisers in duty stations away from New York. It will also be necessary to designate legal representatives for each of the regions covered by the proposed new system.

VII. Education and training

115. The efficacy of the proposed reforms to both the formal and the informal justice systems depends on the careful education and training of all judges, ombudsmen, legal representatives, registrars, mediators and court and office staff. Due consideration must be given in all training programmes to the unique nature of the United Nations.

116. The new role of mediation in the proposed system requires particular attention, since its novelty and unfamiliarity, as well as the duty of confidentiality it imposes, require targeted training to ensure its successful implementation. In the informal

³⁷ See section IX, on independence and transparency.

system, the Ombudsmen, the coordinating mediator and the mediators should be provided with training on the new justice system.

117. Judges should be provided with training to familiarize them with the Organization and its funds and programmes, in particular their administrative structures. As they should also be empowered to mediate disputes, they should undergo high-level training in judicial mediation.

118. All registrars and registry staff should receive the same United Nations familiarization programme as the judges and should also be trained in court administration. This involves the case management of court files, handling requests for information and dealing with litigants. The training should comprise both an educational programme and rotating internships with international or national court systems that have developed efficient systems of court administration. If necessary, follow-up training can be provided by an outside senior court administrator. Finally, the registrars should undergo mediation training similar to that given to the judges.

119. Management should be provided with a training programme designed to familiarize them with the new system of justice and to promote the identification, prevention and settlement of workplace conflict, including with regard to accountability and cross-cultural issues.

VIII. Accountability

120. An integrated and effective system of accountability requires that managers assume authority and responsibility for their decisions and, if necessary, answer for them within the context of the management structure and the justice system.

121. In order to achieve an effective change in management culture and to properly address the prevailing perception that the present system shields managers from accountability, the Redesign Panel proposes that they personally answer for their acts and decisions and that the formal justice system entertain applications for the enforcement of individual financial accountability. Moreover, United Nations Dispute Tribunal judges should refer appropriate cases to the Secretary-General for possible action to enforce accountability.

IX. Independence and transparency

122. The introduction of a formal system of justice in which professional judges will make binding decisions will necessarily change the role of the Secretary-General. If the persons who took the decisions or actions in question are directly responsible for the defence of their actions, the Secretary-General will no longer be directly involved in litigation. In recognition of this, it is proposed that proceedings should be brought against the Organization or the relevant fund or programme, and not, as is currently the case, against the Secretary-General or the executive head of the fund or programme.³⁸ This will conform to the legal reality and also to the practice in other international organizations.

³⁸ Proceedings in UNAT are brought against the Secretary-General even when they concern the funds and programmes.

123. Moreover, it will allow the Secretary-General to be, and to be seen as, the guardian of the integrity of the internal justice system and protector of the rule of law. In this capacity, the Secretary-General will be able to ensure that both managers and staff abide by the spirit of the Charter, the applicable rules and regulations and international human rights standards.

124. For a system of justice to have institutional independence, it is essential that it have operational and budgetary autonomy. To ensure that independence, it is proposed that an Office of Administration of Justice be established, headed by an executive director at the rank of Assistant Secretary-General and appointed by the Secretary-General after consultation with staff. The executive director should have extensive experience within the United Nations system and possess legal qualifications. The role of the executive director will include:

- (a) Overall administrative coordination of the internal United Nations justice system;
- (b) Overall supervision and coordination of registries and the Office of Counsel;
- (c) Coordination of the monitoring and oversight of the system;
- (d) Liaison with the Office of Internal Oversight Services and other bodies whose work has an impact on the justice system;
- (e) Identification of rules, regulations and administrative instructions that need to be changed to ensure substantive justice;
- (f) Preparation of an annual report on the formal justice system for transmission by the Secretary-General to the General Assembly;
- (g) Overall responsibility for the management of financial and budgetary matters for the formal justice system and the Office of Counsel, including interface with the General Assembly;
- (h) Representation of the United Nations in meetings with other international administrative tribunals and similar bodies, and on the question of administration of justice in general.

125. For the formal system of justice to be truly independent, it is essential that it be properly resourced by regular budget allocations for posts and travel. Initially, it will also be necessary to provide for establishment costs, including hearing/conference rooms, videoconferencing, sound recording, communication systems and up-to-date computer hardware and software.

126. An important aspect of judicial independence is that the judges must have sole responsibility for the management of their judicial activities. In the proposed new system, they will be assisted by registrars who will be under the overall supervision of the executive director but who will be directly responsible to the judges in relation to judicial matters. However, the key prerequisite for judicial independence is that judges be free from external influence. Thus, appointment and removal procedures, such as those proposed in the present report, must be put in place to ensure their independence.

127. It is proposed that a five-member Internal Justice Council be established, consisting of a staff representative, a management representative and two

distinguished external jurists, one nominated by the staff and one by management, and chaired by another distinguished external jurist appointed by the Secretary-General after consultation with the other four members. The Internal Justice Council will be responsible for monitoring the formal justice system and also for compiling a list of not fewer than three persons eligible to be appointed to each judicial position.

128. The judges of UNAT should be appointed by the General Assembly from the list prepared by the Internal Justice Council and submitted by the Secretary-General. The judges of the United Nations Dispute Tribunal should be appointed by the Secretary-General from the list prepared by the Internal Justice Council. The Dispute Tribunal judges should elect their own President, as is the case for UNAT. No two members of either Tribunal should be nationals of the same State.

129. To be eligible for appointment as a judge, a person should:

- (a) Be of high moral character;
- (b) Have the qualifications and recognized competence necessary for appointment to high judicial office;
- (c) Have at least 10 years relevant professional experience in the case of the judges of the Dispute Tribunal and at least 15 years in the case of UNAT judges.

130. Judges of the Dispute Tribunal and of UNAT should be appointed for a term of five years, renewable once only, and be removable only by the General Assembly, at the request of the Secretary-General, and only on grounds of proven misconduct or incapacity. Furthermore, a person appointed as a judge should not be eligible for appointment to any other post within the United Nations, except another judicial post.

131. The principal registrar, registrars and other registry staff (including judges' staff) should be appointed as staff of the United Nations. The principal registrar and registrars should be appointed only after consultation with the President of UNAT and the appropriate Dispute Tribunal judge.

X. Cost-effectiveness

132. The strengthened Office of the Ombudsman, with the Mediation Division, will require additional resources, but only a modest increase over the current budgets of the three existing Ombudsman Offices.³⁹ However, the strengthened Office will bring considerable efficiency benefits to the justice system as a whole. The proposed system is designed to allow the informal and formal systems to work together to resolve disputes at the earliest possible stage. Increasing resources devoted to the prevention and early resolution of disputes will result in significant downstream savings for, and ensure the more efficient functioning of, the formal justice system.

133. The current formal system of justice is very costly and needs to be replaced by a cost-efficient system. The fact that the various advisory bodies are composed of volunteer staff members generates the illusion that they involve little cost. The truth is the exact opposite.

³⁹ See para. 48 above and footnote 17; see also annex IV.

134. There are currently four posts in the UNAT secretariat and not fewer than 16 devoted to the secretariats of the various advisory bodies (including the JDC for UNDP). Further, large numbers of staff are engaged in the work of the latter bodies at times when they would otherwise be performing their official duties.

135. There are 69 JAB and 40 JDC members in New York; 45 JAB and 27 JDC members in Geneva; 20 JAB and 10 JDC members in Vienna; and 24 JAB and 33 JDC members in Nairobi. In total, there are more than 250 staff members participating in the JABs and JDCs, who deal with not more than 250 cases in a given year.⁴⁰

136. It is impossible to calculate precisely the time dedicated by staff to JAB and JDC work. However, in New York, the time dedicated by staff to JAB activities in 2005 was the equivalent of approximately 50 working weeks, while for JDC it was the equivalent of approximately 84 working weeks. It is estimated that in Geneva, for 2004 and 2005, staff members dedicated 2.2 working days to each JAB case and two working weeks to each JDC case, resulting in the equivalent of approximately 73 working weeks.

137. In addition to the direct cost of JABs and JDCs, account must be taken of the time and effort of those representing both staff and management in what are complicated and lengthy processes. Further, there are significant hidden costs resulting from delays, including, from time to time, the award of damages by UNAT for precisely that reason. Moreover, the lengthy nature of proceedings, the lack of due process and the uncertainty of outcome generate a climate of restlessness and demoralization, which exacts a heavy cost, not only on individual staff members, but also on work relations in the units in which they perform their functions and, ultimately, on the Organization as a whole.

138. The proposed new system will evidently require significant resources. However, they will be considerably less than if an imaginative effort were made to make the present system perform better — an effort that would still not guarantee an effective or efficient system. By contrast, the proposed new system will save time, provide due process and ensure predictability. This will reduce the demotivation and demoralization of staff and result in a more efficient use of the Organization's resources.

139. Suggested posts for the proposed formal system, the Office of the Ombudsman and the Office of Counsel are set out in annexes III, IV and V.

XI. Consequential and transitional measures

140. The Panel sees no insuperable difficulty in establishing a new system of internal justice that is fully functional by 1 January 2008. To that end, immediate steps should be taken to appoint the executive director of the Office of Administration of Justice. The executive director must be provided with sufficient staff and resources from the very beginning to undertake the necessary start-up work.

⁴⁰ In 2003 and 2004, the number of cases disposed by all JABs was 266 and 227, respectively; for the JDCs, the numbers were 26 and 24, respectively.

141. The JDCs and JABs will continue to function until the new system is operational. Accordingly, it is desirable to establish the Office of Counsel as soon as possible.

142. To ensure that the new formal system is functioning by 1 January 2008, it is essential to establish the Internal Justice Council at an early date so that it can compile lists of candidates for the timely appointment of United Nations Dispute Tribunal judges and the filling of any vacancies that occur within UNAT. It will be necessary to prepare a draft statute creating the Dispute Tribunal and amendments to the Statute of UNAT to confer appellate jurisdiction.

143. Early action should be taken to establish registries and to equip them with the requisite facilities. Although the executive director will be able to undertake much of this work, it is essential that there be someone with extensive experience in court administration to assist in the establishment of the registries and the training of the registrars and other registry staff. Additionally, it will be necessary to prepare forms and interim rules for the Dispute Tribunal and amendments to UNAT rules to cover its new appellate jurisdiction.

144. Perhaps the most important step to be taken before the Dispute Tribunal becomes operational is the preparation of a handbook setting out details of the new system and explaining how proceedings can be commenced. The handbook should be available in all six official languages of the United Nations and should be provided to all staff. The same information should be made available on the Intranet.

145. Additionally, the Administration will have to make the necessary arrangements for the delegation of authority to the executive heads of all duty stations with respect to disciplinary action. It will also be necessary to make amendments to the Staff Rules and Regulations and administrative instructions with respect to the setting aside of appointments where there has been a flawed appointment process and for the new judicial procedures.

146. Timely steps should be taken to establish standing panels on disciplinary matters and to select assessors for disciplinary cases.

147. Because the new system depends on the informal and formal systems complementing each other, it is essential that the unification and strengthening of the Office of the Ombudsman in the field by the appointment of Ombudsmen in offices away from Headquarters and field operations and by the establishment of the Mediation Division be completed by the time the new formal system comes into operation.

148. Finally, it will be necessary to make provision for clear transitional procedures in the statute establishing the United Nations Dispute Tribunal. In this regard, the Panel considers that the JABs and JDCs should proceed with all current matters and all matters filed until 1 January 2008, but that matters not disposed of by that date should be transferred to the Dispute Tribunal to be determined in accordance with the pleadings as filed and such further pleadings as may be directed.

XII. Conclusions

149. In adopting resolution 59/283 and authorizing the establishment of the Redesign Panel with wide terms of reference, the General Assembly took a major step towards comprehensive reform of the United Nations, in particular ensuring that the Secretariat, as one of the principal organs of the Organization, is brought under the rule of law. There could be no issue of greater importance for the management of the Organization than that there should be an efficient, independent and effective system of internal justice.

150. Thus, the Redesign Panel, after wide consultations, concludes that the dysfunctional system of administration of justice that currently exists is outmoded and inconsistent with the principles and aspirations of the United Nations, and needs to be replaced.

151. The Redesign Panel has undertaken its assignment with every sense of responsibility, cognizant of the special nature of the United Nations. The Panel believes that investing in a professional, independent, efficient and well-resourced internal justice system is an indispensable step in the renewal of the Organization. The overall design of the proposed new system is depicted in an organization chart in annex VI.

XIII. Recommendations

152. The Redesign Panel recommends the establishment by the General Assembly of a completely new system of administration of justice in the United Nations. The new internal justice system should be a professional, independent and decentralized one, fully consistent with international human rights standards.

153. The Redesign Panel recommends the early establishment of an Office of Administration of Justice in the United Nations, headed by an executive director with the rank of Assistant Secretary-General.

154. In this context, the Panel recommends the establishment of a two-tiered system of formal justice, comprising a first-instance decentralized tribunal, the United Nations Dispute Tribunal, composed of professional judges with power to make binding decisions and with jurisdiction as set out in annex I. The Tribunal should replace existing advisory bodies, including the Joint Appeals Boards and the Joint Disciplinary Committees, but not including the rebuttal panels and Classification Appeals and Review Committees.

155. The United Nations Administrative Tribunal should be renamed the United Nations Appeals Tribunal and its Statute amended to include a new appellate jurisdiction as set out in annex II.

156. The scope and jurisdiction of the informal and formal internal justice system should include all persons employed by the United Nations in a remunerated post or performing personal services under contract with the Organization.

157. Consultations should be held with the United Nations Joint Staff Pension Fund and other bodies subject to the administrative jurisdiction of the Administrative Tribunal with a view to amending its Statute to expand the definition of staff, to enable it to grant the relief it considers appropriate and otherwise to bring it into

harmony with the Statute of the Administrative Tribunal of the International Labour Organization.

158. The process of administrative review before action in the formal justice system should be abolished.

159. Managers and staff members should be held personally accountable for their decisions and actions. Accordingly, the formal justice system should entertain applications for the enforcement of individual financial accountability, and Dispute Tribunal judges should have power to refer appropriate cases to the Secretary-General for possible action to enforce that accountability.

160. Staff associations should have an independent right to bring a class or representative action on behalf of their members.

161. Full delegation of authority should be granted to special representatives of the Secretary-General heading peacekeeping and political missions and to heads of offices away from Headquarters in misconduct and disciplinary cases.

162. A clear framework of cooperation and coordination between the Office of Internal Oversight Services and the United Nations internal justice system should be established on a priority basis.

163. Standing Boards of Inquiry should be established in all peacekeeping missions of the United Nations, with full-time members in large missions.

164. The Redesign Panel recommends a single integrated but decentralized Office of the Ombudsman for the United Nations Secretariat and the funds and programmes.

165. The Secretary-General should appoint the United Nations Ombudsman; the Ombudsman for funds and programmes will be appointed by the executive heads of those bodies. A selection committee, composed of a staff representative, a management representative and two distinguished outside Ombudsmen, one appointed by the staff and one by management, and chaired by a third distinguished Ombudsman appointed jointly by the Secretary-General and the executive heads of the funds and programmes, should submit a list of not fewer than three names for each position of Ombudsman, taking into consideration the nature and the characteristics of these institutions.

166. The Office of the Ombudsman should be strengthened by combining the functions of formal mediation with proactive monitoring of maladministration.

167. A Mediation Division should be established within the Office of the Ombudsman.

168. The Panels on Discrimination and Other Grievances should be abolished; their functions, as they relate to the informal system, should be transferred to the Office of the Ombudsman and their other functions to the formal system of justice.

169. The Staff Rules and Regulations should be amended to allow the Secretary-General to declare a post vacant where the appointment process has been flawed.

170. A professionalized Office of Counsel should be established and located in the proposed Office of the Administration of Justice.

171. The Department of Peacekeeping Operations should take the necessary steps to identify the peacekeeping missions of adequate size that would benefit most from the services of Ombudsmen and coordinators of the Office of Counsel and ensure the inclusion of such posts in the missions' budget proposals.

172. Proceedings in the formal justice system should be brought against the Organization or the relevant fund or programme, not the Secretary-General or the executive heads.

173. An Internal Justice Council should be established to compile lists of candidates for appointment as judges in the Organization's internal justice system, and to monitor that system.

174. Judges of the United Nations Administrative Tribunal should be appointed by the General Assembly from the list of candidates prepared by the Internal Justice Council. In the case of the judges of the United Nations Dispute Tribunal, they should be appointed by the Secretary-General from the list prepared by the Internal Justice Council.

175. The new internal justice system should be provided with post resources as set out in annexes III, IV and V.

176. Subject to the approval of a new system of internal justice by the General Assembly, it should become operational on 1 January 2008.

177. Education and training will be the cornerstone of the successful operation of the new internal justice system. Intensive training should be provided to all persons involved in the internal justice system. Staff members should be provided with a simply written handbook on the new system in all six official languages of the United Nations as a matter of priority.

Signed by the members of the Redesign Panel and submitted to the Secretary-General on 20 July 2006 for transmission to the General Assembly.

Mary **Gaudron**

Louise **Otis**

Ahmed **El-Koshari**

Diego **Garcia-Sayan**

Kingsley C. **Moghalu**

Annex I

Jurisdiction of the United Nations Dispute Tribunal

The Tribunal shall be competent to hear and to pass final and binding judgement in the following matters:

(a) Complaints by individual staff members against the Organization or its funds and programmes:

(i) Alleging non-compliance with the terms of their appointment or the conditions of their employment;

(ii) With respect to decisions adversely affecting their interests, provided that, in the case of disputed decisions with respect to classification or performance appraisal, a complaint shall not be receivable unless the Classification Appeals and Review Committee or the rebuttal panel, as the case may be, has completed its consideration of the case;

(iii) Alleging prejudicial or injurious conduct that does not conform to the Staff Rules and Regulations or administrative instructions, that involves a breach of the duty of care, the duty to act in good faith or the duty to respect the dignity of staff members, that infringes their rights, including the right to equality, or was engaged in for an improper purpose, including reprisal for seeking the assistance of the Ombudsman's Office or for bringing action before the Tribunal;

(iv) With respect to the imposition of disciplinary measures;

(b) Applications by a staff association against the Organization or its funds and programmes:

(i) To enforce the Staff Rules and Regulations or associated administrative instructions;

(ii) On behalf of a particular class of its members affected by a particular administrative decision.

(c) Applications by the Organization or its funds and programmes to enforce staff and financial rules relating to accountability against individual staff members.

Notes

It will be necessary to define "staff" widely. It could, for example, be defined as follows:

"Staff" includes former staff and persons making claims in the name of deceased staff members and means all persons who perform work by way of their own personal service for the Organization, no matter the type of contract by which they are engaged or the body or organ by whom they are appointed but not including military or police personnel in peacekeeping operations, volunteers, interns or persons performing work in conjunction with the supply of goods or services extending beyond their own personal service or pursuant to a contract entered into with a supplier, contractor or a consulting firm.

It may be necessary to make special provision for UNRWA staff.

Annex II

Amendments to the Statute of the United Nations Administrative Tribunal to cover its new appellate jurisdiction

Article 2

Amend the first sentence of article 2 to read:

“The Tribunal shall be competent to hear and pass judgement upon appeals from decisions and judgements of the United Nations Dispute Tribunal and upon applications not falling within the jurisdiction of the United Nations Dispute Tribunal alleging non-observance of contracts of employment of staff members of the Secretariat of the United Nations or of the terms of appointment of such staff members.”

Article 7

Insert a new subarticle 1 reading:

“1. An appeal shall not be receivable unless a notice of appeal is filed within 45 days of the decision or order that is the subject of the proposed appeal.”

Renumber the existing subarticles 1; 2 (a), (b) and (c); 3; and 4 as 2 (a); 2 (b) (i), (ii) and (iii); 2 (c); and 2 (d), respectively.

Renumber subarticles 5, 6, and 7 as 3, 4 and 5, respectively.

Amend renumbered subarticles 4 and 5 to read:

“4. The filing of an appeal or of an application shall not have the effect of suspending the execution of the judgement or decision contested.

“5. Appeals and applications may be filed in any of the six official languages of the United Nations.”

Article 8

Amend the first sentence of article 8 to read:

“Where the President or any two members of the Tribunal sitting in any particular case consider that the case raises a significant question of law, he or they may, at any time before they render judgement, refer the case for consideration by the whole Tribunal.”

Article 10

Insert a new subarticle 1 reading:

“1. If the Tribunal finds that an appeal from a decision or judgement of the United Nations Dispute Tribunal is well founded, it shall allow the appeal, either in whole or in part, and make such order or orders as should have been made at first instance. Otherwise, it shall dismiss the appeal.”

Renumber the existing subarticles 1, 2, and 3 as subarticles 2 (a), (b) and (c), respectively.

Amend the first sentence of renumbered subarticles 2 (a) to read:

“If the Tribunal finds that an application not falling within the jurisdiction of the United Nations Dispute Tribunal is well founded, it shall order the rescinding of the decision contested or the specific performance of the obligation invoked.”

Amend the first sentence of renumbered subarticle 2 (b) to read:

“(b) Should the Tribunal find in relation to an application not falling within the jurisdiction of the United Nations Dispute Tribunal that the procedure prescribed in the Staff Regulations or Staff Rules has not been observed, it may, at the request of the Secretary-General and prior to the determination of the merits of the case, order the case remanded for institution or correction of the required procedure.”

Annex III

Recommended posts: formal justice system

<i>Level</i>	<i>Total</i>	<i>Administration and support staff (Office of Director of Justice, New York)</i>	<i>Judiciary (United Nations Administrative Tribunal and United Nations Dispute Tribunal)</i>
ASG	1	1 Executive Director of the Office of the Administration of Justice (New York)	
Special			7 part-time UNAT judges, to be paid a proper honorarium
Special	5		1 New York UNDT Judge 1 Geneva UNDT Judge 1 Nairobi UNDT Judge 2 half-time UNDT Judges in Santiago and Bangkok } remunerated at the ASG level
D-1	1	1 Principal Registrar	
P-5	3	1 Principal Assistant to the ASG 1 New York Registrar 1 Geneva Registrar	
P-4	3	1 Nairobi Registrar 1 Santiago Registrar 1 Bangkok Registrar	
P-3	3	3 research staff for UNAT and for the Principal Registrar	
P-2/P-3	5		1 Assistant to New York UNDT judge (also to assist New York Registrar as needed) 1 Assistant to Geneva UNDT judge (also to assist Geneva Registrar as needed) 1 Assistant to Nairobi UNDT judge (also to assist Nairobi Registrar as needed) 2 Assistants to half-time UNDT judges (also to assist Santiago and Bangkok Registrars as needed)
G-5/G-7	7	1 for ASG 1 for Principal Registrar (to assist ASG, New York Registrar and UNAT judges as needed) 1 for New York Registrar 1 for Geneva Registrar 1 for Nairobi Registrar 1 for Santiago Registrar 1 for Bangkok Registrar	

Annex IV

Recommended posts: Office of the Ombudsman

<i>Level</i>	<i>Total</i>	<i>Administration and support staff</i>	<i>Ombudsmen and mediators</i>
ASG	1		1 United Nations Ombudsman (New York)
D-2	1		1 Ombudsman for Funds and Programmes (New York)
D-1	7	1 Principal Officer of the Office of the Ombudsman (New York)	1 Regional Ombudsman (Geneva) 1 Regional Ombudsman (Nairobi) 1 Regional Ombudsman (Bangkok) 1 Regional Ombudsman (Amman/Beirut) 1 Regional Ombudsman (Santiago/Panama) 1 Coordinating Mediator (Mediation Division, New York)
P-5	2		1 Deputy Regional Ombudsman (Addis Ababa/Johannesburg) 1 Deputy Regional Ombudsman (Vienna)
P-4	4	2 Legal Officers (New York)	2 Mediators (Mediation Division, New York)
P-2/P-3	6	1 Case Officer/Legal Officer (Geneva) 1 Case Officer/Legal Officer (Nairobi) 1 Case Officer/Legal Officer (Bangkok) 1 Case Officer/Legal Officer (Amman/Beirut) 1 Case Officer/Legal Officer (Santiago/Panama) 1 Legal Officer (Mediation Division, New York)	
G-5/G-7	9	1 (Geneva) 1 (Nairobi) 1 (Bangkok) 1 (Amman/Beirut) 1 (Santiago/Panama) 3 (New York) 1 (Mediation Division, New York)	
Consultants			On-call international mediators, paid case by case.

Notes

The current system (regrouping three offices of the Ombudsman/Ombudsperson/Mediator) has the following posts: one ASG, seven D-1 (including the three Ombudsmen for Geneva, Vienna and Nairobi already budgeted for 2007), one P-5, two P-4, two P-3, six General Service and four consultant Ombudspersons who are paid up to \$30,000 each.

The proposed new system will require 11 new posts — one D-2, one P-5, two P-4, four P-2/P-3, three G-5 — and will save up to \$120,000 a year, since the four consultant Ombudspersons will no longer be required.

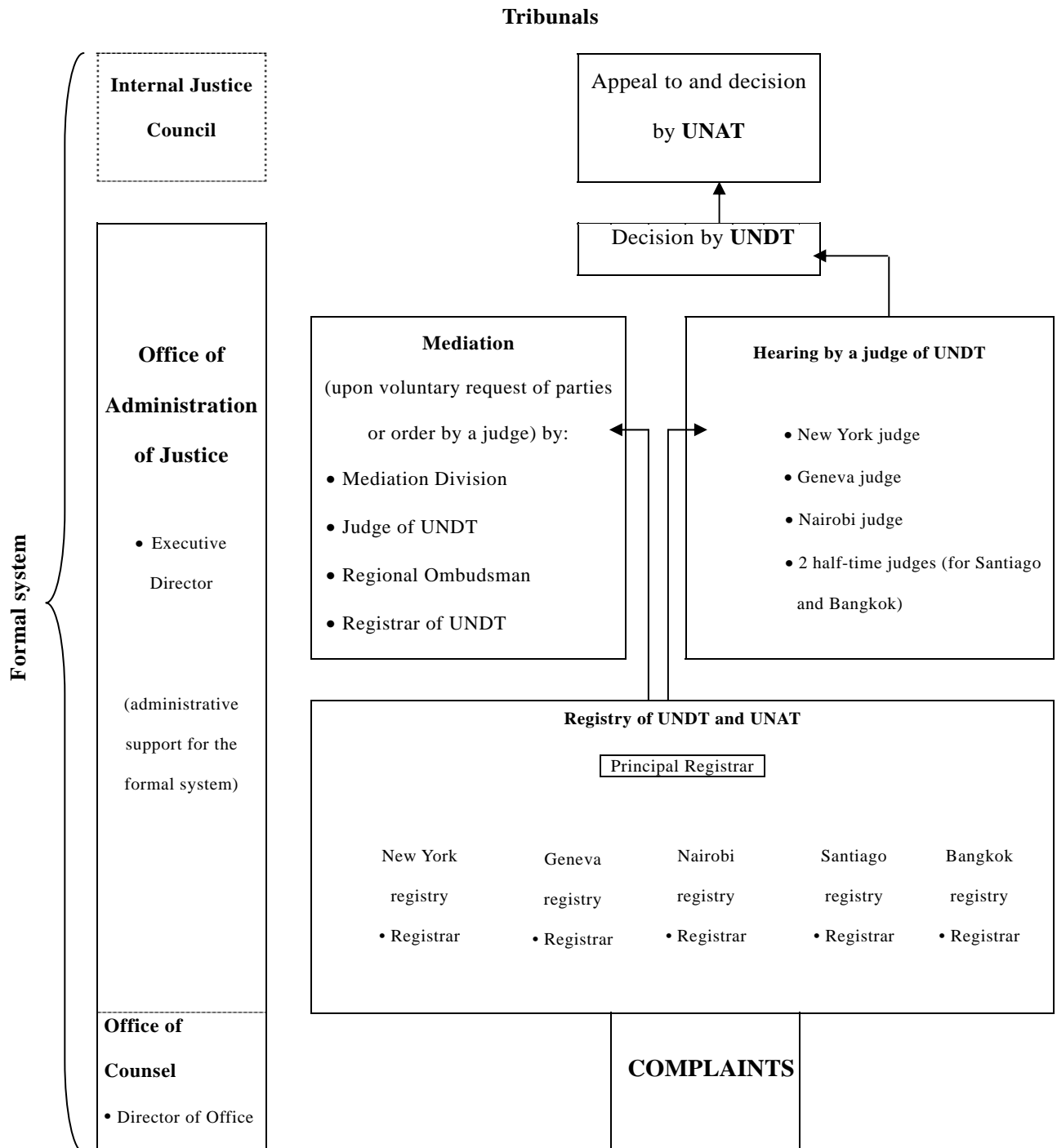
Annex V

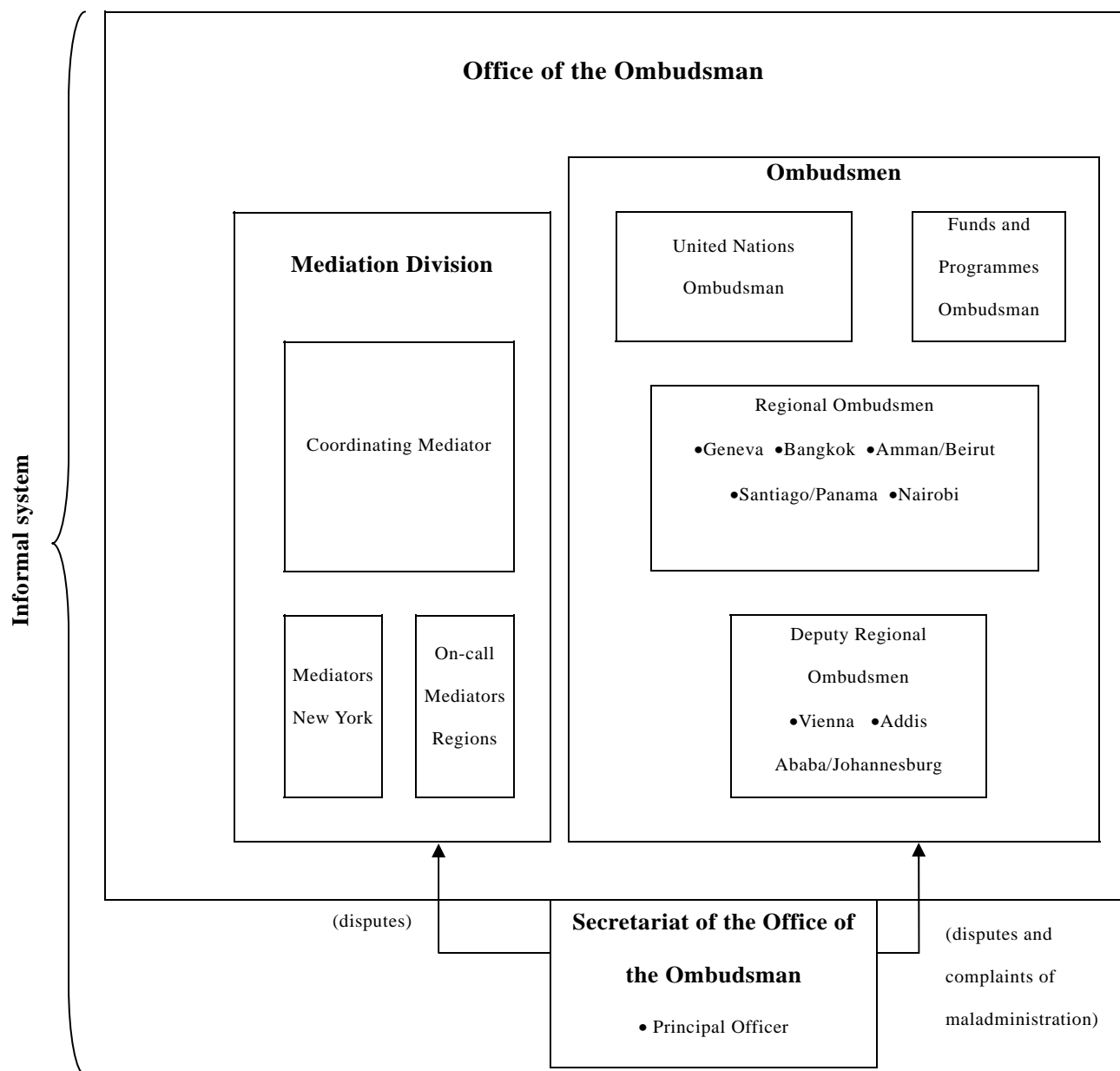
Recommended posts: Office of Counsel

<i>Level</i>	<i>Total</i>	<i>Administration and support staff</i>	<i>Counsel</i>
D-1	1	1 Director of the Office of Counsel (New York)	
P-5	1		1 Senior Staff Counsel (New York)
P-3	6		1 Regional Coordinating Counsel (Geneva) 1 Regional Coordinating Counsel (Vienna) 1 Regional Coordinating Counsel (Nairobi) 1 Regional Coordinating Counsel (Addis Ababa/ Johannesburg) 1 Regional Coordinating Counsel (Santiago/ Panama) 1 Regional Coordinating Counsel (Amman/Beirut)
P-2/P-3	2		2 Staff Counsel (New York)
G-5/G-7	9	3 (New York) 1 (Geneva) 1 (Vienna) 1 (Nairobi) 1 (Addis Ababa/Johannesburg) 1 (Santiago/Panama) 1 (Amman/Beirut)	

Annex VI

Proposed system of United Nations internal justice







General Assembly

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Follow-up to the outcome of the Millennium Summit

Note by the Secretary-General

1. In the Outcome document of the 2005 World Summit (resolution 60/1), the Heads of State and Government recognized the importance of the unique expertise and resources that the United Nations system brings to global issues. The global leaders commended the extensive experience and expertise of the various development-related United Nations organizations and their important contributions to the achievement of the Millennium Development Goals and other broader development objectives.

2. However, the leaders recognized the need to build on ongoing reforms aiming at a more effective, coherent and better performing United Nations country presence. They specifically invited me to “launch work to further strengthen the management and coordination of United Nations operational activities so that they can make an even more effective contribution to the achievement of the internationally agreed development goals, including the Millennium Development Goals”. The principal challenge for this work was identified as being in the fields of development, humanitarian assistance and the environment, while taking into account the cross-cutting areas of gender equality, sustainable development and human rights.

3. In putting in place arrangements for the study to be carried out in an expeditious and focused manner, it was my view that the United Nations system needed to further accelerate its efforts to support countries in meeting the Millennium Development Goals. Without a substantial renewed effort, the international community would not be able to live up to the ambition of the Millennium Development Goals. I considered that we required advice that brought together high-calibre political insight and managerial and operational know-how.

4. I asked three serving Prime Ministers, Prime Minister Shaukat Aziz of Pakistan, Prime Minister Luísa Dias Diogo of Mozambique and Prime Minister Jens Stoltenberg of Norway, to co-chair a High-level Panel on United Nations System-wide Coherence in the areas of development, humanitarian assistance and the environment. The Panel was composed of former Presidents Ricardo Lagos of Chile and Benjamin W. Mkapa of the United Republic of Tanzania and the following eminent international figures, Chancellor of the Exchequer Gordon Brown (United



Kingdom of Great Britain and Northern Ireland), former Chief Executive Officer and Chairman of the Global Environment Facility Mohamed T. El-Ashry (Egypt), President of the Canadian International Development Agency Robert Greenhill (Canada), Former Director-General for Development Cooperation Ruth Jacoby (Sweden), European Union Commissioner for Development and Humanitarian Aid Louis Michel (Belgium), Director General of the French Development Agency Jean-Michel Severino (France), Under Secretary for Economic, Business and Agricultural Affairs of the United States Department of State Josette S. Sheeran (United States of America) and Former State Secretary for Foreign Affairs Keizo Takemi (Japan). Representing the United Nations system, Kemal Derviş (Turkey) and Lennart Båge (Sweden) served as ex officio members of the Panel.

5. The Panel presented me with its report on 9 November 2006 and two co-chairs, Prime Minister Shaukat Aziz and Prime Minister Stoltenberg, joined me to launch the report at the informal briefing to the General Assembly, under the auspices of the President of the General Assembly.

6. The Panel report, entitled “Delivering as one”, provides a clear and balanced analysis and series of ambitious but practical recommendations that can have a significant and long-lasting impact on the effectiveness and relevance of the United Nations system. In the area of development, the report recommends a “One United Nations” at the country level that has full country ownership, and is supported by a strengthened and more consolidated funding structure to substantially increase the effectiveness of United Nations interventions. Practical measures related to humanitarian assistance, environmental protection and gender equality and women’s advancement will also strengthen the coherence, sustainability and impact of the United Nations delivery. The Panel has also proposed measures to strengthen coherence at the centre in the areas of governance, funding and management that are critical for a revamped United Nations development system. Moreover, many of the proposals are meant to ensure a much more effective integration and strengthening of the policy and normative role of the United Nations and better alignment with operational roles and structures.

7. I am very pleased to transmit the report of the Panel herewith to Member States for their consideration with my strong support for its recommendations. I urge the General Assembly to support their implementation as well.

Consultation process

8. I am also transmitting the Panel’s report to my successor, Ban Ki-moon, to enable him to formulate specific proposals on how the Panel’s recommendations should be taken forward. The new Secretary-General may wish to present a more detailed report on the Panel’s recommendations once he has taken office. In this regard, I will be proposing to the new Secretary-General that he ensure that his office remain engaged in the oversight, coordination and tracking of the implementation of the report.

9. The Panel’s report is very rich in terms of analysis and recommendations, and covers a great deal of ground. Therefore, it will be essential for there to be a process of informal dialogue on the Panel’s report to build broad-based common understanding of its objectives, contents and proposals. These consultations should involve all delegations, senior officials from across the United Nations system and,

if possible, Government officials, country-level practitioners and other experts. This would allow for different perspectives to be heard and stakeholders to become equally informed and aware of the recommendations and their implications.

10. Although the General Assembly will play a critical role in the consultation and decision-making process related to the critical recommendations of the report, other policymakers and actors need to be brought into the discussion to build deeper understanding and ownership of the proposals. This would include consultations within the Economic and Social Council and its commissions, and the governing bodies of United Nations system organizations. In this regard, I have already requested the executive heads of the United Nations specialized agencies, funds and programmes to transmit the report to their individual governing bodies for consideration.

11. Existing conferences and meetings of regional and other groupings could also afford opportunities for informal discussions on the Panel's report. These dialogues could be organized on the report as a whole, or on the various thematic areas contained in the report. Participants should be drawn from all relevant stakeholders.

12. This process of informal consultations/dialogue could culminate in a formal meeting of the plenary of the General Assembly some time in 2007. Once this process is complete, the President of the General Assembly could initiate consultations in "a working group" mode, in order for the General Assembly to consider a resolution on the Panel's report.

13. There will also be extensive United Nations inter-agency discussions on the Panel's recommendations, guided by and respectful of the intergovernmental consideration of the Panel's report. This dialogue will be essential as implementation of the Panel's recommendations will demand not only strong and sustained support from Member States, but also collective leadership and ownership within the United Nations system. Many of the changes proposed will require that individual United Nations agencies, funds and programmes take a broader view in the overall interest of a more coherent United Nations.

14. In this regard, I was very encouraged by the positive preliminary reaction to the Panel's work that was expressed during the Fall session of the United Nations System Chief Executives Board for Coordination (CEB). I have taken this reaction to be a positive signal in terms of our prospects for enacting the necessary system-wide reforms. The United Nations system is clearly united in its desire to improve its coherence and coordination.

Moving forward

15. I have decided to move forward on some of these recommendations, especially since many build on reforms and initiatives that are already being carried out by the executive heads of the United Nations agencies, funds and programmes.

16. The first such recommendation is the establishment of the five pilot One Country Programmes by 2007. A number of countries have already expressed an interest in being among the pilot countries, and we are in the process of determining appropriate criteria to carefully select them. In order to maximize results, we will need to ensure that the One Country Programme is piloted in countries at different stages of development, where United Nations agencies, funds and programmes and

their counterparts are eager to work together to carry forward this pilot exercise. Some of the countries that are expressing an interest in being a pilot country would be building on the considerable progress already made in enhancing the coherence, effectiveness and efficiency of the United Nations at the country level. Well-designed and executed pilot programmes based on the principal of country ownership will provide the basis for further developing and expanding the One United Nations approach, as well as providing input to forthcoming deliberations on the triennial comprehensive policy review of operational activities for development of the United Nations system.

17. The second area that I will be moving forward is in the area of business practices. Great strides in improving performance and delivering results can be realized by implementing this set of recommendations, which clearly build on, and provide impetus to, many of the advances that the United Nations system has already made in this field. It will be essential that we swiftly modernize and achieve full compatibility on processes for resource planning, human resources, common services and evaluation, as these are important drivers of coherence in the United Nations system. In this regard, it is significant to note that the CEB High-Level Committee on Management is making real progress, including on human resource practices, results-based budgeting and the approval of the adoption of International Public Sector Accounting Standards by 1 January 2010. The Panel's recommendations will provide further impetus to this United Nations system-wide effort.

18. The third recommendation that I am taking forward concerns CEB, which I chair. CEB has been asked to undertake a review of its functioning, in the light of experience gained since its establishment in 2001, with a view to improving its performance and accountability for system-wide coherence. Such a review was discussed at the fall session of CEB, and was unanimously welcomed. The Director-General of the International Labour Organization (ILO), Juan Somavia, and the Director-General of the World Trade Organization (WTO), Pascal Lamy, have agreed to lead such a review.

19. I urge the executive heads of the United Nations agencies, funds and programmes to do everything possible to move these recommendations forward.

20. Finally, I have started the process to take forward the recommendation on strengthening the United Nations gender architecture in order to provide one strong and coherent voice on women's issues in the United Nations system, which can better contribute to the overall efforts to achieve the goals of gender equality and empowerment of women. In this regard, I have initiated the necessary steps to request the establishment of the Under-Secretary-General for Gender Equality and Empowerment of Women who would lead a consolidated and strengthened United Nations gender architecture once it is approved by the relevant intergovernmental process. The detailed proposal will be presented to the General Assembly in November 2006. I urge Member States to support it.

Letter dated 9 November 2006 from the Co-Chairs of the High-level Panel on United Nations System-wide Coherence in the areas of development, humanitarian assistance and the environment addressed to the Secretary-General

We have the privilege to transmit to you the report of the High-level Panel on United Nations System-wide Coherence in the areas of development, humanitarian assistance and the environment, entitled “Delivering as one”.

The report puts forward a series of recommendations to overcome the fragmentation of the United Nations so that the system can deliver as one, in true partnership with and serving the needs of all countries in their efforts to achieve the Millennium Development Goals and other internationally agreed development goals.

Our research and consultations revealed that the United Nations system has both strengths and weaknesses. It is an indispensable instrument in an age of growing interconnection between peace and security, sustainable development and human rights. However, bold reforms are needed to improve the effectiveness of the United Nations in delivering its mandate and responding to new and growing challenges. A more united system would be a stronger, more responsive and effective United Nations. A system reconfigured to optimally use its assets and expertise in support of country needs and demands would strengthen the voice and action of the United Nations in development, humanitarian assistance and the environment. A repositioned United Nations — delivering as one — would be much more than the sum of its parts.

Our proposals encompass a framework for a unified and coherent United Nations structure at the country level. These are matched by more coherent governance, funding and management arrangements at the centre. We have sought to consolidate existing entities wherever necessary, and to eliminate unnecessary duplication and competition. In all areas, our proposals identify the comparative advantage of organizations and delineate functions, roles and responsibilities. We have formulated mechanisms that would enable policy consistency and strategies to modernize business practices for better performance and accountability. We have renewed our commitment to put into practice the principles of good multilateral donorship, and to ensure adequate, sustained and secure funding for organizations that upgrade their efficiency and deliver results.

The members of the Panel, while having different perspectives on some issues, all endorse the report and generally agree with its findings. From our extensive consultation process, we can assure you that there are important constituencies of support for each of the Panel’s proposals. We believe that, if taken together and implemented, our recommendations will result in a stronger United Nations system, one that is fit to play the central role envisaged for it in the 2005 World Summit Outcome document.

Our report is addressed to you, but many of our recommendations will require commitment from and action by heads of Government and organizations of the wider United Nations system. Only through their leadership — and the commitment of the incoming Secretary-General — can we realistically forge the consensus and action required for a more cohesive United Nations system.

It has been an honour to take part in this work, and we thank you for the trust you have placed in us to lead this study. We also want to express our deep respect and thanks to all Panel members, who injected total commitment, enthusiasm and creativity into this important task.

We were supported in our work by a secretariat under the leadership of Executive Director Adnan Amin. Mr. Amin and his devoted staff allowed us to benefit from their great experience, invaluable knowledge and astute judgement during and between our deliberations. We are thankful for their dedication and hard work which allowed us to complete our work on time.

(Signed) Shaukat **Aziz**
Co-Chair
Prime Minister of the Islamic Republic of Pakistan

(Signed) Luísa Dias **Diogo**
Co-Chair
Prime Minister of Mozambique

(Signed) Jens **Stoltenberg**
Co-Chair
Prime Minister of Norway

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Beneath the surface of States and nations, ideas and language, lies the fate of individual human beings in need. Answering their needs will be the mission of the United Nations in the century to come

Secretary-General, Kofi **Annan**
Nobel Prize acceptance speech

The true measure of the success for the United Nations is not how much we promise but how much we deliver for those who need us most

Secretary-General-elect, **Ban Ki-moon**
Acceptance speech to the General Assembly upon election

Delivering as one

Report of the High-level Panel on United Nations System-wide Coherence in the areas of development, humanitarian assistance and the environment

Summary

In facing up to the challenges of their times, the world leaders of 60 years ago created new multilateral institutions — the United Nations, the International Monetary Fund and the World Bank — in the conviction that international cooperation was the best way to solve the challenges of the post-war world.

Today we too face significant challenges: ours is an era of global change that is unprecedented in its speed, scope and scale. As the world becomes more interdependent, we are increasingly exposed to acute and growing social and economic inequalities. Poverty, environmental degradation, and lagging development exacerbate vulnerability and instability to the detriment of us all. Achieving the Millennium Development Goals and wider internationally agreed development goals is central to our global economic stability and prosperity.

The United Nations played a crucial role in articulating the Millennium Development Goals. Now it needs to take action to achieve these and the other development goals and to support Governments in implementing their national plans. However, without ambitious and far-reaching reforms the United Nations will be unable to deliver on its promises and maintain its legitimate position at the heart of the multilateral system. Despite its unique legitimacy, including the universality of its membership, the status of the United Nations as a central actor in the multilateral system is undermined by a lack of focus on results, thereby failing, more than anyone else, the poorest and most vulnerable.

The 2005 World Summit in New York gave new impetus to the need for United Nations reform. At the initiative of the Secretary-General, the High-level Panel on System-wide Coherence in the areas of development, humanitarian assistance and the environment has worked for over six months to consider how the United Nations system can most effectively respond to the global development, environmental and humanitarian challenges of the twenty-first century.

We have undertaken a thorough assessment of the strengths and weaknesses of the United Nations system, holding consultations with stakeholders around the world. We commend the United Nations as the indispensable force that drives forward the discourse on human development by defining and creating a global consensus in support of the Millennium Development Goals and the other internationally agreed development goals; playing a leading role in developing the concept of sustainable development; responding rapidly to humanitarian disasters; and mobilizing international action for the protection of the environment. The United Nations system also continues to play an essential role as a convener, setting norms and standards and advising countries on their implementation at the global, regional, national and local levels.

However, we have also seen how the work of the United Nations in the areas of development and the environment is often fragmented and weak. Inefficient and ineffective governance and unpredictable funding have contributed to policy incoherence, duplication and operational ineffectiveness across the system. Cooperation between organizations has been hindered by competition for funding, mission creep and outdated business practices.

Delivering as one and overcoming systemic fragmentation is a central theme of our report. Taken as a whole, our recommendations could result in a step change in the way the United Nations operates at Headquarters, in each region and in each country. If implemented, the recommendations could deliver a better focus on performance, efficiency, accountability and results within the United Nations system, and could also enhance the role and voice of developing countries. These changes would secure and strengthen the role of the United Nations at the heart of the multilateral system.

We have developed a set of clear recommendations that are based on the following five strategic directions:

- Ensure coherence and consolidation of United Nations activities, in line with the principle of country ownership, at all levels (country, regional, Headquarters).
- Establish appropriate governance, managerial and funding mechanisms to empower and support consolidation, and link the performance and results of United Nations organizations to their funding.
- Overhaul business practices of the United Nations system to ensure a focus on outcomes, responsiveness to needs and the delivery of results by the United Nations system, as measured in advancing the Millennium Development Goals.
- Ensure significant further opportunities for consolidation and effective delivery of “One United Nations” through an in-depth review.
- Undertake implementation urgently but not in an ill-planned and hasty manner that could compromise permanent and effective change.

“One” is a central concept in the present report: the United Nations needs to overcome its fragmentation and deliver as one through a stronger commitment to working together on the implementation of one strategy, in the pursuit of one set of goals. We have come up with ambitious but realistic recommendations with the potential to radically change the way the organizations operate at Headquarters, in each region and in each country so as to enable the United Nations to achieve more than the sum of its parts.

The essence of our vision is for the United Nations to deliver as one in the areas of development, humanitarian assistance and the environment. The normative and analytic expertise of the United Nations, its operational and coordination capabilities and its advocacy role would be more effectively brought together at the country, regional and global levels. Member States should shape the governance structures, the funding framework and the business practices to make it so.

One United Nations for development — at the country level

We recommend the establishment of One United Nations at the country level, with one leader, one programme, one budget and, where appropriate, one office.

One third of United Nations country programmes include more than 10 United Nations agencies and in almost one third of them, less than US\$ 2 million is spent by each United Nations agency. One United Nations should be based on a consolidation of all United Nations programme activities at the country level, where the country wishes it. The programme must be developed and owned by the country, in line with its own national priorities. Effective delivery requires a single budgetary framework.

To manage the One United Nations country programme there needs to be one leader — an empowered resident coordinator. The resident coordinator shall be selected on the basis of merit and competition demonstrably open to candidates outside the United Nations Development Programme (UNDP) and the United Nations system. To ensure system-wide ownership of the resident coordinator system, the role of UNDP must change. It should focus and strengthen its operational work on policy coherence and positioning of the United Nations country team, and should withdraw from sector-focused policy and capacity work being carried out by other United Nations entities.

We recommend that 5 One United Nations country pilots be established by 2007 and, subject to satisfactory review, 20 One United Nations country programmes by 2009, 40 by 2010 and all other appropriate programmes by 2012.

One United Nations for development — at the headquarters level

We recommend the establishment of a Sustainable Development Board to oversee the One United Nations country programmes.

A coordinating board is necessary to provide oversight for the One United Nations country programme, in particular to provide system-wide coherence, ensure coordination and monitor the performance of global activities. We propose that the existing joint meetings of the boards of UNDP/the United Nations Population Fund (UNFPA), the United Nations Children's Fund (UNICEF) and the World Food Programme (WFP) be merged into this strategic oversight body — the Sustainable Development Board — which would report to the Economic and Social Council.

The Board should comprise a representative subset of Member States on the basis of equitable geographic representation, and should enhance the participation and voice of developing countries. The Board would be responsible for endorsing the One United Nations country programme, allocating funding and evaluating its performance in advancing the objectives agreed with the programme country. The Board should also maintain a strategic overview of the system to drive coordination and joint planning among all funds, programmes and agencies, and to monitor overlaps and gaps.

We recommend that the Secretary-General appoint a Development Coordinator, with responsibility for the performance and accountability of United Nations development activities.

The UNDP Administrator should serve as the Development Coordinator. The Development Coordinator should report to the Board and be supported by a high-level coordination group, comprising the heads of principal development agencies and an expert secretariat drawn from across the United Nations system. The evolution of the role of UNDP as manager of the resident coordinator system requires the establishment of a code of conduct and a firewall between its streamlined operational activities and other functions.

We recommend that the Secretary-General establish an independent task force to further eliminate duplication within the United Nations system and consolidate United Nations entities, where necessary.

We do not advocate a single United Nations entity because many individual agencies can best achieve their vital role in providing global public goods, advocacy, research, promoting best practices and establishing global norms and standards by operating individually in their specific sectors.

However, it is clear that the United Nations system suffers from a large number of overlapping functions, coordination failures and policy inconsistencies. An independent task force should clearly delineate the roles performed by United Nations funds, programmes, specialized agencies and regional entities, including the United Nations Secretariat. It should make concrete recommendations for merging or consolidating duplicative functions and ensure the complementarity of mandates. The task force should report by the end of 2007 to the Secretary-General, with clear recommendations for early implementation. This exercise has the potential to release significant annual savings, possibly in the range of 20 per cent per annum; the exact amount should be assessed by analysis of the task force review. Efficiency savings should be recycled to the One United Nations country programmes.

Results-based funding, performance and accountability

We recommend the establishment of a Millennium Development Goals funding mechanism to provide multi-year funding for the One United Nations country programmes as well as for agencies that are performing well.

If the United Nations is to work more coherently and effectively, both at the country level and globally, significant changes are needed to the way donor funding is managed. Current United Nations funding patterns are highly fragmented, unpredictable and constrained by too much earmarking, which has encouraged duplication and inefficiency. This limits the United Nations and programme countries from making strategic decisions, and undermines the principles of multilateralism and country ownership.

A new Millennium Development Goals funding mechanism for voluntary donor funding (public, private and United Nations organizations) would provide multi-year funding for the One United Nations country programmes as well as for agencies that are performing well. The Sustainable Development Board would govern this mechanism. Donor contributions would be voluntary and could be specified. There

should also be additional funding available at the discretion of the Board to reward headquarters of funds, programmes and specialized agencies that are performing well and to fund programmatic gaps and priorities in the system. To deliver maximum impact in advancing country priorities, we urge donors to contribute multi-year funding and substantially to reduce earmarking.

We recommend that United Nations organizations committed to and demonstrating reform receive full, multi-year core funding.

Donors should support consolidated multi-year funding for the One United Nations country programme and core budgets of United Nations entities committed to reform. Donors would demonstrate by their actions that funding and performance are linked to results and reform.

Multi-year funding frameworks can be managed to increase focus on strategic priorities. Funding cycles of United Nations funds and programmes should be aligned to facilitate overall strategic coordination of United Nations programmatic work. The assessed budgets of the specialized agencies should be reviewed to ensure that they have sufficient core resources to deliver against strategic mandates.

The performance, funding and accountability of United Nations organizations are integrally linked. Funding must follow performance and reward results both for the One United Nations country programmes and Headquarters funding. The purpose of linking funding to performance is not to reduce funding but to improve outcomes. In fact, a more effective United Nations could be an important partner in effectively using additional official development assistance. The price of poor performance should not be paid by reduced United Nations funding into countries but by the management and institutions. A reformed United Nations system demonstrating improved outcomes would be better placed to capture increased aid.

The Sustainable Development Board, assisted by a special Development Finance and Performance Unit in its secretariat, should publish internal evaluations of United Nations system spending and performance, as well as evaluations of the plans of individual funds, programmes and agencies, to which the Board would have access. The performance of United Nations organizations in advancing internationally agreed development goals should be measured. These assessments would inform funding decisions, both by donors making direct contributions and through the discretionary funding mechanism for the Millennium Development Goals to be made available to the Board as discussed above.

The modernization and reform of business practices, to be led by the Secretary-General, should be implemented urgently. Processes for resource planning, human resources, common services and evaluation must achieve full compatibility as major drivers of coherence in the United Nations system. There should be greater opportunities for staff mobility and a system-wide agreement on results-based management, as well as independent United Nations system-wide evaluation and common evaluation methodologies and benchmarking. The United Nations must systematically grasp opportunities for expanding joint services.

Programme countries and donors should be able to see and compare the true overhead costs of delivery through the introduction and publication of consistent administration and back office costs.

To promote transparency and accountability, we recommend that a United Nations common evaluation system be established by 2008, on the basis of a common evaluation methodology.

Humanitarian assistance

The United Nations has a unique and leading role to play in humanitarian disasters and emergencies. We recommend that this role be further enhanced by:

- Stronger coordination between the United Nations, national Governments and non-governmental organizations, including the International Federation of Red Cross and Red Crescent Societies, through a “cluster” approach to establish lead roles in the delivery of specific assistance, such as shelter, water, food, etc.
- Fully funding the Central Emergency Response Fund to facilitate quicker, more effective flows of funds in response to disasters.
- Clarifying United Nations mandates with regard to responsibility for internally displaced persons.
- More investment in risk reduction, early-warning and innovative disaster assistance strategies and mechanisms.
- Stronger leadership, quicker funding and better cooperation in post-conflict and post-disaster transition, with a clear lead role for UNDP once humanitarian coordination winds down.
- Periodic assessment and review of the performance of United Nations agencies and non-governmental organizations involved in humanitarian assistance.

Environment

There is an increasingly compelling case for taking urgent action on the environment. Environmental priorities have too often been compartmentalized in isolation from economic development priorities. However, global environmental degradation — including climate change — will have far-reaching economic and social implications that affect the world’s ability to meet the Millennium Development Goals. Because the impacts are global and felt disproportionately by the poor, coordinated multilateral action to promote environmental sustainability is urgently required.

We recommend that international environmental governance be strengthened and made more coherent in order to improve the effectiveness and targeted action of environmental activities in the United Nations system.

We recommend that, as a basis for reforms to improve system-wide coherence, the Secretary-General commission an independent assessment of international environmental governance within the United Nations system and related reform.

We recommend that the United Nations Environment Programme be upgraded and given real authority as the environmental policy pillar of the United Nations system.

We further recommend that United Nations entities cooperate more effectively on a thematic basis and through partnerships, with a dedicated agency at the centre.

As the major financial mechanism for the global environment, the Global Environment Facility should be strengthened to help developing countries build their capacity. It should have a significant increase in resources to address the challenge posed by climate change and other environmental issues.

We have also made a number of recommendations to make sure that the United Nations helps countries mainstream environment in their strategies and actions, to elevate the status of sustainable development in the United Nations institutional architecture and in country activities, and to achieve the needed balance among the three pillars (economic, social and environmental) of sustainable development.

Gender: a key to effective development

We recommend the establishment of one dynamic United Nations entity focused on gender equality and women's empowerment.

We consider gender equality to be central to the delivery of effective development outcomes, and the Secretary-General tasked us with a specific mandate to suggest radical changes for improving performance. We therefore propose a step change in the United Nations delivery of gender equality and women's empowerment, as follows:

- The three existing United Nations entities should be consolidated into an enhanced and independent gender entity, headed by an Executive Director with the rank of Under-Secretary-General, appointed through a meritocratic competition demonstrably open to those outside the United Nations.
- The gender entity would have a strengthened normative and advocacy role combined with a targeted programming role.
- The gender entity must be fully and ambitiously funded.
- Gender equality would be a component of all One United Nations country programmes.
- The commitment to gender equality is and should remain the mandate of the entire United Nations system.

Coordination with other multilateral agencies

The United Nations and the Bretton Woods institutions were established with the intention that they would work together in a complementary way. Over time both the World Bank and United Nations institutions have gradually expanded their roles, so that there is increasing overlap and duplication in their work. A balance needs to be struck between healthy competition and inefficient overlap and unfilled gaps. The

Bretton Woods institutions and the United Nations need to work more closely together to remove unnecessary duplication and build on their respective strengths.

We therefore recommend, as a matter of urgency, that the Secretary-General, the President of the World Bank and the Executive Director of the International Monetary Fund set up a process to review, update and conclude formal agreements on their respective roles and relations at the global and country levels. These reviews must be periodically updated as well as assessed. This process should be undertaken on the basis of the enhanced performance, strengthened delivery and more influential role that the United Nations will have if our reforms are implemented.

Implementation

We have proposed a comprehensive set of recommendations that taken together could make the United Nations much more responsive to the needs of its Member States, in particular developing countries. The United Nations would become more effective, more focused and better able to deliver results. If United Nations system organizations, Member States and all stakeholders act on our recommendations, the United Nations could become a driver in development to eradicate poverty, in partnership with civil society and the private sector. A reformed United Nations would be able to capture the increases in development resources that were committed in 2005, strengthening its enabling role in development and delivering more effective global public goods for the benefit of all.

The present recommendations are not a menu of options but an integrated whole. Each is individually vital to make the system greater than the sum of its parts, not smaller as has sometimes been the case. The recommendations should each be implemented with vigour and urgency and without diluting their purpose.

We recognize that implementing these reforms will involve significant challenges and sometimes the sacrifice of individual interests for United Nations agencies, funds and programmes. They will need to work more closely and effectively with the rest of the United Nations system in the interests of a greater common good. Donors will also be challenged by these recommendations, which propose changing the way they fund the United Nations in line with the principles of multilateralism and national ownership at different levels.

Our most important constituency are the billions who do not enjoy the prosperity and well-being that many of us take for granted and whose deprivation inspired a global call to action — the Millennium Development Goals. It is for the sake of the poor and the destitute that we need an efficient United Nations, one that is well governed and well funded and will remain a global repository of hope.

We have it within our grasp to make a real and lasting difference through the essential reforms set out in these proposals. All stakeholders in the United Nations system have a responsibility to seize this opportunity. Our actions and decision on reforms will for millions around the world make the difference between hope and despair, and for some the difference between life and death.

I. The case for reform

The world needs a coherent and strong multilateral framework with the United Nations at its centre to meet the challenges of development, humanitarian assistance and the environment in a globalizing world. The United Nations needs to overcome its current fragmentation and to deliver as one. It should help the world accomplish the ambitious agenda endorsed by the 2005 World Summit, the Millennium Development Goals and other internationally agreed development goals. It should enable and support countries to lead their development processes and help address global challenges such as poverty, environmental degradation, disease and conflict.

1. In facing up to the challenges of their times, the world leaders of 60 years ago created new international institutions — the United Nations, the World Bank and the International Monetary Fund (IMF) — and demonstrated by their actions that international cooperation was the only way to solve the economic and political challenges of the post-war world. The architects of these institutions built for their time and their generation not only a whole set of new rules for the international system — they gave expression to a new public purpose based on high ideals.

2. Just as they did 60 years ago, we face a changing world today. Ours is the era of globalization, of global change unprecedented in its speed, scope and scale. As the world becomes ever more interdependent, sharp social and economic inequalities persist. Some of the poorest countries and communities remain isolated from economic integration and the benefits of globalization, and are disproportionately vulnerable to crisis and social upheaval. There is greater awareness of the acceleration of environmental degradation and climate change, and its effects on agricultural productivity and food security. More conflicts are within States than between them, and the risk of terrorism and infectious disease illustrate that security threats travel across borders.

3. Poverty, environmental degradation and lagging development heighten vulnerability and instability to the detriment of all. Now, more than ever, dealing with inequality — by achieving the Millennium Development Goals and wider development objectives — is central to economic stability and global security. In the face of unacceptable poverty we have a clear moral imperative to act when we have the knowledge, ability and resources to do so.

4. We know that when the flows of goods, services, capital and people are global, the challenges that arise can be solved only through globally concerted action. Globalization makes multilateralism indispensable, and the United Nations is the heart of multilateralism. Promoting development, eradicating poverty, protecting the environment for future generations and preventing and assisting in humanitarian crises cannot be undertaken without the United Nations. Its universal values and representativeness create the political legitimacy and authority essential to the actions needed globally, regionally, nationally and locally.

5. Despite deep divides in the international community in the past, in particular during the cold war, the United Nations has been able to build a set of norms and internationally agreed development goals that frame the efforts of most nations and institutions. The United Nations has demonstrated intellectual leadership across a

range of issues. For example, the annual *Human Development Report*, launched in the early 1990s, played a leading role in developing the concept of sustainable development and placed the well-being and dignity of people at the heart of the development agenda. At the 2000 Millennium Summit, 191 Member States, with 147 represented at the level of Head of State and Government, endorsed the United Nations Millennium Declaration. The United Nations can bring parties together, based on the unique legitimacy of its universal membership and on its diverse roles as a standard-setter, capacity-builder and advocate. Many of today's globally accepted norms and standards have originated from United Nations forums.

6. The United Nations has an opportunity in the unprecedented consensus reached on a common framework for the future, most recently reaffirmed by the 2005 World Summit. The framework is contained in the internationally agreed development goals of recent global conferences, ranging from social development to the empowerment of women, but is most compellingly outlined in the Millennium Development Goals. Never before have rich and poor countries alike formally embraced such concrete commitments. Never before have the United Nations, the World Bank, IMF and all parts of the international system come together behind the same set of development commitments and stood ready to be held accountable for them.

7. The United Nations has a key role in ensuring progress towards the Millennium Development Goals and other internationally agreed development goals. But it must reform to do so. Through the Secretary-General's High-level Panel on System-wide Coherence in the areas of development, humanitarian assistance and the environment, the international community has a unique opportunity to ensure that the United Nations can respond to the global challenges of the twenty-first century and play a full and effective role in the multilateral system.

8. The Monterrey Consensus of 2002 established a partnership for development, with donors making more official development assistance (ODA) and debt relief available within a context of continuing reform in developing countries, which was further elaborated in the Paris Declaration on Aid Effectiveness. In 2005 donors made further commitments to increase ODA by US\$ 50 billion by 2010 and to provide US\$ 55 billion in debt relief. A more effective and efficient United Nations should be an important partner in ensuring that those resources deliver results and accelerate progress towards the Millennium Development Goals.

9. These commitments go hand in hand with the Panel's recognition that the primary responsibility for action lies with each Member State. Country ownership of development plans and donor commitment to principles of aid effectiveness and good donorship have to underpin the work of the United Nations. Decades of piecemeal and failed development efforts demonstrate that assistance policies cannot be imposed — they must be owned not only by Governments but by their people and communities. While this concept is broadly accepted, it must now be put into practice.

10. We know that the United Nations has been seen by some to fail in delivering some of the vision and mission we expect from it. There are many reasons why the United Nations has become fragmented and weak: from a lack of buy-in and mixed messages from Member States between capitals and representatives in various bodies, to a proliferation of agencies, mandates and offices, creating duplication and dulling the focus on outcomes, with moribund entities never discontinued. Even

when mandates intersect, United Nations entities tend to operate alone with little synergy and coordination between them. The United Nations system now encompasses 17 specialized agencies and related organizations, 14 funds and programmes, 17 departments and offices of the United Nations Secretariat, 5 regional commissions, 5 research and training institutes and a plethora of regional and country-level structures. The loss of cohesion prevents the United Nations from being more than the sum of its parts.

- At the country level, operational incoherence between United Nations funds, programmes and agencies is most evident. More than one third of United Nations country teams include 10 or more United Nations agencies on the ground at any one time. Several teams include 20 or more. This has led to incoherent programme interventions and excessive administrative costs. It also burdens the capacity of developing countries to deal with multiple agencies. Of 60 countries analysed by the Panel, 17 country teams had an annual budget of less than US\$ 2 million per agency. Nor does the normative and analytical expertise of non-resident agencies sufficiently support United Nations country team efforts. Without authoritative leadership by the United Nations resident coordinator, and system-wide ownership of the resident coordinator system, incentives for better coordination remain limited.
- Signs of fragmentation are also apparent at the regional level. Regional offices of different United Nations agencies are scattered in different locations, and definitions of regions can differ from one agency to another. In some regions strong regional and subregional institutions either exist or are rapidly evolving while others have strayed from their original mandates. This calls for a review of the United Nations regional roles and settings, including the regional commissions, to address regional needs, avoid duplication and overlapping functions and seek a coherent regional institutional landscape.
- More synergy is also needed at the global level. In some sectors, such as water and energy, more than 20 United Nations agencies are active and compete for limited resources without a clear collaborative framework. More than 30 United Nations agencies and programmes have a stake in environmental management. On specific issues, such as internally displaced people, several agencies have a legitimate interest, but none has a clear lead. Merging United Nations agencies does not always lead to better outcomes. But we believe there must be a significant streamlining of United Nations agencies so that the United Nations can “deliver as one”, reduce duplication and significantly reduce the burdens it currently places on recipient and donor Governments, without diluting the performance and expertise of individual organizations.
- Inadequate and unpredictable funding of the system also contributes to fragmentation, undermining the multilateral character of the United Nations. The exponential growth of extrabudgetary (non-core) versus core resources has encouraged supply-driven rather than demand-driven approaches to assistance, undermining the principle of country ownership. Lack of donor coordination and competition for non-core resources among United Nations agencies squander significant time and effort on fund-raising, undermining the ability of the United Nations to make long-term strategic decisions that would deliver more effective results. Nor does the United Nations have a common

system for its overall development funding or for measuring results transparently and systematically.

11. The international community has a duty to ensure that the United Nations is fit for purpose, reinvigorated and strengthened to meet the global challenges and diverse needs of an ever more interdependent world. To do this, the United Nations must be coherent and flexible enough to respond to demands for a variety of policy and operational services. A one-size-fits-all approach would be inappropriate.

12. As stakeholders in the United Nations system, we have a responsibility to agree on and present ambitious recommendations to improve the coherence of the United Nations so that it delivers as one in the areas of development, humanitarian assistance and the environment. The most radical decision we could take is to maintain the status quo. It would represent a victory for inertia and parochial, short-term institutional and national interests to maintain a system that has grown over time, and which no one facing the challenges we do today would design as it is. The Panel believes that reform to improve the coherence of the United Nations system must be underpinned by clear principles:

- *National ownership and people-centred approaches.* National sovereignty and national ownership of development plans must remain the bedrock of effective development. The system must be realigned to a demand-driven approach and to programmes delivered as close to beneficiaries as possible.
- *Core comparative advantage.* The United Nations needs to be flexible enough to respond to the operational and policy needs of all countries and to advocate global standards and norms. In each country it should focus on where it is best able to provide leadership — and withdraw from areas where it does not — to deliver results in response to country programme needs. The added value of the system lies in harnessing the full array of capabilities under its umbrella in an integrated way, not in seeking out narrow niches.
- *Maximum effectiveness and accountability.* Change must prepare the United Nations to address new challenges and to improve its performance measured by outcomes. Responsibility and authority must be clarified, and staff given the means to deliver on their mandates and be held accountable for them. Efficiency gains must be pursued through better business practices.

13. We must ensure that the United Nations is reformed and strengthened to deliver more effectively on its mandate to empower the vulnerable and the excluded. A United Nations able to respond flexibly can help to provide prosperity and justice for all. Our report is the starting point of a process to develop a commonly owned vision among all stakeholders for a coherent and effective United Nations system. It will require leadership by the Secretary-General, as well as sustained commitment and effort on the part of Member States and United Nations agencies. We are convinced that the implementation of this bold but realistic programme of recommendations will help to ensure that the United Nations development system remains fit to rise to the challenges of the twenty-first century.

II. Development, humanitarian assistance and the environment

A. Development: delivering as one at the country level

To bring about real progress towards the Millennium Development Goals and other internationally agreed development goals, we believe that the United Nations system needs to deliver as one at the country level. To focus on outcomes and improve its effectiveness, the United Nations should accelerate and deepen reforms to establish unified United Nations country teams — with one leader, one programme, one budgetary framework and, where appropriate, one office (see box 1). To deliver as one, United Nations country teams should also have an integrated capacity to provide a coherent approach to cross-cutting issues, including sustainable development, gender equality and human rights.

Recommendation: The United Nations should deliver as one by establishing, by 2007, five One Country Programmes as pilots. Subject to continuous positive assessment, demonstrated effectiveness and proven results, these should be expanded to 20 One Country Programmes by 2009, 40 by 2010 and all other appropriate country programmes by 2012.

14. The Panel has been guided in its work by assessing whether the current structure and functioning of the United Nations system are fit for the development challenges of today and tomorrow. We have focused on the United Nations development activities at the country level, but we recognize that the role of the United Nations in development goes beyond its direct support to countries. The United Nations has a central role in promoting global policies that improve the development prospects of countries, and countries are increasingly turning to the United Nations for advice to address the challenges of globalization and other cross-border issues. Most important, the United Nations has provided Member States with a forum to reach consensus on internationally agreed development goals. These goals respond to the needs and aspirations of people, communities and countries everywhere and provide a framework for a comprehensive approach to development.

15. The success of these global commitments — from fighting hunger and poverty, to upholding core labour standards, to containing the global HIV/AIDS pandemic — can be measured only by their translation into concrete results for countries and communities. Development objectives can be achieved only if countries define, own and drive their development processes at all levels. Country-led development frameworks, such as poverty reduction strategies, are seen as the main vehicle to achieve the internationally agreed development goals. They serve as a platform for aligning all partners' contributions to national development priorities and provide an inclusive forum for policy dialogue. We believe that the United Nations needs to be a more active player in this context — as an adviser to Governments, as a convener of stakeholders, as an advocate for international norms and standards and as a source of technical assistance and advice on how to build and strengthen institutions.

16. At the country level, the United Nations often struggles to fulfil such strategic roles, working with systems and approaches (from programming to funding to

reporting) that are fragmented, piecemeal and not designed for this purpose. More than a third of the United Nations country teams include more than 10 United Nations entities, some more than 20. The cost of doing business with the United Nations is thus too high for both recipient countries and donors. Today there are many other actors active in development, such as NGOs, foundations and the private sector, and the country presence of bilateral donors is growing. In this new development landscape — with many players providing multifaceted contributions to development — the United Nations needs to reposition itself to deploy its normative and policy capacity more effectively.

17. The current design of the United Nations system risks perpetuating a myriad of niche players, which individually will not have the influence and authority to secure a strong voice in national and global debates. We have heard in our consultations that unifying the United Nations at country level would compromise the characteristics and dynamism of individual agencies. But failing to strategically position the United Nations in its entirety risks marginalizing the whole system in the long term.

Box 1

One United Nations at the country level — key features

One programme

- Country owned and signed off by Government, responsive to the national development framework, strategy and vision, including the internationally agreed development goals.
- Building on the United Nations country team's common country assessment or national analysis and reflecting the United Nations added value in the specific country context.
- Strategic, focused and results-based, with clear outcomes and priorities, while leaving flexibility to reallocate resources to changes in priorities.
- Drawing on all United Nations services and expertise, including those of non-resident agencies, in order to effectively deliver a multisectoral approach to development (with due attention to cross-cutting issues).

One leader

- Resident coordinator authority to negotiate the One Country Programme with the Government on behalf of the entire United Nations system and to shape the One Country Programme (including the authority to allocate resources from pooled and central funding mechanisms).
- Clear accountability framework for resident coordinators and an effective oversight mechanism for the resident coordinator system.

- Resident coordinator authority to hold members of the team accountable to agreed outcomes and for compliance with the strategic plan. The resident coordinator should also be accountable to the members of the United Nations country team.
- Strengthened resident coordinator capacity with adequate staff support to manage United Nations country team processes and ensure effective dialogue and communication with partners.
- Competitive selection of resident coordinator candidates, drawn from the best talent within and outside the United Nations system.

One budgetary framework

- Transparency, management, and the effective implementation of the One Country Programme through one budgetary framework.
- Funding should be linked to the performance of the United Nations country team preparing and implementing a strategic One Country Programme.
- The budget should be completely transparent, showing clearly the overheads and transaction costs of the United Nations and all of its funds, programmes and specialized agencies in the country.

One office

- One integrated results-based management system, with integrated support services.
- Joint premises (where appropriate).
- A common security infrastructure and clear lines of accountability.

18. Recent changes to the resident coordinator system have somewhat improved the way the United Nations operates in countries, but resident coordinators are not equipped with the authority to provide effective leadership to all the United Nations entities operating in the country. Too often, “reform” has meant adding extra layers of bureaucracy, outweighing potential benefits. And successful reform has depended too heavily on the commitment of individuals rather than on institutional capacity, needed to ensure that a good practice becomes the best global practice. Greater ownership and accountability of the resident coordinator system to all organizations of the United Nations needs to be secured.

Recommendation: United Nations resident coordinators should have the authority to lead the One Country Programme. To perform this function, resident coordinators should have appropriate competencies, capabilities and support capacities. Their enhanced authority should be matched by a clear accountability framework and an effective oversight mechanism to ensure system-wide ownership of the resident coordinator system.

19. To effectively implement the “One United Nations” at the country level, significant changes would be needed in the governance and funding of the United

Nations development activities (recommendations in this regard are made in chap. III below). The role of the United Nations Development Programme (UNDP) in managing the resident coordinator system would also have to evolve significantly to engender ownership among other United Nations agencies, and eliminate duplication of programmatic activities.

Recommendation: UNDP will consolidate and focus its operational work on strengthening the coherence and positioning of the United Nations country team delivering the One Country Programme. As manager of the resident coordinator system, UNDP should set a clear target by 2008 to withdraw from sector-focused policy and capacity work for which other United Nations entities have competencies. UNDP programmatic work should be limited to interventions that strengthen the coherence and overall positioning of the United Nations country team:

- Promoting and supporting the United Nations work to help countries achieve the Millennium Development Goals and other internationally agreed development goals and poverty reduction through supporting governments in integrating the Millennium Development Goals into their national development strategies, assessing needs and monitoring results.
- Leading the United Nations support to governance.
- Leading and coordinating the United Nations work in crisis prevention, post-conflict, post-disaster and early recovery (see chap. II.B).

In addition, UNDP would continue its support to mainstreaming environmental issues into national development strategies at the country level, in cooperation with the United Nations Environment Programme (UNEP) and other relevant United Nations organizations (see chap. II.D).

Recommendation: To ensure that there is no potential for, or perception of, a conflict of interest, UNDP should establish an institutional firewall between the management of its programmatic role and management of the resident coordinator system (including system-wide strategic and policy support). This separation of functions will also ensure that all parts of the United Nations system have a greater stake in the ownership of the resident coordinator system. UNDP will develop a code of conduct, including a transparent mechanism to evaluate the performance of its country operations. This should be done in consultation with all relevant United Nations organizations and the agreed code of conduct should be formally approved by the Sustainable Development Board (see chap. III). The redesign of the UNDP organizational structure should include a clear separation of responsibilities, senior managers and budgets between UNDP management of the resident coordinator system and its programmatic activities.

Milestone: By the end of 2007 UNDP will have finalized a code of conduct and by the end of 2008 it will have implemented the firewall and restructuring.

B. Humanitarian assistance and the transition from relief to development: strengthening the capacity to respond

Humanitarian response should be improved through a closer partnership between the United Nations, Governments and NGOs,

making full use of the coordination role of the United Nations. The Central Emergency Response Fund must be fully funded from additional resources. There should be clear responsibilities within the United Nations system for addressing the needs of internally displaced persons. Development should be an integral part of any peace process. There should be clear leadership by UNDP on early recovery from conflict and natural disasters, as well as flexible United Nations funding. National development strategies and donors should invest more in risk reduction and early warning, building on existing international initiatives. The private sector and communities should be included in formulating strategies.

Humanitarian assistance

20. Since the appointment of the Emergency Relief Coordinator in 1991 and the establishment of the Office for the Coordination of Humanitarian Affairs in 1997, the United Nations emergency response capacity has become stronger. Operational agencies — such as the World Food Programme (WFP), the Office of the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Children’s Fund (UNICEF) — continue to respond well in humanitarian relief, based on established principles of humanity, impartiality and neutrality. Mechanisms for inter-agency coordination, such as the Inter-Agency Standing Committee and the Executive Committee for Humanitarian Affairs, have enhanced coordination between the humanitarian organizations of the United Nations and with non-United Nations partners. For 2006 United Nations humanitarian appeals amount to US\$ 4.7 billion, for some 31 million beneficiaries in 26 countries. Significant challenges remain, however, in both coordination and funding.

21. To build strong United Nations leadership at the field level and support country ownership and cooperation, efforts to strengthen the humanitarian coordinator need to be intensified. The cluster lead agency system, adopted by the United Nations system in 2005, helped identify organizational leaders in different areas of humanitarian response, but the experience of its first year of implementation indicates that it should need to broaden to include national partners, NGOs and the Red Cross movement.

22. As a result of the increase in intrastate conflict, there are more than 25 million internally displaced persons, compared with 10 million refugees. The humanitarian system must evolve further to address this growing problem. A clear allocation of responsibility within the United Nations system is needed. UNHCR must reposition itself to provide protection and assistance for displaced people in need, regardless of whether they have crossed an international border.

23. Humanitarian funding remains crucial in influencing the United Nations response capacity, and there has been progress in developing a more coherent approach. But the consolidated appeals process, with all United Nations agencies and some non-United Nations agencies participating, still suffers from unpredictability and under-funding. And three years after the adoption of the good humanitarian donorship principles, the predictability of assistance has not yet improved substantially. The recently established Central Emergency Response Fund has facilitated faster, more effective responses, but current funding (US\$ 262 million) is only halfway to the funding target.

24. Steps towards greater coherence must include efforts to increase United Nations accountability through more effective communication with affected populations and donors. Better information flows are crucial for the United Nations to be even more effective in emergency situations. Transparent, periodic and independent assessments of the global response to humanitarian emergencies can help identify gaps in coherence and failures of coordination. The Panel therefore recommends that the United Nations take the lead in preparing a regular and independent assessment of the performance of the United Nations and the wider humanitarian system in responding to humanitarian emergencies.

Recommendation: To avoid a fragmented approach to humanitarian assistance, there should be stronger partnership arrangements between the United Nations, national Governments, the International Federation of Red Cross and Red Crescent Societies and NGOs, based on the coordination and leadership roles of the Emergency Relief Coordinator at the global level and the humanitarian coordinator at the country level. These arrangements should support and ensure effective and inclusive participation in the cluster lead agency approach. Procedures, including the definition of “provider of last resort” and how this relates to the position of cluster leader, need to be clarified.

Recommendation: The Central Emergency Response Fund should be fully funded to its three-year target of US\$ 500 million from additional resources. A substantial increase should be considered over the coming five years, following a review of its performance. Donors must implement the agreed principles of good humanitarian donorship and provide adequate resources based on needs assessments, particularly to crisis situations now under-funded. They should ensure that their pledges are honoured promptly. The Consolidated Appeals Process should set clearer priorities, based on joint assessments, coordination and action.

Recommendation: The humanitarian agencies should clarify their mandates and enhance their cooperation on internally displaced persons. In particular, the role of UNHCR should be reviewed, to establish a clear mandate and to further strengthen the effectiveness of the United Nations approach to addressing the needs of internally displaced persons.

Transition from relief to development

25. For countries emerging from conflict, the immediate international response is dominated by political mediation and reconciliation. The current United Nations approach tacitly emphasizes immediate stability over sustainable peace. Symptoms of conflict are often addressed, while root causes are often not addressed. For countries recovering from natural disaster, and in supporting nationally owned strategies, it is imperative to integrate vulnerability and risk reduction into all phases of recovery and development planning. In July 2006, the Tsunami Evaluation Coalition stated that successful post-disaster reconstruction required an understanding of ongoing political, economic and social processes that enable and constrain affected populations as they rebuild their lives. A clear lead capacity on the development aspects of the post-disaster recovery process, charged with early coordination and planning, should be established at United Nations Headquarters within UNDP.

26. Since the 2000 Brahimi report on peacekeeping operations, integrated United Nations peacekeeping and peacebuilding missions have improved coordination by

bringing the development arm of the United Nations under the direct leadership of the Special Representative of the Secretary-General. Better development strategies for post-conflict peacebuilding are needed to guide such missions. The Peacebuilding Commission should be the forum that encourages the development of peacebuilding strategies on the ground.

27. Unlike peacekeeping operations, which are funded by assessed contributions, humanitarian and development activities depend on unpredictable voluntary pledging conferences. The management of funds in support of development in conflict countries has increasingly been placed in the hands of the World Bank, often disbursed only when Government structures are firmly in place. In many countries the donors have sought flexibility and directly transferred funds to UNDP trust funds, especially when Government capacity is not strong. Cooperation between the United Nations and the World Bank requires a clearer division of labour based on realities on the ground. Efforts should be made to strengthen response with more flexible United Nations interim funding mechanisms that could address transition issues faster and more effectively.

Recommendation: The repositioned UNDP should become the United Nations leader and coordinator for early recovery. While building standing and surge capacity to take the lead role when humanitarian coordination winds down, UNDP should work closely with the World Bank and other development and humanitarian agencies, using the sectoral programming capacity of other relevant United Nations agencies. All early recovery activities should conform to national priorities, with national authorities managing the recovery process as soon as they have the capacity to do so.

Recommendation: Adequate funding for the United Nations role in early recovery should be ensured, even before a donor conference is held or a United Nations/World Bank Multi-Donor Trust Fund is operational. If the Peacebuilding Fund or the UNDP Thematic Trust Fund for Crisis Prevention and Recovery is not able to provide resources immediately, a country-specific fund for early recovery can be set up, linked to these overall funding mechanisms. The initial funding target of the Peacebuilding Fund of US\$ 250 million should be met by 2007.

Recommendation: To build long-term food security and break the cycle of recurring famines, especially in sub-Saharan Africa, WFP, the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development should review their respective approaches and enhance inter-agency coordination. Complementary strategies should be further developed to strengthen local capacity and resilience to mitigate and cope with consequences of famines.

Reducing risk

28. In the first eight months of 2006, 91 million people had their lives devastated by natural disasters. Reducing the risk of disaster must be linked to humanitarian, development and environmental approaches. With more than 75 per cent of the world's people living in disaster-prone areas, risk reduction has been recognized as a cost-effective strategy to protecting livelihoods and achieving the internationally agreed development goals. The Hyogo Framework for Action (2005-2015), agreed to by Governments in 2005 as the international framework for disaster reduction, has created an agenda, taking into account the need for a strong sense of ownership,

including collaboration with civil society and the private sector, and ensuring the awareness and capacity of local governments and communities. The International Strategy for Disaster Reduction and the new World Bank-hosted Global Facility for Disaster Reduction and Recovery are making progress on this, but more coherent action is required.

29. There is insufficient “disaster-proofing of the Millennium Development Goals”, through mainstreaming risk reduction in development strategies. The Tsunami Evaluation Coalition revealed that, despite advances in early warning systems, the Tsunami response had failed to enhance local preparedness or reduce long-term vulnerability. Further investment at country and community levels is required, and the responsibilities and capacities of the United Nations system have to be further specified and enhanced.

Recommendation: The United Nations efforts on risk reduction should be urgently enhanced, through full implementation and funding of international agreements and other recent initiatives and the involvement of communities. National development strategies should address risk reduction explicitly and should be the basis on which donors plan their contributions to risk reduction and how they report these contributions as part of international and national risk reduction targets. UNDP should take the lead on this issue in the United Nations, particularly at the country level. In addition, the Office for the Coordination of Humanitarian Affairs, UNDP, UNEP, the World Meteorological Organization (WMO), and WFP with the International Strategy for Disaster Reduction secretariat should build a joint programme for early warning, drawing on existing capacities of funds, programmes and specialized agencies.

Recommendation: The United Nations should continue to build innovative disaster assistance mechanisms, such as private risk insurance markets, as means to provide contingency funding for natural disasters and other emergencies. Consideration should be given to efforts such as the WFP pilot humanitarian insurance policy in Ethiopia to provide coverage in the case of an extreme drought during the country’s 2006 agricultural season. The Emergency Relief Coordinator should work with United Nations country teams and agencies on designing such event-specific contingency funding to reduce the reliance on the Central Emergency Response Fund.

C. Environment: building a global consensus and capacity for action

Deteriorating environmental trends have far-reaching economic, social and health implications and affect the world’s ability to meet the Millennium Development Goals. Substantial gains in efficiency and effective responses can be made through enhanced coordination and improved normative and operational capacity, in particular through the integration of environment into national development strategies and United Nations system country operations. To improve effectiveness and targeted action of environmental activities, the system of international environmental governance should be strengthened and more coherent, featuring an upgraded UNEP with real authority as the United Nations environment policy pillar. Synergy needs to be pursued between the United Nations organizations that address environment, and multilateral

environmental agreements should continue to pursue efficiencies and coordination among themselves. An independent assessment of the current United Nations system of international environmental governance is required to support ongoing efforts at reform.

30. There can be no long-term development without environmental care. In a global and interdependent world economic objectives and environmental objectives increasingly reinforce each other. Environmental priorities — including climate change — have too often been compartmentalized and separated from economic development priorities. However, because the impacts are global and felt disproportionately by the poor, environmental sustainability is not an option — it is an imperative. The Panel is united in its conviction that addressing worsening trends of environmental degradation is one of the greatest collective challenges for economic development and human welfare.

31. We possess fairly comprehensive knowledge and understanding of what we individually and collectively need to do to reverse these trends — all spelled out in reports, declarations, treaties and summits since the early 1970s. While we have made significant advances within the United Nations framework, what is needed now is a substantially strengthened and streamlined international environmental governance structure, to support the incentives for change required at all levels.

32. The Panel recognizes that relatively little headway has been made in integrating the environment in development strategies at the country level, or in implementing internationally agreed goals. Environmental issues and goals must now be better integrated within United Nations system country operations, as critical components of national poverty reduction strategies and sustainable development plans. Bearing in mind that environmental sustainability is the foundation for achieving all the other Millennium Development Goals, there must be a strengthening of human, technical and financial capacities in developing countries to mainstream environmental issues in national decision-making, particularly through the resident coordinator.

33. The increase in the incidence and severity of natural disasters with environmental causes demonstrates the need to strengthen the links between environmental and humanitarian activities and between environmental and development activities. The United Nations system needs to incorporate more knowledge in its work on preparedness and risk reduction for natural disasters and for post-disaster recovery and reconstruction.

34. The United Nations institutions for the environment must be optimally organized and tooled, drawing on expertise in different parts of the United Nations system. Unless the United Nations adopts more comprehensive approaches, it will continue to fall short of its goals. The Panel is cognizant of the ongoing General Assembly informal consultative process on international environmental governance and has interacted with the process. Our recommendations should give it greater impetus.

35. Fragmented institutional structures do not offer an operational framework to address global issues, including water and energy. Water is an essential element in the lives of people and societies, and the lack of access to water for basic needs inflicts hardship on more than 1 billion people. Similarly, energy is a main driver of development, but current systems of energy supply and use are not sustainable

(more than 2 billion people in developing countries do not have access to modern energy services). More than 20 United Nations organizations are engaged at some level in water and energy work, but there is little evidence of overall impact.

36. The inadequacy of the current system is the result of having outgrown its original design. Developing countries are unable to cope with the extensive reporting and participation requirements of the current multilateral environmental structure, which has depleted expertise and resources for implementation. A survey by the Panel revealed that the three Rio Conventions (biodiversity, climate and desertification) have up to 230 meeting days annually. Add the figures for seven other major global environmental agreements (not including regional agreements) and that number rises to almost 400 days.

37. As environmental issues have become more clearly defined and interlinked, they have come to influence the work of practically every United Nations organization, all competing for the same limited resources. The institutional complexity is further complicated by the substantial environment portfolios of the World Bank and regional development banks, which are not well coordinated with the rest of the United Nations system. In addition, UNEP, the principal environment organization of the United Nations — with its normative, scientific, analytical and coordinating mandate — is considered weak, under-funded and ineffective in its core functions.

38. Climate change, desertification, ecosystem decline, and dispersion of hazardous chemical substances have the potential to affect every part of the globe and require clear and forceful responses by the United Nations system. Cooperation should be close among UNEP, UNDP, WMO, the Global Environment Facility (GEF) and the World Bank for building scientific and technical capacity, managing investment and infrastructure components, supporting adaptation measures and facilitating an effective integration of global environmental concerns into the development policy frameworks at the country level. GEF, the specialized funding instrument to help developing countries undertake projects and programmes that protect the global environment, has been replenished in 2006 — but will require a significant increase in resources to address future challenges. Its policy requirements and operational procedures need to be made much more simple and compatible with the development framework at the country level.

39. It is the judgement of the Panel that the international community must transcend differences and move forward. Economic growth, social justice and environmental care, advance best when they advance together. It is in our shared interest to have institutions that enable us to respond collectively to the threats of environmental degradation that challenge us all. To deliver on the internationally agreed goals and commitments, the United Nations will require stronger leadership and greater capacity for environmental activities. In this regard, cooperation and partnerships with civil society organizations, including the private sector, are essential.

Recommendation: International environmental governance should be strengthened and more coherent in order to improve effectiveness and targeted action of environmental activities in the United Nations system. It should be strengthened by upgrading UNEP with a renewed mandate and improved funding.

Recommendation: An upgraded UNEP should have real authority as the environment policy pillar of the United Nations system, backed by normative and analytical capacity and with broad responsibility to review progress towards improving the global environment. UNEP should provide substantive leadership and guidance on environmental issues.

- The technical and scientific capacity of UNEP should be strengthened as the environmental early-warning mechanism of the international community and for monitoring, assessing and reporting on the state of the global environment. This can be achieved through a system of networking and drawing on the work of existing bodies, including academic institutions and centres of excellence and the scientific competence of relevant specialized agencies and scientific subsidiary bodies of multilateral environmental agreements.
- Capacity should be built to promote the implementation of international commitments. The Bali Strategic Plan for Technology Support and Capacity-building should be strategically implemented to provide cutting-edge expertise and knowledge resources for the sustained expansion of capacity at the country level. Where necessary, UNEP should participate in United Nations country teams through the resident coordinator system, as part of One United Nations at the country level.
- UNEP should take the lead in assisting countries in the two-step process of quantifying environmental costs and benefits and incorporating them into mainstream policymaking, in cooperation with UNDP and the Department of Economic and Social Affairs of the Secretariat.

Recommendation: United Nations agencies, programmes and funds with responsibilities in the area of the environment should cooperate more effectively on a thematic basis and through partnerships with a dedicated agency at the centre (such as air and water pollution, forests, water scarcity, access to energy and renewable energy). This would be based on a combined effort towards agreed common activities and policy objectives to eliminate duplication and focus on results.

- Greater coordination at Headquarters should promote coherence at the country level, and greater coordination efforts at the country level should promote coherence at the international level. There is a need to strengthen UNEP coordination of system-wide environmental policies in order to improve cohesion and consistency. In this regard, the Environmental Management Group should be given a clearer mandate and be better utilized. It should be linked with the broader framework of sustainable development coordination.

Recommendation: Efficiencies and substantive coordination should be pursued by diverse treaty bodies to support effective implementation of major multilateral environmental agreements. Such coordination is being pursued by the Basel, Rotterdam and Stockholm convention secretariats (pending decisions of their respective conferences of the parties).

- Stronger efforts should be made to reduce costs and reporting burdens and to streamline implementation. National reporting requirements for related multilateral environmental agreements should be consolidated into one comprehensive annual report, to ease the burden on countries and improve coherence.

- Countries should consider integrating implementation needs of multilateral environmental agreements into their national sustainable development strategies, as part of the One Country Programme.
- Governing bodies of multilateral environmental agreements should promote administrative efficiencies, reducing the frequency and duration of meetings, moving to joint administrative functions, convening back-to-back or joint meetings of bureaux of related conventions, rationalizing knowledge management and developing a consistent methodological approach to enable measurement of enforcement and compliance.

Recommendation: GEF should be strengthened as the major financial mechanism for the global environment. Its contribution in assisting developing countries in implementing the conventions and in building their capacities should be clarified, in conjunction with its implementing and executing agencies. A significant increase in resources will be required to address future challenges effectively.

Recommendation: The Secretary-General should commission an independent and authoritative assessment of the current United Nations system of international environmental governance. To be completed as soon as possible and taking previous work into account, the assessment would review global needs as well as the specific roles and mandates of UNEP and other United Nations agencies and multilateral environmental agreements. It would provide the basis for further reforms towards improving system-wide coherence, effectiveness and targeted action. It should be complementary to the General Assembly informal consultative process on the institutional framework for the United Nations environmental activities, which should continue its work and provide guidance on the subject. The assessment should include an analysis of proposals to upgrade UNEP from among a range of organizational models.

D. Cross-cutting issues: sustainable development, gender equality and human rights

40. In promoting sustainable development, gender equality and human rights, the United Nations has strong mandates and Member States have committed themselves to achieving ambitious goals. The Panel recommends that cross-cutting issues must be an integral part of United Nations activities, particularly when delivering as One United Nations at the country level.

Sustainable development

The status of sustainable development should be elevated within the United Nations institutional architecture and in country activities. The United Nations system must strive for greater integration, efficiency and coordination of the economic, social and environmental dimensions of sustainable development. At the operational level, the Panel supports a strong partnership between UNEP (normative) and UNDP (operational) and a sharper focus on environment by the resident coordinator system as part of the One United Nations at the country level. The Panel calls for the Economic and Social Council to establish a sustainable development segment — and for continuing reform of the Commission on Sustainable

Development that truly leads to integrated decision-making on economic, social and environmental issues.

41. The visionary blueprint for sustainable development, outlined in Agenda 21 and adopted at the 1992 United Nations Conference on Environment and Development, is under way but has yet to be realized. Even though the General Assembly adopted sustainable development as part of the overarching framework of United Nations activities, the international community is still falling short in implementation and needs to improve the institutional framework for sustainable development.

42. This was clearly acknowledged by world leaders in 2002 at the World Summit on Sustainable Development. They stressed the need for greater integration, efficiency and coordination of the economic, social and environmental dimensions of sustainable development. Governments also agreed that strengthening the international institutional framework for sustainable development is evolutionary. The international community needs to keep relevant arrangements under constant review, identifying gaps and eliminating duplication.

43. Member States and international institutions continue to treat poverty, human health and environmental degradation as standalone threats. The United Nations system should assist countries in their integration, tackling the challenges of sustainable development across different sectors and issues.

44. The Commission on Sustainable Development was envisaged as a high-level forum that would bring economic and environmental decision makers together and provide an opportunity for frank dialogue, deliberation and problem-solving. The Panel believes that the Commission has proved successful as a model for incorporating stakeholders and as a forum to interact and exchange ideas. It has been far less effective in ensuring that the promise of integrating environment and development is fulfilled. The Commission's mandate has been broadened considerably to include sectoral assessments of natural resources. Focusing on environmental issues alone, the Commission has contributed to overlaps and often unclear divisions of labour.

45. The Panel's recommendations for development, humanitarian assistance, environment and gender equality and human rights should be viewed in the context of sustainable development. The recommendations here deal more with elevating the status of sustainable development in the United Nations institutional architecture and in country activities — and with achieving the needed balance among the three pillars (economic, social and environmental) of sustainable development.

Recommendation: A stronger partnership between UNEP (normative) and UNDP (operational) should build on their complementarities. They should:

- Integrate environment in country-owned development strategies through the resident coordinator system.
- Strengthen the analytical and technical capacities of national institutions.
- Work with countries in implementing multilateral environmental agreements.
- Contribute the environmental perspective in disaster preparedness and post-disaster recovery and reconstruction.

- Implement the strategic approach agreed to in the Bali Strategic Plan for Technology Support and Capacity-building. This requires environmental expertise from UNEP in United Nations country teams.

Recommendation: Sustainable development should be mainstreamed into the work of the Economic and Social Council. This would be done through substantive consideration of reports emanating from subsidiary bodies, the Governing Council/Global Ministerial Environment Forum of UNEP and other relevant intergovernmental bodies, including the Sustainable Development Board (see chap. III.A).

- A “sustainable development” segment should be instituted in the Economic and Social Council. It would: (a) help promote a balance between the three pillars of sustainable development; (b) focus on sustainability issues arising from the Council’s functional commissions and feed conclusions back to those commissions; and (c) coordinate recommendations to United Nations system organizations and their governing bodies.
- The reform of the Commission on Sustainable Development following the 2002 World Summit on Sustainable Development should be pursued further by focusing on implementation, including approaches for integrating environmental and social concerns into economic planning, and for identifying and sharing best practices.

Gender equality and women’s empowerment

Gender equality is central to sustainable development that responds to the needs, rights, aspirations and talents of half the world’s people. The Panel believes that the United Nations needs to replace several current weak structures with a dynamic United Nations entity focused on gender equality and women’s empowerment. This entity should mobilize forces of change at the global level and inspire enhanced results at the country level. The promotion of gender equality must remain the mandate of all United Nations entities.

46. Within the United Nations framework the international community has made strong commitments over the past six decades to gender equality and women’s empowerment. It has entrusted the United Nations with an enormously important mandate in this area. The Secretary-General called upon us to include in our work an assessment of how gender equality could be better and more fully addressed by the United Nations, in particular — where it matters most — in the Organization’s operational activities on the ground.

47. We have listened carefully to Governments in programme and donor countries, to civil society representatives and to United Nations staff at Headquarters and at regional and country offices. The message is clear: while the United Nations remains a key actor in supporting countries to achieve gender equality and women’s empowerment, there is a strong sense that the United Nations system’s contribution has been incoherent, under-resourced and fragmented.

48. We believe that the importance of achieving gender equality cannot be overstated. For both reasons of human rights and development effectiveness, the United Nations needs to pursue these objectives far more vigorously. While there

are inspiring examples of United Nations initiatives that have helped to change women's lives, these have unfortunately remained isolated "best practices".

49. We propose a new way forward based on fundamentals that we believe need to constitute the guiding principles of any efforts to strengthen United Nations performance on gender equality and women's empowerment:

- The United Nations needs a much stronger voice on women's issues to ensure that gender equality and women's empowerment are taken seriously throughout the United Nations system and to ensure that the United Nations works more effectively with Governments and civil society in this mission. We believe that a gender entity — based on the principles of coherence and consolidation — is required to advance this key United Nations agenda.
- But it is also our strong belief that the commitment to gender equality is and should remain the mandate of the entire United Nations system. Responsibility and accountability for the integration of gender equality concerns cannot be held by one United Nations agency or entity alone, regardless of its size and influence.
- And finally, in our recommendations, we seek to combine greater visibility for gender issues at the centre with enhanced results on the ground, where the United Nations performance will be assessed.

Recommendation: The Panel recommends strengthening the coherence and impact of the United Nations institutional gender architecture by streamlining and consolidating three of the United Nations existing gender institutions as a consolidated United Nations gender equality and women's empowerment programme.

Box 2

Mandate and structure of the consolidated gender entity

Governance

The gender entity would consolidate three of the United Nations existing entities under two organizational divisions. The "normative, analytical and monitoring" division would subsume the Office of the Special Adviser on Gender Issues and the Advancement of Women and the Division for the Advancement of Women. The "policy advisory and programming" division would subsume the current activities of the United Nations Development Fund for Women (UNIFEM). The Office of Human Resources Management of the Secretariat would take over the human resource functions, currently performed by the Office of the Special Adviser, aimed at improving the status of women in the Secretariat and the United Nations system.

The Executive Director of the consolidated entity should have the rank of Under-Secretary-General, consistent with that of other heads of agency, to guarantee organizational stature and influence in United Nations system-wide decision-making. The position should be recruited

through a meritocratic competition demonstrably open to those outside the United Nations and an open and transparent global search process.

The Executive Director would act as the chief adviser to the Secretary-General on gender equality and women's empowerment issues. The Executive Director would report to the Economic and Social Council and the General Assembly (through the Secretary-General), and to the UNDP/UNFPA Executive Board (which would be renamed to reflect the entity's name). To reduce costs and increase effectiveness, the entity would share common services at United Nations Headquarters and at the field level, in particular with UNDP, where available.

The gender entity would be a full member of the United Nations System Chief Executives Board for Coordination (CEB) and the proposed Development Policy and Operations Group (see chap. III.A).

Mandate

The gender entity would be entrusted with a dual mandate combining normative, analytical and monitoring functions with policy advisory and targeted programming functions. Where necessary, United Nations country teams would include senior gender expertise provided by the gender entity.

The entity's mandate under the normative, analytical and monitoring division would include:

- Facilitating and advising on system-wide policies for gender equality and women's empowerment.
- Undertaking global advocacy efforts on issues critical to women's empowerment and gender equality, including the publication of flagship reports.
- Monitoring and evaluating, on behalf of the Secretary-General, the integration of gender equality objectives across the United Nations system, including the funds, programmes, Secretariat departments and specialized agencies.
- Supporting the integration of gender equality and women's empowerment concerns in intergovernmental bodies for development, humanitarian assistance, environment, human rights, peacekeeping and peacebuilding.
- Providing substantive and technical servicing to the Commission on the Status of Women.

The Panel believes that the gender entity should have sharply focused operations on gender equality and women's empowerment issues, equipped with high-quality technical and substantive expertise, to provide leadership in regions and countries. Under the policy advisory and programming division, the entity's mandate would include:

- Providing policy advice and guidance to United Nations country and regional teams to ensure that gender equality concerns are

mainstreamed in the support provided to nationally led poverty reduction and development plans.

- Undertaking regional and national advocacy to put issues critical to women's empowerment on the policy agenda.
- Facilitating innovation, sharing lessons and enabling institutional learning throughout the system.
- Supporting targeted and innovative activities, benefiting women in line with national and regional priorities and the objectives set out in the Beijing Platform for Action and Security Council resolution 1325 (2000) on women and peace and security.
- Strengthening and monitoring accountability across the resident coordinator system and assisting resident coordinators and United Nations country teams to meet their responsibilities for gender mainstreaming.

The gender entity would continue to work closely with Governments and civil society organizations, strengthening networks already established at the global, national and local levels. The operations of the United Nations gender entity would be undertaken as part of One United Nations in each country.

Funding

To be effective in this role, the gender entity needs adequate, stable and predictable funding. The work of the normative and analytical division should continue to be funded as it is now from the United Nations regular budget, supplemented by voluntary contributions. The policy advisory and programming division should be fully and ambitiously funded.

The Panel strongly believes that substantially increased funding for the gender entity should constitute only part of the overall commitment of the United Nations to gender equality. Other United Nations entities need to dedicate significantly more resources to gender mainstreaming in all their work and decisions, in particular at the country level, and to monitor and report regularly on progress.

Human rights

The necessary international human rights agreements and institutions are now in place, but responsibilities need to be clarified within the United Nations system. The Office of the United Nations High Commissioner for Human Rights (OHCHR) should lead the effort on protection and work with and through the resident coordinator and the United Nations country team to promote human rights, and strengthen the capacities of Governments, relevant institutions, civil society and individuals.

50. We support the Secretary-General's contention that "we will not enjoy development without security, we will not enjoy security without development, and we will not enjoy either without respect for human rights" (A/59/2005, para. 17). The responsibility to make this happen lies with countries, and the necessary human rights instruments and agreements are now in place. At the 2005 World Summit Member States reaffirmed their commitment to address human rights through a new Human Rights Council, and gave unprecedented political backing for the further mainstreaming of human rights in the work of the United Nations. We remain deeply concerned, however, that the global implementation of human rights lags far behind its articulation.

51. The legitimacy of the United Nations to address human rights has been reaffirmed in our consultations, including support to national counterparts in their pursuit of international human rights commitments. Yet an assessment of the decade's worth of effort to mainstream human rights in all areas of United Nations work shows limited progress, in part because of widespread misunderstanding about where responsibility lies for human rights promotion and protection.

Recommendation: Resident coordinators and United Nations country teams should be held accountable and be better equipped to support countries in their efforts to protect and promote human rights. They should assist countries in implementing their human rights obligations and commitments as part of their national development strategies.

Recommendation: OHCHR, the centre of excellence on human rights, should provide dedicated support to the resident coordinator system. It should ensure appropriate linkages with and coordination between the resident coordinator system and the United Nations human rights special procedures and mechanisms. It should take the lead on human rights protection, including the provision of technical assistance at the request of countries to assist Member States in fulfilling their existing human rights obligations and commitments.

Recommendation: All United Nations agencies and programmes must further support the development of policies, directives and guidelines to integrate human rights in all aspects of United Nations work. The United Nations common understanding on a human rights-based approach to programming and the United Nations-wide Action 2 Programme — developed and adopted by 21 heads of United Nations agencies, programmes and departments — should provide useful guidance in this.

III. Governance, funding and management

52. We have already recommended changes to the way the United Nations is managed at the country level. A more coherent and better functioning United Nations would benefit developing countries. For these changes to be effective, they need to be supported by similar coherence of functions at the centre.

53. Substantial change is required in governance, management and funding arrangements to realize the vision of a more effective and coherent United Nations. Having examined the intergovernmental and organizational structures from this perspective, the Panel believes that achieving a more effective and coherent United Nations calls for consolidating some functions and strengthening others, as well as

devising new modalities. This process should be designed to enhance the flexibility, responsiveness and coherence of the United Nations system. The principles underlying these proposals for reform of governance, funding and management are ownership, effectiveness, transparency and coherence.

54. The Panel believes that stronger and more effective mechanisms must be developed for governance and funding. These mechanisms must incorporate clear lines of accountability and robust oversight of performance and results. To deliver lasting change, they must be transparent, inclusive and decisive. We have therefore proposed the creation of bodies that have the power to take decisions. This process will involve significant changes for United Nations agencies, developing countries and donors alike. United Nations agencies need to work more closely and effectively with the rest of the United Nations system in the interests of a greater common good. Donors, too, will need to change the way they fund the United Nations so that it is in line with the principles of multilateralism. These changes are essential if we are to be successful in the management and delivery of One United Nations.

A. Governance: consolidating some functions, strengthening others

Effective governance is at the core of coherence. To enable the United Nations to “deliver as one” on global development challenges, and in particular to make the “One United Nations” at the country level a reality for developing countries, the Panel proposes the following series of measures.

Intergovernmental level

- *To provide a high-level forum for strategic guidance on sustainable development policy and global public goods, a Global Leaders Forum should be established.*
- *A Sustainable Development Board should be established to provide operational oversight and supervision of the “One United Nations” at the country level. The Board would also take decisions on pooled voluntary funding for country programmes.*

Regional level

- *The important regional work of the United Nations must be streamlined by establishing regional hubs to support United Nations country teams and clarifying the roles of regional commissions.*

Organizational level

- *The United Nations System Chief Executives Board for Coordination should improve its decision-making role on overall reform and effectively drive managerial reform.*
- *The Development Policy and Operations Group should be the central coordinating mechanism for United Nations work on development at the country level. It will bring policy and operational roles together and will*

be chaired by a Development Coordinator. The Group would comprise the major development organizations in the United Nations.

- *A clear firewall and accountability framework should be established between a repositioned UNDP support to the resident coordinator system and its reduced operations role. This will allow the full ownership of the United Nations system in the resident coordinator system (see chap. II.A).*
- *A Development Finance and Performance Unit should support the Development Policy and Operations Group in providing information and analysis on United Nations system funding, expenditures and results.*

Streamlining and consolidation

55. The Panel has benefited from extensive consultations on the functioning of the United Nations system at the country, regional and global levels. It has also concentrated on the key drivers and incentives required for coherence from a bottom-up approach. More detailed and specific proposals for further streamlining and consolidation to improve system-wide coherence require a more in-depth analysis than was feasible within the context of our work. The Panel believes that it is important to build on its work by further considering the removal of unnecessary duplication in the United Nations system and by ensuring the clear delineation of roles and mandates.

56. We do not however advocate a single United Nations entity because some individual agencies can best achieve their vital role in the provision of global public goods, advocacy, research, promoting best practice and global norms and standards by operating individually in their specific sectors.

Recommendation: The Panel recommends that the Secretary-General establish an independent task force to build on the foundation of its work. It would:

- Clearly delineate the roles of the United Nations and its funds, programmes and specialized agencies to ensure complementarity of mandates and to eliminate duplicated functions, making concrete recommendations for consolidating or merging United Nations entities where necessary. Such a process has the potential to lead to significant annual savings, possibly up to 20 per cent, which should be redirected to supporting the One United Nations at the country level.
- Review the assessed funding required by United Nations specialized agencies — to address the current imbalance between assessed and voluntary resources dedicated to the implementation of normative mandates. The review should determine whether the current policy of zero real growth can allow United Nations agencies to deliver on global mandates.
- Review the functioning and continuing relevance of existing regional structures in addressing regional needs, taking into account the different needs of regions and the emergence of strong regional and subregional institutions. The review should also consider options for streamlining and consolidation.

Intergovernmental structures

Economic and Social Council

57. The General Assembly is the highest intergovernmental body for formulating policy on economic, social and related matters. The Economic and Social Council is the main body for coordination, policy review, policy dialogue and recommendations on economic and social development and for the review and follow-up of the internationally agreed development goals.

58. The Council's mandate has been far greater than its exercise of it. Despite many attempts to strengthen its role, the Council continues to lack effectiveness and influence. Its oversight of the funds and programmes remains perfunctory and is almost non-existent for the specialized agencies. The Council needs to improve its operational and coordination functions with regard to the entire system.

59. Much can be done to improve the Council within its current mandate, but it will require new forms of functioning. Leaders at the 2005 World Summit took steps to enable the Council to play an effective policy coordination role as envisaged in the Charter of the United Nations. The Panel believes that the vision for the Council in the 2005 Summit should be faithfully implemented, and that the Council should be further empowered through the involvement in its work of Member States at the highest possible political level.

Recommendation: A Global Leaders Forum of the Economic and Social Council should be established. The Forum would comprise the leaders of half its members, rotating on the basis of equitable geographic representation, with the participation of the executive heads of the major international economic and financial institutions. Its meetings could be preceded by a preparatory meeting of ministers for foreign affairs and economic, social and related ministries.

Box 3

Role of the Global Leaders Forum

- Provide leadership and guidance to the international community on development and global public goods related issues.
- Develop a long-term strategic policy framework to secure consistency in the policy goals of the major international organizations.
- Promote consensus-building among Governments on integrated solutions for global economic, social and environmental issues.

Sustainable Development Board

60. The Panel believes that a new governance mechanism is required to provide oversight for the One United Nations at the country level. Current board structures of the United Nations system provide only for individual funds, programmes and agencies to report separately to their respective boards for their country, regional and global work. There is a need to provide operational guidance and direction to the separate organizations for the coherence and effectiveness of the United Nations system at the country level. The Panel recommends the establishment of a

Sustainable Development Board, reporting to the Economic and Social Council. It will be responsible for operational coherence and coordination, and system-wide implementation of policies, for allocations of voluntary funding and for performance of the One United Nations at the country level.

61. Individual boards should continue to consider issues that require particular agency focus, including those relating to multi-year funding frameworks that reflect the approved strategic focus of each agency. The Sustainable Development Board will review the consolidated One Country Programme, which will include components developed by individual organizations, reflecting the policies and directives of their respective boards.

Recommendation: A Sustainable Development Board should be established.

Reporting to the Economic and Social Council, the Board would provide the decision-making and monitoring framework for implementation of One United Nations at the country level. The Board would be responsible for oversight of the implementation of the pilot programme to create unified United Nations country programmes.

Recommendation: Meetings of the Sustainable Development Board should supersede the joint meeting of the boards of UNDP/UNFPA/gender entity, WFP and UNICEF.

After three years the effectiveness of the Board should be assessed. This assessment should include consideration of the scope for integrating the boards of UNDP/UNFPA and UNICEF as segments of the Sustainable Development Board, rather than maintaining them as stand-alone boards.

Milestone: Member States should agree on the composition and mandate of the Sustainable Development Board by September 2007, and the Board should convene its first session by June 2008. The new bodies necessary to support the Board (Development Policy and Operations Group, including the Development Finance and Performance Unit and the Independent Evaluation Unit) should have been established by June 2007. By 2010 an independent assessment of the Board's effectiveness should be commissioned.

Box 4

Role and mandate of the Sustainable Development Board

- **Endorse One Country Programmes and approve related allocations** of voluntary donor finance from the Millennium Development Goal funding mechanism (see box 6). Following an inclusive planning process by the United Nations country team, in line with the principle of country ownership, and approval of the programme by the country, the Sustainable Development Board will endorse unified country programmes and approve the allocation of voluntary funds. It would ensure agency alignment with jointly agreed United Nations priorities.
- **Maintain a strategic overview of the system** to drive coordination and joint planning between all funds, programmes and agencies to monitor overlaps and gaps.
- **Review the implementation of global analytical and normative work of the United Nations in relation to the One United Nations**

at the country level, to progress towards the internationally agreed development goals and to provide strategic guidance on the policy and analytical work of United Nations sustainable development activities.

- **Oversee the management of the funding mechanism for the Millennium Development Goals**, which will coordinate donor resources and consolidate allocations. The Board's decisions, particularly on allocations, will be informed by strategic policy and operational advice provided by the Development Policy and Operations Group, under the leadership of the Development Coordinator. To fulfil this role the Group requires an internal Development Finance and Performance Unit to manage voluntary donor finance and monitor system-wide performance (see chap. III.B).
- **Review the performance of the resident coordinator system**, taking all necessary steps to strengthen coherence and delivery. This will include monitoring the implementation and delivery of efficiencies, results-based management and the harmonization of business practices. It will also cover the provision of common services to all funds, programmes and specialized agencies in the field.
- **Consider and comment on the implementation of the strategic plans of funds, programmes and specialized agencies** with a role in delivering the Millennium Development Goals, the other internationally agreed goals and normative activities relating to sustainable development, particularly in the context of the One Country Programme. The Board would assess and strengthen system-wide operational and normative coherence, performance and effectiveness of United Nations system-wide sustainable development activities. There should be additional discretionary funding available to the Board to provide incentives for good performance of Headquarters of funds, programmes and specialized agencies and to fund programmatic gaps and priorities.
- **Commission periodic strategic reviews of One Country Programmes**. The Board will ensure that the One Country Programmes are aligned with national development plans, have full country ownership established through inclusive consultative processes and are focused on internationally agreed development goals. Strategic reviews will be prepared for the Board's consideration under the direction of the Development Coordinator. The Board should provide clear guidance and directions to relevant stakeholders to implement the recommendations of such reviews.
- **Consider and act on independent evaluation, risk management and audit findings**, submitted by the new Independent Evaluation Unit, established by the Secretary-General and reporting to the Board. This Unit will strengthen evaluation across the development system and provide timely, independent performance information to improve the system and its processes (see chap. III.B).

Membership and reporting

The Economic and Social Council should establish the Board and determine its membership in line with experience gained from the composition of the executive boards of the funds, programmes and specialized agencies. The Board will comprise a subset of Member States on the basis of equitable geographic representation. Senior staff from development, planning, finance and foreign ministries, with the appropriate skills and competencies, should represent Member States. The Board should convene at the ministerial level when required. It should enable major non-United Nations intergovernmental organizations with a key role in the international development architecture to fully participate in its meetings. The Board's decisions should be communicated to all relevant United Nations intergovernmental bodies. Executive heads of United Nations agencies, or their deputies, with significant operational and normative programmes, should take part as ex officio members. When allocating funding for a One Country Programme, a high-level representative from that country should be invited. The Board should invite independent experts, senior officials of the Bretton Woods institutions and NGOs to participate in discussions and to inform the Board's decision-making, when necessary.

Organizational structures

62. A more coherent development system would unify and integrate the global analytical and normative work of the United Nations, with regional perspectives and country level interventions, and maximize synergies between them. It would create a mechanism to deploy the multidimensional perspectives of the United Nations in support of policy advice and technical services to all countries. This would help the United Nations to secure its place as a unique, credible and complementary partner in the international development architecture. Through consolidation, priority-setting and the elimination of duplication, a reconfigured development system will improve performance and increase cost-effectiveness. It will significantly increase managerial accountability and effectiveness without creating a large centralized bureaucracy. And at the country level, it would provide the framework for One United Nations.

United Nations System Chief Executives Board for Coordination

63. CEB, established in 2000, has led to some improvement in inter-agency coordination. The High-level Committees on Programmes and Management have developed more coherent approaches to system-wide themes and coordinated approaches to reform business processes. But the Board's potential has been underexploited and its decision-making role has been underused. An effective results-oriented CEB as a counterpart to a better functioning Economic and Social Council would enhance coherence throughout the system.

Recommendation: CEB should review its functions, in the light of experience gained since its establishment five years ago, with a view to improving its performance and accountability for system-wide coherence.

Development Policy and Operations Group

64. The Panel believes that a Development Policy and Operations Group should be established for organizational coherence, within the CEB framework, to unify and integrate the United Nations global analytical and normative work with regional perspectives and country operations. The Group would provide vision to bring together economic, social and environmental policies and activities into an integrated whole. It would subsume the current United Nations Development Group and the Executive Committee on Economic and Social Affairs. It would be served by a secretariat comprising talented officials from all parts of the United Nations system.

65. The Panel proposes that the Secretary-General appoint the UNDP Administrator as the Development Coordinator to chair the Development Policy and Operations Group. The Panel also proposes that the Group comprise the executive heads of United Nations funds, programmes, regional commissions, specialized agencies and the United Nations Secretariat. The Panel proposes that the Chair of the Group be supported by the head of the Department of Economic and Social Affairs, acting in the capacity of United Nations chief economist, and an executive head of a United Nations specialized agency with a significant operational portfolio, serving on a rotating basis. An Executive Committee consisting of the heads of United Nations funds, programmes and specialized agencies with significant portfolios and those with major cross-cutting mandates would be formed, including the Head of the Department of Economic and Social Affairs. The Development Coordinator would report and be accountable to the Sustainable Development Board.

Recommendation: The Secretary-General should appoint the UNDP Administrator as the Development Coordinator to chair the Development Policy and Operations Group that would support One United Nations at the country level. The Development Coordinator would report and be accountable to the Sustainable Development Board on the implementation of the One United Nations. A Development Finance and Performance Review Unit should be established to support the Development Policy and Operations Group.

Box 5

The role of the Development Policy and Operations Group

- Provide an inclusive forum for strategic decision-making, improve the effectiveness of the United Nations operational activities at the country level, build system-wide ownership of the resident coordinator system and enable member agencies to work collectively and deliver as One United Nations at the country level.
- Provide a framework to link normative, analytical and technical expertise to support nationally owned and led development programmes.
- Provide knowledge networking, sharing best practices and technical expertise to support regional and subregional programming.
- Create an incentive system for coherence, efficiency, cost-effectiveness and networking in deploying United Nations resources.

- Support the Development Coordinator in reporting to the Sustainable Development Board.

The Development Finance and Performance Unit, under the Development Policy and Operations Group, would

- Act as a coordinating clearing house and database of all United Nations funding sources and spending to assist the Sustainable Development Board with strategic financial planning and allocations.
- Provide advice to the Board on country and regional financial allocations and allocations for global policy work.
- Provide advice to the Board on setting and delivering efficiency measures to maximize investment in programming, based on internal country and regional performance reports and audits.
- Provide a common internal audit system for all United Nations sustainable development activities.
- Provide an annual performance and financial report on all United Nations sustainable development activities.

Regional structures and coordination

66. The regional economic commissions were established to promote economic and social development in their regions. And United Nations funds, programmes and agencies have developed regional mechanisms to provide technical and management support to their country offices. The result is a broad regional presence for the United Nations, providing a vast potential of assets and expertise, but increasing duplication, fragmentation and incoherence.

67. Over time, certain regional commissions have continued to meet regional needs while others have lost focus in applying their comparative strength in conducting regional analysis, developing policy frameworks and norms and supporting regional integration efforts and activities — instead devoting attention to operational activities at the country level. Strong institutional arrangements are now needed to ensure complementarities and build a genuine culture of cooperation among all United Nations organizations active in each region, as well as between the United Nations and non-United Nations regional entities.

Recommendation: United Nations entities at the regional level should be reconfigured and the United Nations regional setting should be reorganized around two interrelated sets of functions:

- Focusing on analytical and normative work, as well as activities of a transboundary nature. The regional commissions would act as a catalyst for these functions, using, inter alia, their convening power at both the intergovernmental and Secretariat levels.
- Focusing on coordinating the servicing of the United Nations country teams. Being responsible for managing the resident coordinator system, UNDP would act as the catalyst for these functions.

Recommendation: Regional offices of United Nations entities should be co-located and the definition of regions among all United Nations entities should be standardized to ensure consistency and coherence in the work of the United Nations at the regional level.

Coherence at the national level

68. Global development issues are interconnected, but in national Governments, responsibilities usually fall within separate line ministries (for trade, aid, debt, agriculture, environment, labour employment, health and education). As the global economy becomes more integrated, so will the linkages among these issues. Without coherent policy and leadership within national governments, disparate policies and fragmented implementation will undermine the effectiveness of multilateral organizations. Greater coherence within governmental structures, particularly for donors, can ensure coherence of policy development and implementation, both bilaterally and through multilateral institutions.

69. National Governments must also do more to ensure coherence and exercise good donorship in accordance with the mutual obligations of donors and recipients as set out in the Monterrey Consensus and the Paris Declaration on Aid Effectiveness. A candid international examination should be made of the developed countries' policy choices and the fulfilment of their commitments, including that by the Development Assistance Committee of the Organization for Economic Cooperation and Development.

Recommendation: At the national level, Governments should establish an “all-of-government” approach to international development to ensure coordination in the positions taken by their representatives in the decision-making structures of all relevant organizations, including the Bretton Woods institutions and the World Trade Organization. Pursuing consistent policies in the different settings can ensure that all relevant governing bodies effectively promote system-wide coherence to achieve internationally agreed goals.

Recommendation: The United Nations should establish benchmarks by 2008 to ensure the implementation of principles of good multilateral donorship, so that the funding provided at headquarters and at the country level do not undermine the coherence of development efforts and funding of the United Nations development system.

Relations with the World Bank and the International Monetary Fund

70. System-wide coherence at the United Nations cannot be discussed in a vacuum. It needs to be placed in a broader contextual framework of a dynamic international setting in which there are a large number of other relevant international actors and efforts. Today's consensus on the international development agenda is a result of the internationally agreed development goals and of platforms for their implementation through nationally owned development strategies and support by the donor community. This adds to the need for credible engagement of the United Nations with other development actors, since the success of this common agenda can be realized only through coherence in implementation.

71. Given the universality of the United Nations and the complementary role of the Organization and the Bretton Woods institutions in economic, social and related

fields, there is an urgent need for a more credible and meaningful engagement between the United Nations system and the international financial institutions. This is needed to secure policy consistency and enable countries to achieve their development objectives. The United Nations and the Bretton Woods institutions were established with the intention that they would work together in a complementary way. Over time both the World Bank and the United Nations institutions have gradually expanded their roles so that there is increasing overlap and duplication in their work. There is a balance to be struck between healthy competition and inefficient overlap and unfilled gaps. The Bretton Woods institutions and the United Nations need to work more closely together to remove unnecessary duplication, and to build on their respective strengths.

Recommendation: As a matter of urgency the Secretary-General, the President of the World Bank and the Executive Director of IMF should set up a process to review, update and conclude formal agreements on their respective roles and relations at the global and country level. These reviews must be periodically updated as well as assessed. This process should be undertaken on the basis of the enhanced performance, strengthened delivery and more influential role that the United Nations will have if our reforms are implemented.

- *Global level.* The participation of the Bretton Woods institutions in the annual spring meetings of the Economic and Social Council and the biennial high-level dialogue of the General Assembly should be more substantive. The focus should be on areas of common interest and on concrete measures to promote policy consistency to achieve the internationally agreed development goals. The United Nations status and participation in the Development Committee should be enhanced. Joint research and staff exchanges and peer reviews should become regular. The sharing of information and opinions on draft reports and strategic documents should be improved.
- *Country level.* The United Nations, the World Bank and IMF should cooperate closely in supporting countries on their national development strategies, including poverty reduction strategies and Millennium Development Goal strategies. Common frameworks to collect data and measure results should be developed. The World Bank and the United Nations should work jointly on needs assessments, with full national ownership. The skills and legitimacy of the United Nations in capacity-building should be fully used.
- *Post-conflict transition.* The United Nations and the World Bank should clarify the terms of collaboration in post-conflict situations and institutionalize a dialogue with clear counterparts on both sides. The United Nations should take the lead in the political and governance aspects of post-conflict issues, including deteriorating governance, and on electoral issues, as well as in supporting and funding early recovery when the capacity and processes are not in place yet to have a regular development process. The World Bank should be involved early in these processes and can assist in setting up multi-donor trust funds and more regular funding based on nationally owned recovery and development strategies.

Recommendation: To review cooperation within the international development structure, and to ensure policy consistency and coordination, an annual meeting should be chaired by the Secretary-General, with the participation of the President of the World Bank, the Managing Director of IMF, the

Development Coordinator and relevant heads of agencies, funds and programmes, including the Directors-General of the World Health Organization (WHO), the Food and Agriculture Organization of the United Nations (FAO), the International Labour Organization (ILO), the United Nations Educational, Scientific and Cultural Organization (UNESCO) and others, depending on the issue under discussion.

Engaging civil society organizations and the private sector

72. Progress towards the internationally agreed development goals has improved through the active engagement of the United Nations with different actors at various levels, including partnerships with Governments, civil society and the private sector.

73. Civil society organizations can drive the United Nations development agenda forward. They are indispensable partners in delivering services to the poor, and they can catalyse action within countries, mobilize broad-based movements and hold leaders accountable for their commitments. In crisis, post-conflict and post-disaster countries, national and international NGOs are vital implementing partners — without them, United Nations humanitarian assistance could not be delivered.

74. The private sector has a vital role in generating new investments, creating full and productive employment, contributing to financing for development and managing natural resources and the environment. Coalitions of private foundations and public-private alliances have emerged as some of the more dynamic means of transferring financial and technical resources to realize sustainable development goals. They are also important platforms to promote corporate social responsibility and accountability.

75. While Governments remain the primary interlocutors for country-level engagement with the United Nations, civil society and private sector inputs into the preparation of the One Country Programme are important to ensure full national ownership and relevance. United Nations country teams should work with Governments to support an enabling environment for productive employment and enterprise development, and to encourage knowledge development, partnerships, corporate social responsibility, skills transfer and public-private networking across regions.

76. While the relationship between the United Nations and civil society is as old as the Charter, United Nations cooperation with civil society organizations and the private sector needs to be systematized and upgraded to enable these partnerships to contribute more effectively to the implementation of internationally agreed development goals.

Recommendation: The capacity of the resident coordinator's office to advocate, promote and broker partnerships between Government and relevant civil society organizations and the private sector should be enhanced to build stakeholder consensus and realize country-specific goals as embodied in the national development plans.

B. Funding the United Nations system for results

For coherent action to help achieve the Millennium Development Goals and other internationally agreed development goals, the United Nations needs sustained funding for the One Country Programme, as well as secure core funding for United Nations entities that have a demonstrable commitment to reform. Donors should increasingly pool their contributions at country or headquarters level, based on the performance of the United Nations in pilot cases.

77. For development at the country level, the role of the United Nations is not that of a major financial resource provider, but that of convener, policy adviser, commodity provider and capacity-builder. Exceptions are post-conflict situations, where the United Nations plays a major role, often with trust fund resources. The total ODA channelled through the United Nations annually is approximately US\$ 10 billion.

78. To make the One Country Programme a success and to tackle global challenges, United Nations funding practices and mechanisms need urgent review. Current practices for funding the United Nations are fragmented and unpredictable. They constrain the United Nations and recipient countries from making strategic choices for the use of funds and in contributing to the Millennium Development Goals and other internationally agreed goals. The Development Coordinator should convene a meeting of the Development Policy and Operations Group with major donors to discuss and elaborate the practical changes required in donor practices to fund the One Country Programmes.

79. There is too much earmarked funding and too little funding for the core budget of United Nations organizations. Moreover, funding is unpredictable, and burden-sharing procedures are unclear. So United Nations organizations are only to some extent masters of their own budgets, with donor priorities rather than multilateral mandates determining some of their actions. Even in specialized agencies, assessed contributions have not increased for years, leaving them to rely on voluntary funding for core activities.

80. Current funding practices also lead to competition and fragmentation, often with relatively small budgets per agency at the country level, while the common programme is left with insufficient resources. A review of 10 United Nations country teams found on average that only 40 per cent of their resources are mobilized through core resources. United Nations organizations have to put considerable effort into fund-raising. Some argue that the resident coordinator system should be funded through assessed contributions, in line with an agreed contributions scale, which is how the United Nations Secretariat, peacekeeping operations and core specialized agency budgets are funded.

81. Sustained and consolidated funding is the key to reversing the fragmentation of the United Nations system. More secure funding has to go hand in hand with better performance, oversight, accountability, efficiency and results. That is why the Panel devoted considerable attention to governance and management and recommends steps to resolve them, based on the following principles:

- United Nations organizations that have a demonstrable commitment to reform, effectiveness and working together need sufficient sustained core funding —

or, where applicable, assessed funding — to fulfil their missions. There should also be sufficient funding for supporting and strengthening the resident coordinator system.

- There should be one budgetary framework for the One Country Programme, reflecting all contributions. Donors should increasingly pool their contributions at the country or headquarters level, based on United Nations performance in pilot cases. They should increasingly refrain from funding country-level interventions by the United Nations system outside the One Country Programme.
- While pursuing greater coherence, diversity has brought the United Nations system many resource mobilization opportunities and successful brands, allowing both donors and recipient countries a degree of choice. Some diversity in the system is thus to be welcomed.

Recommendation: Funding for the One Country Programmes should be predictable and multi-year. The five One Country Programme pilots should be funded by pooled country-level funding. Subject to continuous positive assessment, demonstrated effectiveness and proven results, they should be expanded to 20 One Country Programmes by 2009, 40 by 2010 and all other appropriate country programmes by 2012. Following the five pilots, the One Country Programmes will also be funded by voluntary contributions to a consolidated funding mechanism, the Millennium Development Goal funding mechanism (see box 6).

Recommendation: There should be full core funding for individual United Nations organizations committed to reform.

- There should be full core funding for individual funds and programmes demonstrably committed to reform, effectiveness and working together, through strengthened and improved multi-year funding frameworks, with strategic priorities, related funding priorities and robust indicators. By 2008 funds and programmes should align their multi-year funding cycles to facilitate strategic coordination.
- There should also be a review of assessed funding of the specialized agencies, to enable them to continue their essential work on global norms and standards and assess whether the current policies of zero real growth is adequate.
- The strengthened resident coordinator system should be fully funded. Resources earmarked for supporting the system should continue to be managed separately from UNDP programme resources.

Box 6

Funding the United Nations system for results

Full funding for the One Country Programme

At the country-level, contributions to the One Country Programme should be consolidated within a single budgetary framework, which would not constitute a legal constraint on the spending authority of funds, programmes and specialized agencies. The one budgetary framework brings together all contributions to the One Country Programme. To fund the One Country Programme through this single

budgetary framework, the Panel recommends the following funding sources:

- The five pilots of the One Country Programme should be funded by pooling funding in the country. For donor contributions to each pilot, a country-level Millennium Development Goal strategy support fund should be established, to be administered by the resident coordinator, in line with national priorities. In principle, funding from all sources for the One Country Programme should flow through these country funds. Donors would be strongly encouraged to contribute through these funds.
- A Millennium Development Goal funding mechanism should be established following the five pilots. This voluntary mechanism would coordinate overall resource flows enabling global oversight of funding available for contributions to the One Country Programme. The mechanism should be governed by the Sustainable Development Board under the supervision of the development coordinator. Donors are strongly encouraged to make funds available to this mechanism at the central or country level. United Nations organizations could also contribute core funding for the One Country Programme within the framework of this mechanism.

Recommendation: The United Nations should drive reform by channelling reform savings back into the system through mechanisms, such as an empowerment fund. This fund would demonstrate to the world's poorest citizens, communities and local entrepreneurs that United Nations savings will be invested directly in their empowerment. It would be financed with minimal overhead through efficiency cost savings resulting from reforming, consolidating and streamlining United Nations functions and organizations, as recommended by the task force to be established by the Secretary-General (see chap. III.A). This fund could redirect savings from efficiency reforms back to country-level strategies (One Country Programme) with a special emphasis on helping countries achieve the Millennium Development Goals.

C. Reforming United Nations system business practices: building institutions of public trust

Business practices for resource planning, human resources, common services and evaluation must achieve full compatibility as major drivers of coherence in the United Nations system. There should be greater opportunities for staff mobility and a system-wide agreement on results-based management as well as an independent United Nations system-wide evaluation mechanism and common evaluation methodologies and benchmarking. The United Nations must systematically examine opportunities and possibilities for joint services.

82. The business practices, processes and culture of the United Nations system have evolved in an incremental and ad hoc manner over 60 years, in response to

specific situations and agency needs. This has widened the disconnection between organizations of the system, contributed to inefficiency and hindered the development of a common management culture that is accountable and results-oriented. To boost public trust, the United Nations needs to demonstrate more transparency and accountability.

83. There is no central management authority in the United Nations to implement common rules and practices. So individual organizations pursue various initiatives, without incentives to harmonize for the benefit of the United Nations system as a whole. Without explicit commitment from organizational leaders, common services cannot work. We believe the time has come to establish a process leading to a common framework for business practices in the United Nations. This will transform the way the United Nations works, build a culture of collaboration, improve the system's effectiveness in achieving organization-wide programmatic results and lead to significant savings. Harmonized business practices will enhance the United Nations system's capacity to deliver the One Country Programmes. Savings from efficiency gains will be redirected to these programmes.

84. Harmonizing systems in itself does not achieve coherence. Needed first is an agreement on standards, to ensure that value is added in pursuing change. Using internationally recognized standards would facilitate the simplification and harmonization of business practices within the United Nations system.

85. Public trust will be reinforced through measurable results. Evaluations throughout the system use different measurement criteria, which are often too narrowly defined by quantifiable terms, rather than by measurements of longer term impact.

86. Attracting and retaining the most qualified staff for an effective and independent civil service is not possible with a human resource system based on different performance evaluation systems, entitlements and contracts. To encourage mobility and cross-fertilization and to prepare staff for positions of greater responsibility, the system's appraisals must be based on performance, not seniority. A competitive and incentive-based system is required. The International Civil Service Commission has become a politicized body that represents the interests of Member States, rather than operational priorities. It is too slow and needs substantial change.

87. Current governance mechanisms need to be modernized. Without an overarching management system to drive change, there can be no management control and little progress towards coherence. For CEB to work more effectively, the United Nations agencies must first commit to the need for its revised terms of reference.

Recommendation: CEB, chaired by the Secretary-General, should lead efforts to improve management efficiency, transparency and accountability of the United Nations system. It should be used more effectively in its principal role as a high-level decision-making forum in the United Nations system on substantive and management issues. CEB reporting and transparency to intergovernmental structures should be improved.

Recommendation: The business practices of the United Nations system should be harmonized:

- International Public Sector Accounting Standards, which will be implemented across the entire United Nations system by 2010, must provide an important basis for simplifying and harmonizing business practices.
- To break down barriers to programmatic and administrative collaboration, enterprise resource planning standards, and data warehouses for reporting, should be harmonized across the system by 2010. Entities currently selecting enterprise resource planning systems (including the United Nations Secretariat) should base their selection on data-sharing compatibility and interconnectivity.
- Improvements in results-based management, results-based budgeting, evaluation and other measures to increase transparency and accountability should be in place by 2008. This should include harmonizing the principles, terms and methods of results-based management and the audit procedures across the United Nations system.
- A system-wide security management system based on common policies, standards and operating procedures should be established at the country level, particularly for humanitarian affairs.

Recommendation: Evaluation mechanisms should be established for transparency and accountability. A United Nations system-wide independent evaluation mechanism should be established by 2008, and taking into account the evolving role of the Office of Internal Oversight Services, to monitor how system-wide goals are being delivered. A separate system to enable peer reviews across organizations should also be developed. A common evaluation methodology should be applied across the United Nations system by 2010 to permit benchmarking and inter-agency comparisons and facilitate exchanges of best practices. Standardized information and data related to United Nations activities, programme delivery, budgets, staffing and cost-effectiveness should be transparent and publicly available. Harmonizing systems and methodologies will provide Member States with a more transparent overview of United Nations system results and financial figures by area of interest and type of activity.

Recommendation: Human resource policies and practices should be updated and harmonized. An authoritative and independent external evaluation to reform the International Civil Service Commission should be carried out in 2007. Human resource management policies and contractual arrangements should be simplified, harmonized and updated in line with an emphasis on results, performance management systems and accountability frameworks. Recruitment and promotion policies should be underpinned by the principle of “meritocracy with equity and representation” and developed to improve staff capabilities and ensure a culture of management for results.

Human resource policies must enable mobility of the staff across the system and the transferability of pensions. Host countries should be encouraged to enable the employment of spouses of United Nations staff. A fundamental overhaul of staff training and career development programmes should be carried out by 2010 to ensure that, at all levels of the system, staff serving the United Nations are motivated and have appropriate professional skills. The United Nations System Staff College should have the capacity to provide executive leadership training to senior United Nations managers. This would enable more effective management of change

processes and contribute to a common management culture in the United Nations system.

Recommendation: Executives should be selected according to clear criteria, and for limited terms. All appointments or elections to executive positions in United Nations organizations should be in line with clear and effective criteria, limited to two terms of four or five years.

Recommendation: Change should be managed at the highest levels. The overall management of reform of business practices should be invested in the Secretary-General, in his capacity as chairman of CEB, assisted by a bureau of staff specialists as part of the CEB machinery. All chief executives in the United Nations system should develop plans to reform the business practices in their organizations together with resource requirements for investing in change processes.

88. The Panel is of the view that implementing the reforms necessary to enable the United Nations to deliver as one will require time and energy. A dedicated team will be needed at a senior level within in the United Nations system to ensure that progress is being made on the changes being recommended.

Recommendation: The Panel recommends that the Secretary-General appoint a senior member of his staff and provide the necessary resources to form a senior change management team. The team would be responsible for tracking and supporting implementation, and reporting regularly to the Secretary-General and Member States on progress to implement the recommendations of the High-level Panel on United Nations System-wide Coherence, in the areas of development, humanitarian assistance and the environment.

Annex I

Terms of reference of the Panel, issued on 15 February 2006

Background

1. In the Outcome document adopted at the 2005 World Summit in New York global leaders called for much stronger system-wide coherence across the various development-related agencies, funds and programmes of the United Nations. In addition to supporting current, ongoing reforms at building a more effective, coherent and better-performing United Nations country presence, it specifically invited the Secretary-General to “launch work to further strengthen the management and coordination of United Nations operational activities”. They also called for such work to be focused on ensuring that the United Nations maximized its contribution to achieving internationally agreed development goals, including the Millennium Development Goals, including proposals for “more tightly managed entities” in the field of development, humanitarian assistance and the environment.

2. The Secretary-General intends to commission a small panel, supported by Adnan Amin, United Nations Environment Programme (UNEP), as Executive Director, and appropriate research and analytical capacity from inside and outside the United Nations system, to develop concrete and comprehensive analysis and recommendations in this regard. The Secretary-General is determined to ensure that while this work is under way, existing reform initiatives endorsed in the Outcome document, including those for a strengthened role for special representatives of the Secretary-General and resident coordinators, and the strengthening of the United Nations country team through a common management programming and monitoring framework should continue. The Secretary-General considers that the outcome of this exercise would provide an important complement to the ongoing reform deliberations in the General Assembly.

Timeline

3. The Panel will seek to consult on an interim basis with the United Nations System Chief Executives Board for Coordination (CEB) at its meeting in April 2006. This would allow for further consultation with member states at the Economic and Social Council in July 2006 and for the full study to be completed by the next session of the General Assembly to allow for embarking on possible implementation in 2007.

Scope

4. As set out in the Outcome document, the three elements of the study will need to have slightly different scope:

(a) In the field of humanitarian assistance significant progress has been made in recent years in providing more coordinated response to emergencies at the country level. The Outcome document also commits the General Assembly to strengthening the coordination of humanitarian and disaster relief assistance of the United Nations and separate follow-up work is already under way in this regard.

However, the growing scale and scope of disasters, particularly natural disasters, underlines the importance of improving the timeliness and predictability of humanitarian funding, mainly by improving the Central Emergency Response Fund, in part through a thorough evaluation of lessons learned from recent experience. This part of the study will also need to focus on ways of developing and improving mechanisms for the use of emergency standby capacities for a timely response to humanitarian emergencies;

(b) In the field of environmental activities, two separate issues need to be addressed. First, in the normative area, a full assessment should be made of how the United Nations can best provide more comprehensive and coherent management and monitoring of the growing range of multilateral environmental agreements. This should include the development of stronger scientific and analytic capacity in monitoring, assessing and reporting on critical environmental trends. Second is the need for better integration of the environmental perspective within the broad principle of sustainable development in United Nations country-level activities and in particular capacity-building and technology support undertaken by the entire United Nations system. The General Assembly may launch its own deliberations on the issue of international environmental governance issues in early 2006 and it would be important to ensure that these efforts are complementary;

(c) In development, despite wide-ranging reforms over the past five years strengthening the role of the resident coordinator and the United Nations country team, developing and donor countries alike remain concerned that, overall, United Nations development at the country level remains overly fragmented and supply-driven. The Outcome document commits all countries to map out their own national strategies to meet international conference goals, including the Millennium Development Goals. In this context, the study will need to analyse how the United Nations system as a whole can be better reoriented to provide more efficient, coherent demand-driven support to national partners by building on its core normative, technical assistance and capacity-building strengths to partner with the longer-term financing and other support brought by the World Bank and other international partners. In this regard, it will be particularly important to consider how to strengthen linkages between the normative work and the operational activities of the system. It will also need to examine how this work can support and complement the wider role the Outcome document envisages for the Economic and Social Council in ensuring follow-up and assessing progress of the outcomes of the major United Nations conferences and summits, including the internationally agreed development goals; and playing a major role in the overall coordination of funds, programmes and agencies, ensuring coherence among them and avoiding duplication of mandates and activities.

5. In all three areas, the study will need to encompass both organizational and funding issues, ranging from the duplication and overlap of work products across United Nations agencies, funds and programmes to prospects for joint, multi-year funding and programming arrangements. The broad issue of more predictable financing of the United Nations system — from the consolidated appeals process to the growth in non-core funding of funds and programmes to the appropriate role of assessed contributions — and its impact on existing systems and proposed reform will need to be a central element.

6. The overarching aim of the study is to seek recommendations on a process of rationalization that will maximize the available resources for relief and development programmes in the United Nations system while minimizing overhead and administrative costs. As such, the study will need to explore ways of fully exploiting synergies between the normative and analytical institutions and departments of the United Nations, such as the Department of Economic and Social Affairs and the United Nations Conference on Trade and Development (UNCTAD), and operational agencies. It will also need to address how the United Nations system works and can best exercise its comparative advantages with international partners, including the Bretton Woods institutions, the European Commission and other regional actors, donors, civil society and the private sector. While the primary focus will be on increasing impact at the country level, in making concrete proposals for improved management, coordination and effectiveness, it will need to make findings with regard to work both at United Nations headquarters, regional and country level.

7. In terms of recommendations, the study should seek to identify a short, medium and longer-term vision and benchmarks, thus laying a platform for an actionable plan of implementation rather than open-ended proposals. Change may need to occur in phases, with first initial proposals for rationalization of the current system without major structural changes; then proposals for preliminary restructuring of the current system to minimize duplication and overlap; and finally recommendations for comprehensive revitalization and restructuring of the United Nations operational role in environment, humanitarian and development work.

Consultation

8. The Outcome document calls for greater coordination between the governing boards of various operational agencies so as to ensure a more coherent policy in assigning mandates and allocating resources throughout the system. In this spirit — and to ensure wide acceptance and subsequent implementation of the findings — it will be essential for the Panel to consult widely with all stakeholders, including the management and governing boards of relevant agencies, funds and programmes, prior to submission of their final report to the Secretary-General.

Additional request from the Secretary-General: gender equality

9. In addition, the Secretary-General called upon the High-level Panel on United Nations System-wide Coherence in the areas of development, humanitarian assistance and the environment to review contribution of the United Nations system to achieving gender equality and to make recommendations on how gender equality perspectives can be better integrated into the work of the United Nations. In his recent report on the mandate review, the Secretary-General states that there is a need to move towards “improved clarity on institutional responsibilities and more concerted action in relation to gender equality. There is a need to assess the progress made across the system, the gaps and challenges remaining, and ways to improve outcomes”. He requested the Panel “to include in its work an assessment of how gender equality, including through gender mainstreaming, can be better and more fully addressed in the work of the United Nations, particularly in its operational activities on the ground” (A/60/733, para. 131).

Excerpt from General Assembly resolution 60/1

10. General Assembly resolution 60/1 states, in part:

168. We recognize that the United Nations brings together a unique wealth of expertise and resources on global issues. We commend the extensive experience and expertise of the various development-related organizations, agencies, funds and programmes of the United Nations system in their diverse and complementary fields of activity and their important contributions to the achievement of the Millennium Development Goals and the other development objectives established by various United Nations conferences.

169. We support stronger system-wide coherence by implementing the following measures:

Policy

- Strengthening linkages between the normative work of the United Nations system and its operational activities
- Coordinating our representation on the governing boards of the various development and humanitarian agencies so as to ensure that they pursue a coherent policy in assigning mandates and allocating resources throughout the system
- Ensuring that the main horizontal policy themes, such as sustainable development, human rights and gender, are taken into account in decision-making throughout the United Nations

Operational activities

- Implementing current reforms aimed at a more effective, efficient, coherent, coordinated and better-performing United Nations country presence with a strengthened role for the senior resident official, whether special representative, resident coordinator or humanitarian coordinator, including appropriate authority, resources and accountability, and a common management, programming and monitoring framework
- Inviting the Secretary-General to launch work to further strengthen the management and coordination of United Nations operational activities so that they can make an even more effective contribution to the achievement of the internationally agreed development goals, including the Millennium Development Goals, including proposals for consideration by Member States for more tightly managed entities in the fields of development, humanitarian assistance and the environment

Humanitarian assistance

- Upholding and respecting the humanitarian principles of humanity, neutrality, impartiality and independence and ensuring that humanitarian actors have safe and unhindered access to populations in need in conformity with the relevant provisions of international law and national laws

- Supporting the efforts of countries, in particular developing countries, to strengthen their capacities at all levels in order to prepare for and respond rapidly to natural disasters and mitigate their impact
- Strengthening the effectiveness of the United Nations humanitarian response, inter alia, by improving the timeliness and predictability of humanitarian funding, in part by improving the Central Emergency Revolving Fund
- Further developing and improving, as required, mechanisms for the use of emergency standby capacities, under the auspices of the United Nations, for a timely response to humanitarian emergencies

Environmental activities

- Recognizing the need for more efficient environmental activities in the United Nations system, with enhanced coordination, improved policy advice and guidance, strengthened scientific knowledge, assessment and cooperation, better treaty compliance, while respecting the legal autonomy of the treaties, and better integration of environmental activities in the broader sustainable development framework at the operational level, including through capacity-building, we agree to explore the possibility of a more coherent institutional framework to address this need, including a more integrated structure, building on existing institutions and internationally agreed instruments, as well as the treaty bodies and the specialized agencies

Annex II

Panel members

Shaukat Aziz, Pakistan (Co-Chair)
Prime Minister, Pakistan

Luísa Dias Diogo, Mozambique (Co-Chair)
Prime Minister, Mozambique

Jens Stoltenberg, Norway (Co-Chair)
Prime Minister, Norway

Gordon Brown, MP, United Kingdom of Great Britain and Northern Ireland
Chancellor of the Exchequer

Mohamed T. El-Ashry, Egypt
Senior Fellow, United Nations Foundation and Former Chairman and Chief
Executive Officer, Global Environment Facility

Robert Greenhill, Canada
President, Canadian International Development Agency

Ruth Jacoby, Sweden
Ambassador of Sweden to Germany
Ministry of Foreign Affairs, Sweden
Former Director-General for Development Cooperation

Ricardo Lagos, Chile
Former President, Republic of Chile

Louis Michel, Belgium
European Commissioner for Development and Humanitarian Aid

Benjamin W. Mkapa, United Republic of Tanzania
Former President, United Republic of Tanzania

Jean-Michel Severino, France
Director General, French Development Agency

Josette S. Sheeran, United States of America
Under Secretary for Economic, Business and Agricultural Affairs, United States
Department of State

Keizo Takemi, Japan
Senior Vice-Minister of Health, Labour and Welfare
Former State Secretary for Foreign Affairs of Japan

Ex officio

Lennart Båge
President, International Fund for Agricultural Development

Kemal Derviř
Administrator, United Nations Development Programme

Annex III

Panel secretariat

Adnan Z. Amin (Executive Director)

Koen Davidse (Research Director)

Moustapha Soumaré (Research Director)

Kai Buchholz

Mohamed El-Farnawany

Fabienne Fon Sing

Treena Huang

Maike Jansen

Ruth McCoy

Zazie Schafer

Annex IV

Consultative process

1. To ensure that its deliberations were informed by a broad range of perspectives from all key stakeholders, the Panel agreed that it was essential to undertake a wide-ranging, but focused consultative process, in accordance with the scope of the study outlined in the Panel's terms of reference. Members considered that an inclusive consultative process was important not only to enrich the work of the Panel, but also to ensure the engagement and commitment of concerned stakeholders, a fundamental step to developing relevant and realistic recommendations and making sure that the Panel's work would lead to genuine reform.
2. The consultative process resulted in the development of an analytical base and options for consideration by the Panel. Consultations drew on research and analytical capacity from inside and outside the United Nations system, and enabled contacts with Member States, the United Nations system, intergovernmental forums, international financial institutions, academia and civil society organizations.
3. Several Panel members participated in a series of consultations at the regional and country level, in Africa, Asia, Arab States and Latin America and the Caribbean. Each consultation undertook a broad assessment of experience from six countries within that region, bringing together United Nations country teams, Government representatives, regional organizations, donors and civil society. The objectives of these consultations included enhancing understanding among Panel members of the expected role of the United Nations at country level, canvassing information on good practices as well as major challenges to the United Nations country level coherence and allowing for the integration of the views of practitioners from each region into the overall deliberations of the Panel. In addition, one Panel member undertook country visits to Indonesia, Cambodia and Thailand to analyse challenges to a coherent and effective United Nations at the country level, identify good practices and assess the country level aspects of the issues to be addressed by the Panel.
4. Similarly, a number of thematic consultations were held on the environment, the resident coordinator system, the transition from relief to development, international financial institutions, business practices and funding. These consultations allowed for interaction between Panel members and key stakeholders, including experts, the United Nations system and civil society organizations — and for building an understanding of key challenges and the type of recommendations that could be put forward. A rich consultation was also held with civil society organizations, particularly focusing on sustainable development, gender equality, gender mainstreaming and human rights.
5. Panel members held consultative meetings with intergovernmental forums (the General Assembly and the Economic and Social Council), as well as smaller briefings for regional groupings (the Group of 77 and China, the European Union, the African Group and the Latin America and Caribbean Group). Panel members were also sensitive to their responsibility to build on the United Nations system's own experience and aspirations, meeting with United Nations system organizations, through the United Nations System Chief Executives Board for Coordination (CEB), as well as smaller groupings of organizations (in Rome, Vienna and Geneva), and the regional commissions.

6. The consultative process also benefited from meetings that aimed to provide input to the Panel's work, including consultations hosted by permanent missions to the United Nations (Egypt and France) and United Nations inter-agency bodies (the CEB High-Level Committees on Programmes and Management). In addition, members of the Secretariat held a large number of bilateral meetings with Government representatives (from various ministries and/or permanent missions to the United Nations), United Nations system organizations and civil society organizations.

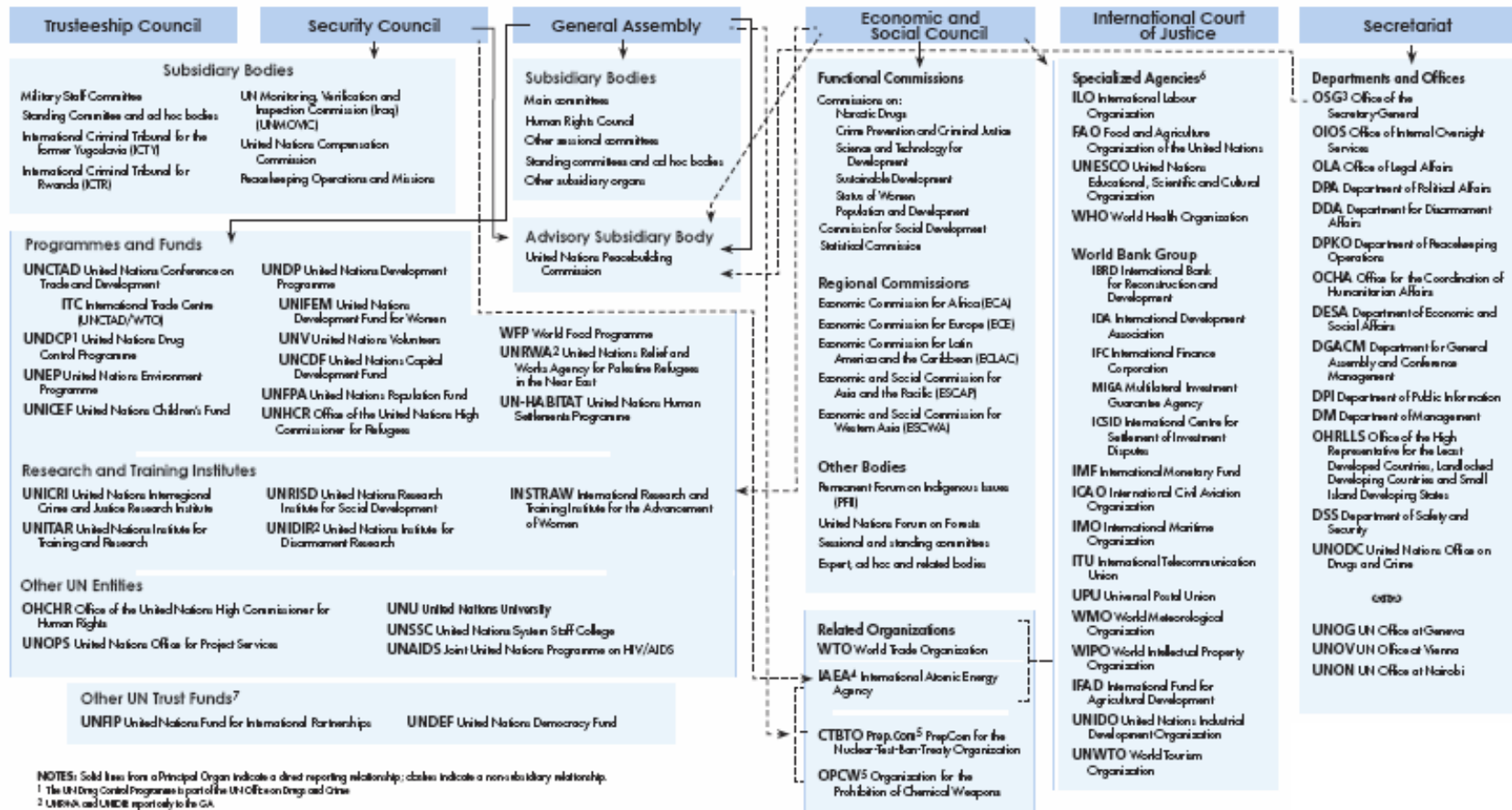
7. Furthermore, papers were commissioned that fed into the consultative process, including those on gender, business practices, funding, humanitarian assistance, the transition from relief to development and the United Nations institutional architecture.

Panel meetings and consultations, 2006

<i>Meeting</i>	<i>Date</i>	<i>Venue</i>
First Panel meeting	4 and 5 April	New York
Meeting with the General Assembly	6 April	New York
Meeting with the United Nations System Chief Executives Board for Coordination	7 and 8 April	Segovia
Consultation on the environment	4 and 5 May	Nairobi
Regional consultation for Africa	8 and 9 May	Maputo
Consultation on the resident coordinator system	15 May	Vienna
Consultation on transition from relief to development	19 May	Rome
Meeting with executive heads of Rome-based agencies	20 May	Rome
Regional consultation for Asia	24 and 25 May	Islamabad
Second Panel meeting	1 and 2 June	Geneva
Meeting with executive heads of Geneva-based agencies	3 June	Geneva
Regional consultation for Arab States	20 and 21 June	Cairo
Consultation with international financial institutions	26 June	Washington, D.C.
Consultation on business practices	26 June	Washington, D.C.
Consultation on funding	29 June	London

<i>Meeting</i>	<i>Date</i>	<i>Venue</i>
Meeting of Sherpas in preparation for the third Panel meeting	30 June	London
Consultation with civil society organizations	2 July	Geneva
Third Panel meeting	3 and 4 July	Geneva
Dialogue with the Economic and Social Council	4 July	Geneva
Meeting with the regional commissions	4 July	Geneva
Regional consultation for Latin America and the Caribbean	28 and 29 July	Bridgetown
Meeting of Sherpas in preparation for the fourth Panel meeting	17 and 18 August	New York
Fourth Panel meeting	31 August and 1 September	Oslo

The United Nations system



NOTES: Solid lines from a Principal Organ indicate a direct reporting relationship; dashed lines indicate a non-subsidiary relationship.
 1. The UN Drug Control Programme is part of the UN Office on Drugs and Crime.
 2. UNRWA and UNRWA report only to the GA.
 3. The United Nations Office of the High Commissioner for Human Rights and the United Nations Children's Fund report directly to the Secretary-General.
 4. IAEA reports to the Security Council and the General Assembly (GA).
 5. The CTBTO Prep.Con and OPCW report to the GA.
 6. Specialized agencies are autonomous organizations working with the UN and each other through the coordinating machinery of the ECOSOC at the intergovernmental level, and through the Chief Executive Board for coordination (CEB) at the inter-organizational level.
 7. UNRFP is an autonomous trust fund operating under the leadership of the United Nations Deputy Secretary-General. UNDEF's advisory board recommends funding proposals for approval by the Secretary-General.

Acknowledgements

The members of the High-Level Panel on United Nations System-Wide Coherence in the areas of development, humanitarian assistance and the environment would like to express sincere appreciation to their respective aides and advisers for their substantive contributions and dedication.

The Panel's work was made possible by generous financial contributions to a dedicated trust fund. In this regard, the Panel expresses its deep gratitude to the Governments of Belgium, Canada, Denmark, Finland, France, Germany, Ireland, Japan, Luxembourg, the Netherlands, Norway, Sweden, the United Kingdom of Great Britain and Northern Ireland and the United States of America.

Contributions in-kind supporting the work of the Panel secretariat were gratefully received from the International Labour Organization (ILO), the Netherlands Ministry of Foreign Affairs, the United Nations System Chief Executives Board for Coordination (CEB) secretariat, the United Nations Development Group office, the United Nations Development Programme, the United Nations Environment Programme (UNEP), the United Nations Population Fund (UNFPA) and the World Food Programme (WFP). Particularly appreciation is extended to UNEP for its generous gesture in providing office space for the Panel secretariat.

The Panel would also like to extend its gratitude to the Governments and United Nations organizations that hosted consultations and meetings, including: the Governments of Austria, Barbados, Egypt, Italy, Kenya, Mozambique, Norway, Pakistan, Spain and the United Kingdom; the Permanent Missions to the United Nations of Egypt, France and Norway in New York; UNEP, ILO, the United Nations Industrial Development Organization, the United Nations Foundation, the United Nations Office at Geneva, the World Bank, WFP, the World Health Organization, the World Tourism Organization and relevant resident coordinators and United Nations country teams, in particular those in Barbados, Egypt, Mozambique and Pakistan.

The Panel's work also benefited greatly from the views of a large number of Government, United Nations organization and civil society representatives and individual experts who provided valuable perspectives to the Panel in the course of its consultative process, in particular Donald Skerrett, who donated his time and expertise in the area of business practices. UNFPA kindly made available the services of Brendan O'Brien to support country-level consultations. The Panel's work was further enriched by the many insightful written contributions that it received.

The Panel would like to express its deep appreciation to the Secretary-General for having entrusted the members of the Panel with such an important task, and having brought together a remarkable mixture of perspectives and experience in order to formulate recommendations that we hope will effect a major and lasting change on the enhanced functioning of the United Nations system. We would also like to thank the Deputy Secretary-General for his valuable support throughout this process.

Finally, the Panel expresses its sincere appreciation to members of the Panel secretariat for their extensive substantive and administrative support and commitment.

All of these contributions are much appreciated and gratefully acknowledged.

Advancing UN Reform – System-Wide Coherence

In February 2006, based on paragraph 169 of the World Summit Outcome Document, the Secretary-General created a High Level Panel on UN System-wide Coherence in the areas of development, humanitarian assistance and the environment. The 15-member panel, co-chaired by the prime ministers of Pakistan, Mozambique, and Norway, carried out a study of the UN's operational activities and assessed how to strengthen UN system works, its comparative advantages, and reduce areas of overlap between UN agencies.

The Panel submitted its report, “Delivering as one” to Secretary-General Kofi Annan in November 2006. The report included extensive recommendations to consolidate and improve the effectiveness of United Nations operations. In April 2007, the Secretary-General, Ban Ki-moon, issued his response to the Panel's findings.

The General Assembly has held consultations on the recommendations contained in the Report of the High Level Panel and the Secretary-General's report. The Co-Chairs that lead the consultation process presented their report on the consultation process to the President of the General Assembly. An oral decision was adopted by the General Assembly on 17 September 2007, calling for the consultations to continue at its 62nd session. On 11 January 2008 the President of the General Assembly appointed the ambassadors of Tanzania and Ireland as Co-Chairs for further consultations.



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COPY

H.E. Mr. Srgjan Kerim
President of the General Assembly
of the United Nations

21 July, 2008

Excellency,

System-wide Coherence: Report of the Co-chairs

When you appointed us this past January to co-chair the informal consultations on System-wide Coherence in the 62nd Session of the Assembly, you asked that we report to you in mid-year. Our report accompanies the present letter.

As you know, the Secretary-General will very shortly be sending to you a Paper on the Gender issue in its institutional dimension further to the request of the broad membership that emerged from the informal plenary consultations held on 16 June.

We suggest that the Co-chairs' report and the Secretary-General's Paper on Gender be viewed together. In this way they present the member States with a whole picture. We anticipate a need for substantive consideration of the Gender Paper by member States in an informal plenary consultation very soon after the Summer break, that is before the Assembly might move in the time remaining to decision-making mode.

We are naturally at your disposal through to the conclusion of the Session in September, including should you so wish, to help facilitate overall decision-making by the Assembly. We are hopeful that the Assembly will reach an agreed outcome.

Thank you again for the honour that you have conferred on us personally and on our countries in assigning to us co-chairmanship of such an important dimension of the Assembly's work to reform and renew the United Nations.

Please accept the continued assurance of our highest consideration and respect.

Ambassador Augustine Mahiga
Permanent Representative of the
United Republic of Tanzania

Ambassador Paul Kavanagh
Permanent Representative
of Ireland

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1. Introduction and Overview

1. In January 2008, the President of the 62nd Session of the United Nations General Assembly H.E. Dr. Srgjan Kerim appointed us as Co-Chairs for the Assembly's consultations on System-wide Coherence. These consultations had begun in the 61st Session under the distinguished stewardship of the Permanent Representatives of Barbados and Luxembourg, H.E. Ambassador Christopher F. Hackett and H.E. Ambassador Jean-Marc Hoscheit.
2. In appointing us to carry forward this process, the President underlined the importance of making concrete progress on System-wide Coherence during the current Session. He suggested that, through a series of consultations, the Co-Chairs should work towards an agreement on the modalities for implementing greater coherence across the United Nations development activities System. This would include making a thorough assessment of the progress made so far, in particular the implementation of the 'One United Nations' pilot projects, as well as obstacles encountered and opportunities for further implementation. The present report responds to the request of the President that we revert to him in mid-2008.
3. The Assembly's consultations on System-wide Coherence had gotten underway in 2007 as a response to the November 2006 Report of the High Level Panel (HLP)¹. The landmark Panel Report, its many strong points notwithstanding, had received a mixed reception in the Assembly due not least to its timing and its context. It proved difficult for the Assembly to make headway during the 61st Session.
4. The move towards greater coherence and effectiveness across the United Nations System in fact long pre-dates the High Level Panel Report. A drive for greater coherence has been a feature of numerous, seminal resolutions of the General Assembly including the Triennial Comprehensive Policy Reviews (TCPRs) of 2001, 2004 and 2007. It is through the TCPR instrument that the Assembly has, by consensus, given overarching policy guidance to the development System of the United Nations. At the World Summit of 2005², the member States made clear once again by consensus at the highest levels of State and Government their commitment to the achievement of the Millennium Development Goals (MDGs) and other internationally agreed development goals (IADGs). The Summit committed the membership to implementing operational reforms, aiming at a more effective, efficient, coherent, coordinated and better-performing United Nations System.
5. In other words, the effort towards greater coherence and effectiveness in the System did not begin with the High Level Panel. The latter's Report of November 2006 represents an important contribution to long-standing and continuing efforts in the Assembly to implement greater coherence across the System. With this in mind, it would not be an optimal follow-up, in our view, for each succeeding Session of the General Assembly to begin its work by exhaustively reviewing seriatim the current status of each and every recommendation contained in the High Level Panel Report. We would suggest, instead, that the Assembly, in this framework of System-wide

¹ A/61/583 – Report of the High Level Panel on System-wide Coherence

² A/RES/60/1 – 2005 World Summit Outcome

Coherence, now take charge of the High Level Panel Report, select and address those areas of it which the broad membership wishes to pursue as a matter of priority, and set aside from these particular inter-governmental consultations those elements of the Panel Report which are already being vigorously addressed in other contexts. We believe that the consultations which we and our predecessors as Co-Chairs have undertaken may now facilitate the Assembly's reaching this point, by agreement, in the current Session.

6. In numerous developing countries we have undertaken consultations with the Heads of State and Government, Cabinet Ministers, Regional Presidents, Parliamentarians, Civil Society representatives and Development Partners etc. What we gleaned more than anything else from these exchanges is a great sense of urgency, immediacy even. Those whom we have met in developing countries and who are politically and managerially responsible for addressing serious and pressing challenges of economic and social development are eager, indeed impatient to have a United Nations Development System that is more efficient, more coherent, and therefore, more effective in meeting the needs of their peoples, in line with their own national strategies.

7. By at least one significant index, the United Nations development System has, however, been in steady decline over a period of decades. Proportionately less and less development funding is being channelled through the UN System. In none of the many developing countries which we visited were the UN Country Team of Funds, Programmes and Specialised Agencies responsible for more than 5% or 6% of total Overseas Development Assistance (ODA) going into that country. Developing countries and their development partners alike know when a System is delivering well and when it needs to do much better. A more efficient, coherent and effective United Nations development System may arrest and reverse this historic trend. A UN System that fails to adapt further will have great difficulty doing so.

8. Nonetheless, following half a year of intensive consultations, the news we bring is, to a significant degree, good. The need for a more coherent and better performing UN System is increasingly recognised in the face of pressing global challenges, including climate change, communicable diseases, food insecurity, the effects and opportunities of globalisation, etc. Member States want to see a UN System that is strong, relevant, capable and integrated – one that preserves the highly valuable strengths assembled over decades and that builds on these. This positive vision for the future is widely shared across all regional groups of States.

9. Since the beginning of 2007, a concerted effort has been made on a voluntary basis by eight self-selecting 'pilot' developing countries in partnership with the UN System's Team of Representatives in those countries, to pioneer a new approach, 'Delivering as One' that will make the performance of the UN development System on the ground more efficient, more coherent and therefore more effective. These countries are Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay and Viet Nam.

10. The 'Delivering as One' approach, despite remaining challenges, is making significant headway at country level. The developing countries concerned, which currently occupy quite different stages of development, are saying so loud and clear. A large and growing number of other developing countries are coming forward, for their own very good reasons, to embrace the new approach, even if there are no plans for formal designation of new 'pilot' countries as such. Some programme countries which begin a new UNDAF cycle this year have chosen voluntarily to implement aspects of 'Delivering as One'.

11. We have been told by many UN Agency Heads that the atmosphere in the Chief Executive's Board (CEB) of senior management across the System under the committed chairmanship of the Secretary-General has been transformed for the better over recent years. Far beyond the confines of System-wide Coherence, a more coherent and effective approach is increasingly in evidence. For example, in April, the CEB, within its own prerogatives, adopted a far-reaching package of steps to harmonise business practices across the UN System, in response to the 2007 consensus TCPR resolution of the General Assembly (A/RES/62/208). It is their commendable intention to carry forward expeditiously implementation of this long overdue package.

12. The present report will not stray into the overall discussion on global levels of Overseas Development Aid (ODA) since this matter is being addressed in a different facilitation process within the General Assembly with a view to the Doha meeting on Financing for Development that will take place in December 2008. Nevertheless, and having regard to the matter of funding for operational activities in the United Nations System, - in particular those being pursued in the framework of 'Delivering as One' - we believe that a meeting of minds can be reached in the Assembly during the current Session on significant aspects of Funding.

13. By the same token and while discussion will have to be enlarged and deepened in the coming, 63rd Session in light of emerging developments on the ground, we have been encouraged to believe that member States ought to be able to reach a meeting of minds on some aspects of Governance in the System-wide Coherence context.

14. Finally, as regards Gender Equality and the Empowerment of Women, - and emerging from open, transparent and inclusive discussions in informal plenary - we believe that with the dedicated assistance of the Deputy Secretary-General and her colleagues, it ought to be possible for the Assembly in the current, 62nd Session to make a conceptual breakthrough by pointing the direction it wishes to take in changing the institutional architecture of the UN System. The ultimate objective would be to improve delivery by the System of the many important and pressing mandates which member States together have conferred on it.

15. We will take up each of these areas in detail in the present report. While citing progress already achieved and in prospect, we will not downplay the many challenges which remain fully to be addressed. A closing section is entitled 'Conclusions and Recommendations'.

II. Work of the Co-Chairs in the 62nd Session of the General Assembly

16. When taking up our task as Co-Chairs in January 2008, the General Assembly already had the benefits of the significant work which had been undertaken prior to our appointment, including the previous, comprehensive consultations chaired by the Ambassadors of Barbados and Luxembourg.

17. Over a period of many months during 2007, the Co-Chairs in the 61st Session arranged nine informal plenary consultations and briefings, open to the entire membership, to discuss the many and complex recommendations of the 2006 High Level Panel Report. These extensive consultations with the full membership gathered the recommendations of the Report under eight headings or general topics, viz. : a) 'Delivering as One' at country level; b) humanitarian issues and recovery; c) environment; d) gender; e) human rights; f) governance and institutional reform; h) funding; and i) business practices.

18. Our predecessors mapped the various issues raised in the Panel's Report and its recommendations as well as the views of the member States thereon. Due, however, to the great number and far-reaching nature of the Panel's recommendations, the General Assembly in its 61st Session was unable to reach an agreement, within the context of these consultations.

19. The President of the General Assembly asked us to continue consultations, during the 62nd Session of the Assembly in a more focussed manner, so that areas which the broad membership deemed to be important priorities might be identified and advanced. It was felt that the debate could be re-focussed and that the General Assembly might be able to move towards further agreement on the modalities for implementing coherence in the development activities system.

20. From the outset, we detected a broadly held view that it was in the interests of no concerned party, and, indeed, that it would be detrimental to the interests of the United Nations itself and of the peoples whom it serves, if the Assembly were to emerge at the end of a second successive Session of discussions without having given its own views. Important developments have been taking place on the ground. We have believed from the outset that the Assembly should be in a position to express itself and to exert its influence on these developments.

21. On 7 February 2008, in the first, informal plenary consultations of the 62nd Session, the broad membership accepted the overall approach which we, as Co-Chairs, proposed we should take to our work during the Session. This approach had been informed by our prior discussions with the Assembly President and we were gratified that it was straight away acceptable to the broad membership. In the intervening months we have consistently abided by this agreed approach whilst engaging fully with the membership throughout.

22. As Co-Chairs, therefore, we have taken an empirical, bottom-up and pragmatic approach to the subjects under discussion. The broad membership accepted that this path afforded the most feasible and practical way to move forward.

23. It was acknowledged from the outset that as a practical proposition it would be extremely difficult to seek to move ahead simultaneously on each and every aspect of the 2006 High Level Panel Report. The breadth, depth and not least the great number of recommendations contained in that Report led to this view, which was also sustained by any fair reading of the work of the previous Session of the Assembly.

24. At the same time, we were fully aware that there had been, amongst the member States, a widely shared reluctance to address the issues raised in the Panel's Report on a selective basis. There was a residual apprehension that such selectivity might respond exclusively or preponderantly to priorities which had been voiced from just one part of the membership.

25. Nonetheless, the broad membership shared our view that if the Assembly as a whole were to be able to agree on how to move the process forward, then our consultations would need to be focussed and targeted more tightly than on every single issue. It was acknowledged that we should point towards a middle-ground where the major concerns of member States were addressed in a balanced and fair manner. We underlined that there would be no fixed agendas, no a priori considerations and no faits accomplis in the course of our consultations. In this connection, we requested and were gratified to receive the trust of the broad membership.

26. As Co-Chairs, we undertook from the outset to focus on those areas which would be flagged to us in open informal plenary consultations as being of priority interest for broad areas of the membership. In this way, the report that we would ultimately present to the Assembly President would aim to sit well with all parts of the General Assembly Hall, since all areas of the membership would recognise many of their priority concerns in it.

27. We were, of course, aware that a significant number of member States were of the view that no decision could be reached by the Assembly concerning System-wide Coherence until all aspects of the High Level Panel Report had been comprehensively discussed and that only then could a single decision be made relating to the Panel Report in its entirety. Members holding this view at the same time signalled from the outset a degree of flexibility in their approach, in that they were prepared to revisit it in light of the ongoing consultations, which would proceed under our Co-Chairmanship.

28. Against this background and already at the first informal plenary consultations on 7 February, the broad membership enabled us to identify and announce the following main priority areas, drawn from the host of issues raised in the High Level Panel's Report:

- UN 'Delivering as One' at country level and the related area of Harmonisation of Business Practices;
- Funding;
- Governance; and
- Gender Equality and the Empowerment of Women.

29. In any event, as Co-Chairs we were keen to bring squarely before the Assembly numerous and significant developments in regard to ‘Delivering as One’ which were already underway on the ground in a large number of developing countries. By the same token, we were anxious for the Assembly to be fully apprised of important progress in regard to Harmonisation of Business Practices, which the Secretary-General and his colleagues were achieving, within their own prerogatives, in the Chief Executives Board (CEB) of the System.

30. During the current, 62nd Session, the Assembly has, to date, had open informal plenary consultations, or briefings on System-wide Coherence as follows:

Initial Consultation	7 February
UN ‘Delivering as One’	28 March
Funding	7 April
Briefing on Role of an Empowered Resident Coordinator	17 April
Governance	17 April
Gender Equality and Women’s Empowerment	16 May
Briefing on Business Practices Harmonisation	13 June
Gender Equality and Women’s Empowerment (contd)	16 June

Thus, through the excellent work undertaken by our predecessors and the series of informal plenary consultations this year, the member States will have thoroughly reviewed all aspects of the 2006 High Level Panel Report.

31. In each of these informal plenary consultations we made opening and closing statements. The latter sought to draw the principal points from the discussion of the day. All of our statements were circulated at the time, by the President of the General Assembly, to the entire membership. They may be found on the Official website of the President of the 62nd Session of the General Assembly, H.E. Dr. Srgjan Kerim, (<http://www.un.org/ga/president/62/issues/swc.shtml>).

32. Throughout our tenure as Co-Chairs we have been entirely at the disposal of member States. In line with our open and transparent approach, we have consulted both in open informal plenary, bilateral and plurilateral consultations with the broad membership of the UN. We also consulted with the President of the General Assembly, H.E. Dr. Srgjan Kerim, H.E. the Deputy Secretary-General Migiro and the previous Co-Chairs. We visited seven of the eight pilot countries (Albania, Cape Verde, Mozambique, Rwanda, Tanzania, Uruguay, Viet Nam) and Malawi which is implementing the ‘Delivering as One’ reform without having been a designated a pilot. We visited, and were generously received by, Heads of United Nations Funds, Programmes and Specialised Agencies in New York, Paris, Rome, Vienna and Geneva to ascertain their views on the various aspects of System-wide Coherence and we have shared these views with the membership. We conferred with senior management at the World Bank and the International Monetary Fund in Washington D.C. We sought, as we hope this report will make clear, to provide the membership with as much information as possible about all the various developments in relation to System-wide Coherence so that any decision which they may wish to take on the matter would be on an informed basis.

33. Broad sections of the membership have consistently signalled to us that many of the recommendations contained in the 2006 Panel Report, specifically in the areas of Environment, Humanitarian Assistance and Human Rights were being addressed energetically in other related fora. Accordingly, these were not identified as necessitating in-depth discussion or action within the inter-governmental discussions on System-wide Coherence. The Co-Chairs share the view that it would be a mistaken approach to become entrenched in the structure and contents of the 2006 High Level Panel Report. Instead, the Panel Report should be dealt with pragmatically, not least because many of the issues are indeed being addressed in other fora.

34. The main body of the present report will address each of the four priority areas which have been consistently underlined by the broad membership, viz.

- UN 'Delivering as One' at country level and the related area of Harmonisation of Business Practices;
- Funding;
- Governance; and
- Gender Equality and Women's Empowerment.

35. The present report needs to be read in conjunction with the accompanying paper on Gender in its institutional dimension which is being provided to the Assembly President by the Deputy Secretary-General in response to the request of the member States that was agreed in open, informal plenary consultations on 16 June 2008. This report and the Deputy Secretary-General's paper, in combination, present a whole picture to the membership.

36. As indicated already, the present report will recommend that the Assembly during the current, 62nd Session select and act upon those priority areas which need specifically to be addressed in these continuing discussions on System-wide Coherence, whilst setting aside from these discussions other issues raised by the Panel and which are being pursued elsewhere.

III. 'Delivering as One' – Greater UN System Coherence at Country Level

37. The centre piece of the High Level Panel's recommendations related to the work of the United Nations at country level, which had already been legislated by the General Assembly through various TCPR Resolutions. Those past decisions as well as the most recent TCPR (62/208) have led to a number of reforms including, *inter alia*, the widespread use of a single UN building and common services, the establishment and the improvement of the single United Nations Development Assistance Framework (UNDAF) and elements to improve the Resident Coordinator system etc. Before the High Level Panel Report, several countries had already taken the initiative to move ahead with reforms. Cape Verde for example had adopted a One Joint Office approach in January 2006, in response to the TCPR Resolution of 2004 (59/250) which called for the establishment of joint office models. Similarly, Vietnam's UN Country Team had already moved towards a single country programme, also on the basis of the TCPR Resolution of 2004 (59/250).

38. The High Level Panel sought to build on this and to address further the fragmented work of the UN at country level, by proposing that the Funds, Programmes and Specialised Agencies of the United Nations further their collaboration and 'Deliver as One' in support of the national priorities of the national governments concerned. In order to achieve this, the Panel proposed a framework of four Ones: One Programme, which is focused on, and aligned with national priorities; One Leader, the Resident Coordinator who would lead an empowered country team; One Budgetary Framework which can provide funding for the One Programme; and, where appropriate, One Office where all the UN agencies can be located, to save money on operational costs and decrease other transaction costs. The One Office would also develop common services. As an increasing number of developing countries implement these four principles, they are tailoring them to their own needs. Some countries have added a 'fifth One' – Communicating as One, exhibiting once again that even in implementing 'Delivering as One' the principle of 'No One Size Fits All' is evident.

39. The Panel suggested that 'pilot' countries be designated to test this new method of work, to establish whether it would indeed result in stronger, better-performing United Nations on the ground. The countries which opted to act as pilots in coherence³ began their work in January 2007. At the time of our appointment as Co-Chairs in January 2008 they had just completed a first year. Their primary focus in the initial year or so has been on putting in place the necessary structures and processes for implementation of this new approach, aligning the UN's development work with national frameworks and government priorities in each of the eight pilot countries. 2008 is the year of implementation and the UN Country Teams are working closely with their government counterparts to ensure that the 'Delivering as One' reform will live up to expectations. This approach is increasingly being applied by other developing countries which were not specifically designated pilots. Indeed, to varying degrees upwards of thirty developing countries are now implementing elements of this approach.

40. The new approach has brought significant and ground-breaking changes to traditional methods of work. It involved the agreement of One Programmes which were jointly prepared by the individual Governments concerned and the UN Country Teams. Drawing up these One Programmes involved taking the national priorities and identifying where the individual skill assets, knowledge and other resources of organisations, including non-resident agencies, in the UN system could best be brought to bear in supporting these priorities. It necessitated establishing One Funding mechanisms which pool additional extrabudgetary resources for the UN System at country-level to fund the unfunded gaps in the One Programmes. These mechanisms afford, for the first time ever to some of the Governments concerned, a comprehensive picture of the scope of assistance provided to their countries by the UN System. This allows Governments to exercise national leadership in the identification of priorities for UN support. They also are decreasing fragmentation, duplication and internal competition for resources among UN Funds, Programmes and Specialised Agencies.

³ Albania, Cape Verde, Mozambique, Pakistan Rwanda, Tanzania, Uruguay, Viet Nam.

41. The reform also established, in the countries concerned, 'One Leader' for the UN family at country level in the form of the Resident Coordinator. This empowered leader leads an empowered country team. S/he has been authorised to negotiate the One Programme with the host government and to shape the related allocation of funding, while being subject to a clear accountability framework and effective oversight mechanism and with authority in turn to hold members of the UN Country Team accountable.

42. Finally, One Office arrangements, where appropriate, should bring the UN family together both physically in One Office space and virtually through the harmonisation of business practices such as communications, information technology as well as the harmonisation of common services. This should increase efficiencies, decrease transaction costs and produce savings which in turn should be spent on programmatic development work.

i) *The Co-Chairs' Visits to Countries which apply Coherence at Country Level*

43. As Co-Chairs and over a period of months, we have visited seven of the eight 'pilot' countries including Albania, Cape Verde, Mozambique, Rwanda, Tanzania, Viet Nam and Uruguay. We also visited Malawi, one of the first of many other countries which have embraced the 'Delivering as One' approach.

44. In each of the countries we visited, we normally conferred in detail with the Heads of State or Government, Minister for Foreign Affairs, coordinating Ministers and Ministers having line or sectoral responsibilities, as well as autonomous regional leaderships, parliamentary leaders, the Resident Coordinator and United Nations Country Teams, Development Partners and representatives of Civil Society, etc. The high level of engagement on the part of the host governments reflected a universal interest in the work of the Assembly concerning 'Delivering as One'.

45. We were repeatedly struck by the great sense of urgency on the part of political leaders and senior officials in these developing countries as they address their pressing development challenges. Frequently, we sensed a desire on their part that the General Assembly develop a similar sense in finding a way for the UN to deliver development assistance more efficiently, more coherently and more effectively.

ii) *Comparative Advantage of the Funds, Programmes and Specialised Agencies*

46. In the course of our Co-Chairmanship, we also visited Heads of Funds, Programmes and Specialised Agencies in Geneva, New York, Paris, Rome and Vienna. During our meetings the Agency Heads acknowledged a need for a consistent, positive message to be imparted by the various Headquarters in the System, at all levels, to country and regional representatives concerning the advancement of 'Delivering as One' and a One Programme effort that is aligned to the priorities of programme developing countries themselves in observance of the principle of national ownership. They also acknowledged that a new sense of momentum and collaboration is evident among the various parts of the UN System as

the advantages of a more coherent, effective and efficient UN at country level become apparent. Indeed, they themselves have contributed to this sense of momentum.

47. We were keen to convey to Agency Heads the view of member States from the outset; that ‘Delivering as One’ cannot be about attempting to create ‘One Single UN’, but rather it must be about maintaining the diverse and vitally important capacities of the individual Funds, Programmes and Specialised Agencies while at the same time harnessing these capacities so that they can ‘Deliver as One’ in a more efficient, coordinated, coherent and effective manner. Indeed, the Funds, Programmes and Specialised Agencies represent an enormous asset for the international community and are at the core of the UN’s contribution to development work. Any reform of the UN to make it more coherent must not sacrifice this wealth of diverse knowledge and expertise.

48. At the same time, the ‘Delivering as One’ approach will, ultimately, have implications and result in changes for the work of individual Funds, Programmes and Specialised Agencies on a country by country basis – where duplication is found, agreement will need to be reached to eliminate it. Similarly, where gaps are found, agreement will have to be reached on which Fund, Programme or Specialised Agency can most suitably fill these gaps. These are all aspects which will need to be addressed by concerned entities at headquarters level. The High Level Panel Report envisaged that there should be greater clarity as to what tasks should be carried out by which part of the UN System with consequent withdrawal from, or foregoing of activity in areas where no comparative advantage could be identified. This task would appear to be an essential part of ‘Delivering as One’ at country level and its implementation should continue to be rolled out at country level.

49. We were encouraged during our visits to Heads of the Fund, Programme and Specialised Agency to be told of the establishment of an Advisory Group of some thirteen agency Principals, supported by Assistant Secretaries-General. This inter-agency group which meets at Headquarters level has been established to assist in furthering coherence among the Funds, Programmes and Specialised Agencies and in addressing and resolving any problems or challenges which present themselves in advancing the ‘Delivering as One’ process at country level.

50. During our exchanges with Heads of Funds, Programmes and Specialised Agencies in New York, Geneva, Rome, Paris and Vienna we were informed that the new, inter-agency Advisory Group had served as a useful mechanism to discuss and resolve issues in a collegial, informal and efficient manner. Many Heads of agency were greatly encouraged by the progress made among all stakeholders on establishing clarity of mandate and comparative advantage, as well as collaborating on mutual areas of interest and business practice harmonisation. While it is accepted that more work needs to be done in numerous other areas, including in strengthening the firewall (see below), many have reported a ‘change of mindset’ among the Funds, Programmes and Specialised Agencies as the advantages and benefits of ‘Delivering as One’ are becoming clearer.

iii) *Perceptions in the General Assembly of Progress to Date*

51. On 28 March, 2008 in open informal plenary consultations, the Assembly took up consideration of the issue of 'Delivering as One'. At that meeting a number of member States outlined some of the concerns which they had at the time in relation to 'Delivering as One'. They insisted that the process must be voluntary and led by national governments. They would be opposed to any particular development model being forced upon member States. Any changes which were envisaged must be entirely voluntary. They also underlined that under no circumstances could they accept any new 'conditionalities' being attached to the delivery of development assistance. They underlined that changes underway must not simply deliver a better working method for the UN development System but it must deliver better development results for the countries concerned. Furthermore, many member States insisted that 'Delivering as One' must not simply be a cost-cutting exercise. Nevertheless, and despite these concerns, there was consensus among States that the 2007 TCPR resolution provides significant guidance for the way forward for the General Assembly as a whole in relation to the UN Development System's work. At the close of these open consultations, as Co-Chairs, we drew a number of conclusions including a factual observation that the Assembly was simply not prepared to accept, much less endorse, new 'conditionalities' for the delivery of aid through the UN Development System.

52. Also, during the 28 March open consultation, each of the eight pilots as well as several other developing countries which are applying the 'Delivering as One' approach took the floor and briefed the Assembly on their experience to date. Two months later, at the end of May, the pilots and other countries held an inter-governmental seminar hosted by the Government of Mozambique, in Maputo. The seminar took place in accordance with paragraph 139 of the Assembly's consensus TCPR Resolution⁴. The participating developing countries adopted a Declaration giving their experience of the progress achieved to date in 'Delivering as One' as well as citing the challenges remaining. In this Maputo Declaration which has been circulated to UN member States in each of the six official languages of the United Nations the developing countries concerned formally request the General Assembly to encourage them in the path that they have voluntarily undertaken in embracing 'Delivering as One'. A copy of the Maputo Declaration is attached in Annex to the present report.

53. In brief, the declared experience of the developing countries directly concerned on the ground in implementing the 'Delivering as One' approach corresponds fully to the observations made by the Co-Chairs in their visits to these countries and in their engagement with the highest authorities there, as well as with the UN Country Teams, development partners and civil society. The same picture had emerged already in general terms in the Stocktaking Exercise regarding 'Delivering as One' which the Deputy Secretary-General undertook at the end of 2007. Progress so far on 'Delivering as One' is positive; it is in line with national priorities and development plans of the countries concerned ; it has enhanced government-leadership and national-ownership; it is respecting the 'No One Size Fits All' principle and is being tailored to the specific needs of the countries concerned. The Maputo Declaration

⁴ A/61/208

also indicates that the 'Delivering as One' process has led to increased availability of the UN System's mandates and expertise to meet national plans and priorities, including through increased involvement of the UN's non-resident agencies. The approach has led to decreased transaction costs for the governments concerned. Also in this context, progress has been achieved in promoting a more unified UN System approach to programming and funding its support to countries, through the One Programme and One Budget. One of the problems with the previously fragmented UN System was the internal competition for resources among the Funds, Programmes and Specialised Agencies. Experience of the new paradigm points to a reduction in this competition as resources for the One Programme are managed in a transparent and effective manner through the One Budgetary Framework, with any gaps being funded through the One Fund, a pooled fund.

54. Nevertheless, it is clear that challenges remain in the way of full application of the 'Delivering as One'. Constraints remain in the way of full application of the 'Delivering as One' initiative. The Governments of developing countries concerned have outlined that the UN System at Headquarters levels needs to redouble its efforts to support the UN System representatives in the countries concerned in implementing the reforms. Headquarters levels need to support the empowered Resident Coordinator, accelerate harmonised business practices and adapt regulations which will accommodate this paradigm shift to a new, more coherent and effective method of working.

55. Among the main challenges arising from the One UN Programmes at country level is that of striking the right balance between, on the one hand an 'inclusive' approach that draws on all available and relevant UN System capacities and, on the other hand the need for strategic focus and prioritising of UN System activities. We believe that the principle of national ownership and leadership can be of decisive help in striking the coherent balance in a three way partnership involving the Governments concerned, the UN country team and the development partners.

56. Another issue highlighted to us was the need to include line or sectoral ministries more fully in the planning and decision-making processes in 'Delivering as One'.

57. Allocation of resources under the One Fund requires the Resident Coordinator to have ultimate authority where consensus in the UN Country Team cannot be reached. As it was put to us 'good people can disagree'. The vesting of such authority, by agreement of all concerned, in the Resident Coordinator represents a significant change in the manner of allocation of funds. Furthermore, the One Fund requires that development partners provide unearmarked funding to the UN's activities at country level, which may be a change in their traditional methods of work too. Once again, here, the progress can be facilitated by aligning with national priorities and leadership in a three-way partnership.

58. A number of member States were concerned that the programmatic functions of UNDP country representatives be segregated more effectively from those which are performed in Resident Coordinator mode on behalf of the entire System. Progress is being made in the so-called 'firewall', but further progress is needed. In answer to

concerns expressed by some member States, UNDP Representatives were able to offer a degree of reassurance as to the recruitment process for Resident Coordinators (not least regarding the number of non-UNDP appointees). At the same time, there remains a concern over the small proportion of appointees from entities beyond the four core Boards comprising the so called "Ex Copm", viz. UNDP, UNICEF, UNFPA and WFP. Here too, progress is being made but more is needed.

59. Joint Programming is at the core of 'Delivering as One' at country level. During our visits to the pilot countries it became evident to us that the main focus of the UN Country Teams' work in the first year of the pilot process was on designing and finalising these Programmes in close collaboration with the Government and other stakeholders. In most pilots the One Programme makes up a portion of the traditional UN Development Assistance Framework (UNDAF) which latter reflects the total work of the UN System in-country; however Rwanda is an important exception among the pilots where the One Programme already makes up 100% of the UN's work there. The One Programme in Malawi (not a pilot *per se*) also makes up 100% of the UN's work in that country. Once again, we can observe differentiated and flexible application of the 'Delivering as One' approach in response to individual national circumstances and priorities.

60. The numerous advantages of the One Programme were outlined to us during our visits. It has increased UN Country Team partnership with the government and has aligned UN activities much more fully behind national priorities. The One Programme has reduced significantly the traditional burden and time on national administrations in developing countries caused by having to engage in a fragmented manner with a proliferation of UN entities. With national ownership as the starting point, we heard that developing countries themselves felt more empowered when dealing with a coherent UN Country Team than was the case with a fragmented System of powerful individual agencies which sometimes, in the past, had had the cumulative effect of overwhelming the State administrations concerned. The One Programme has also increased the involvement of non-resident agencies' expertise. Apart from the positive feedback from the pilot country Governments, UN Country Team members from right across the development System also told us that they had found the Joint Programming exercise beneficial as they now have a clearer picture of the areas of expertise that the other Funds, Programmes and Specialised Agencies bring to the UN Team.

61. As was acknowledged by the Governments concerned in the Maputo Declaration, any assessments made as of mid-2008 are interim in nature and a full picture of the benefits of, or challenges posed by 'Delivering as One' and One Programmes will only come once these One Programmes have been implemented to a much greater extent. We are half way through the second year, which is the first year of implementation. Nevertheless, the messages we are hearing are preponderantly positive.

62. Furthermore, it has been consistently been pointed out to us that for 'Delivering as One' to be successful there must be an empowered and able Resident Coordinator at the head of an empowered UN Country Team.

63. While all the pilots we visited had excellent Resident Coordinators and led Country Teams which were consistently hard-working, professional and committed to improving the UN's work in the country concerned, members of many Teams emphasised that the status quo relies too much on the personality of the Resident Coordinator and his/her colleagues. They noted that the role of the Resident Coordinator needs to be further institutionalised within the System, with the appropriate authority, resources and accountability framework. Codes of Conduct are being finalised at country level, but progress needs to be made in finalising a Code of Conduct at global level to consolidate and strengthen the Resident Coordinator role. Dispute resolution mechanisms also need to be strengthened at headquarters level.

64. Guidelines have been developed at headquarters level with the UN Development Group (UNDG). These indicate that the Resident Coordinator has ultimate decision-making power on budgetary matters when consensus agreement on issues cannot be reached. As Co-Chairs, however, we have heard in the course of our consultations that this is not always adhered to at country level. It is important that Guidelines which empower the Resident Coordinator as the head of the UN country team are supported and implemented across the System in order to maintain coherence.

65. It is important indeed as a general proposition that the role of Resident Coordinator should be fully supported by the Headquarters of the Funds, Programmes and Specialised Agencies of the UN System. In our meetings with Heads of the Funds, Programmes and Specialised Agencies we were encouraged that some of our interlocutors are introducing support for 'Delivering as One' and enhancing coherence in the UN among the performance evaluation indicators for relevant officials, including their regional and country level representatives. This is a significant positive step towards encouraging and rewarding those representatives at country level who are working to make the UN more coherent.

66. Another recommendation of the 2006 High Level Panel Report was the establishment of One Budgetary Framework for the One Country Programme, reflecting all contributions, which would not constitute a legal constraint on the spending authority of the Funds, Programmes and Specialised Agencies. It recommended that the development partners should increasingly pool their funding contributions at the country or headquarters levels. In countries where there is a One Country Programme in place, the Panel enjoined the development partners increasingly to refrain from funding country-level interventions which are outside that country's One Programme.

67. Generally speaking, the One Budgetary Frameworks at country level are in the early stages of operation in the pilot and other countries which are applying the 'Delivering as One' approach. It has been reported by several of these countries that the new approach has already attracted new and additional resources from development partners in support of the One UN programme in-country. UN Country Teams in such countries have underlined that the One Fund, as a funding mechanism for the One Programme, has decreased the need for individual agency resource mobilisation and has decreased inter-agency competition. They point out that the One Fund will allow the UN Country Team and the Resident Coordinator to focus on

programmatic work and make strategic choices for the use of funds. It is also expected that the One Budgetary Frameworks for a One Country Programme which is government-driven and in line with national priorities, by its very nature, can represent over time an attractive option that will continue to attract additional funding.

68. This has been echoed by the messages which we, as Co-Chairs, have heard from numerous development partners. These partners have indicated that they have committed funds to the One Programme, through the One Budgetary Framework, which are over and above their usual contributions to the UN System in a number of pilot and other countries. Some development partners are exploring with the national governments of concerned developing countries the possibility of including a section in their bilateral aid agreements providing support to the One UN Programme. This would ensure consistent, multi-year funding to these programmes. At the same time, and positive messages from some pilot and other countries notwithstanding, we have heard that other such countries have yet to attract adequate funding to sustain their One UN Programme. We have heard appeals, therefore, for those partners which support 'Delivering as One' to ensure that adequate and appropriate funding continues to be made available, so that this process is able to succeed.

69. There is a broad consensus among member States that the System-wide Coherence process should not be simply a 'cost-cutting' exercise. This has been underlined in the TCPR Resolution where member States called upon the United Nations Funds, Programmes and Specialised Agencies to ensure, to the extent possible, that savings resulting from reduction in transaction and overhead costs accrue to development programmes in programme countries. In this way as in others, 'Delivering as One' should deliver more.

70. The High Level Panel Report suggested that the reform savings should be channelled back into the System through mechanisms, such as an Empowerment Fund. As indicated elsewhere, there is in fact little or no appetite among member States for the creating of new inter-governmental mechanisms.

71. Member States have also generally expressed the view that savings would more usefully be redeployed into programmatic work in the country where the savings were made. This would provide direct gains for the country which had helped to realise the savings and could also provide a further incentive to reduce unnecessary and wasteful operational costs, for direct benefit to the development programme.

72. In our visits to the pilot Countries, as Co-Chairs, we were encouraged to see that savings generated through the implementation of 'Delivering as One' particularly the establishment of a One Office and related sharing of common services, have, in some cases, already been reinvested into programmatic work. This has occurred in Mozambique and Cape Verde. However, it has been pointed out to us that currently this practice is ad hoc and needs to be regularised and given structure. While there is recognition among the Funds, Programmes and Specialised Agencies that the member States would wish such savings, where possible, to be reinvested in the country concerned the necessary changes in statutes, regulations and auditing practices have yet to be made to make this possible.

73. Work ought to be advanced among the UN Funds, Programmes and Specialised Agencies at the Headquarters level to allow the UN Country Team, in close coordination with the concerned government, to identify the best ways and means in which operational, and to the extent possible, administrative savings can be ploughed back into programme budgets in-country, so as to implement the requests outlined in TCPR paragraphs 104b and 114. The necessary flexibility should be shown to respond to the progress achievable under ‘Delivering as One’ as well as to provide an incentive towards greater effectiveness.

74. Finally, in countries where the One Office arrangements have been implemented significant savings have already been realised. The One Office in Cape Verde released resources which were spent on training UN staff and Cape Verdeans. In its first year of existence, the One Office in Praia cost 25% less than the total separate cost of the participating offices in the preceding year. Similarly, the One Office plans in Mozambique have resulted in significant cost savings. The plan to create the first carbon neutral Green ‘One UN’ Office in Hanoi, Viet Nam will result in significant savings in energy and other costs and is expected to set a benchmark as the most environmentally friendly office building in the ASEAN Region.

iv) *The Situation of Middle Income Developing Countries*

75. The ‘Delivering as One’ reform concerns the response of the United Nations System to rapidly evolving dynamics in the international development environment. The ways in which multilateral aid is delivered are undergoing important changes. If ‘Delivering as One’ is to realise its full potential it must continue first and foremost to recognise the particular needs of developing countries themselves and continue to be guided by the principle of national ownership and leadership. By way of joint programming, etc. it must continue to align the System’s multilateral activities to the priorities, strategies, policies and plans of those countries - through a three-way partnership embracing the authorities of the programme developing countries concerned, the UN family of agencies and the development partners, viz. “donors”.

76. About half of all United Nations member States are now middle-income developing countries. Although the High Level Panel Report of 2006 did not address the challenges which are specific to middle income countries (MICs), the General Assembly expressly recognised their needs in its consensus resolution 17 of December 2007 embodying the Triennial Comprehensive Policy Review (TCPR) which gives operational guidance to the broad United Nations Development System for the period 2008 through 2010. The current TCPR recognises in particular that middle-income countries still face significant challenges in the area of poverty eradication and that efforts to address these challenges should be supported in order to ensure that achievements made to date are sustained, including through support to the effective development of comprehensive co-operation policies.

77. Of the eight pilots, Albania is a middle income country that is strongly focussed on realising its national objective of progressive integration with the European Union. Cape Verde has graduated to middle income status in the past year or so, whilst Vietnam is hoping to do so in the coming year or two. Uruguay is a longstanding

middle income country that in the mid-twentieth century had one of the best placed economies in the world. As indicated elsewhere, we were informed authoritatively by each of the four governments that the ‘Delivering as One’ process underway in their respective countries is respecting national ownership and leadership and is ensuring, to an unprecedented degree, alignment on the part of United Nations System development activities there with their own national priorities and plans.

78. We understand that the term “middle income country” was originally defined by the World Bank some three decades ago and was used to classify countries, based largely on Gross National Income (GNI), as part of the Bank’s lending strategy. In our consultations with concerned States and other actors, we heard frequently about limitations on the usefulness and value of the term Middle Income Country in identifying and addressing the true development needs of such countries. These countries are often subject to critical vulnerabilities which affect their economies, institutions and societies at large. Many of them are particularly susceptible to dramatic external shocks from global and regional economic factors. While sometimes enjoying strong economic and social progress, they can be vulnerable also to sharp regression involving serious economic and social instability. Some of the middle income countries find themselves in such a state of vulnerability to external shocks that they regard themselves more as “borderline” countries.

79. In examining the challenges facing middle income countries further, the Co-Chairs noticed that middle income countries can be affected by high levels of poverty. For example, of the some 373 million inhabitants of South America – all of whose countries are in the middle income category – around 130 million are poor and of these in turn, approximately 89 million live in the five “upper middle income” countries of the continent, viz. Argentina, Brazil, Chile, Uruguay and Venezuela. The term “middle income” can have inadequate regard to such realities whilst at the same time underestimating structural and institutional weaknesses and gaps in capacity.

80. Those middle income countries which have embraced the ‘Delivering as One’ approach are very often focused on sustaining their engagement with the UN System and the development partners so as to strengthen, through policy advice and other instruments, their national capacities to address the very real challenges mentioned above and many more besides. We detect a widely shared view among the membership that there is a need for the UN development System to address, in a more coherent and dedicated manner, the problems that affect middle income countries and to put in place the necessary conceptual clarity and organisational arrangements. These countries call for the UN system to promote South/South cooperation more.

81. A sizable proportion of the many countries which are voluntarily stepping forward to embrace the ‘Delivering as One’ approach to coherence are in the middle income category. Through continued adherence to the principle of national ownership and leadership, the ‘Delivering as One’ process overall will therefore bring to light in the years ahead important experiences and lessons for addressing more effectively the needs of such countries. Consequently, it may be valuable for the independent evaluation of ‘Delivering as One’ which the TCPR has anticipated for late 2009 to focus at some length on the lessons learned in respect of middle income countries.

v) *Monitoring and Evaluation*

82. The 2007 Triennial Comprehensive Policy Review (TCPR) Resolution of the General Assembly foresees two levels of evaluation:

- a) an evaluation by the 'programme country pilots' of their own experiences. These countries would also exchange their experiences. The Secretary-General has been encouraged by the Assembly to support the pilots in all of this with the support of the United Nations Evaluation Group (UNEG); and
- b) in addition, the Assembly emphasises the need for an independent evaluation of lessons learned from the voluntary efforts to improve coherence, coordination and harmonisation in the United Nations development System, including at the request of some 'programme country pilots'. This independent evaluation will be for consideration by member States.

83. With regard to the first level of evaluation, (a) above, we met with representatives of the United Nations Evaluation Group (UNEG), in late May and were informed of the following. UNEG's work in this connection has concentrated on making sure that the necessary information systems, benchmarks and baselines are in place. To this end, it has undertaken a mission to the pilot countries and drawn up an 'evaluability report' on each one of them. These reports will be synthesised into a compilation report which will be posted on the UNEG website (<http://www.uneval.org/>) shortly. In the course of this exercise, UNEG was able to provide guidance to the governments of the countries concerned and to the UN Country Teams on the ground concerning monitoring and evaluation mechanisms. UNEG's guiding principles were that all monitoring and evaluation should take place in line with national priorities and be based on national monitoring and evaluation mechanisms, while adhering to the highest international standards.

84. The Maputo Declaration of 23 May 2008 issued by pilot and other countries which are applying the 'Delivering as One' approach underlines that the conduct of the first evaluation exercise at (a) above, is an effort to be jointly overseen by the countries concerned and the United Nations System.

85. The second level of evaluation, the independent evaluation that would come to member States for consideration (b) above), will focus on lessons learned in the 'Delivering as One' efforts overall. This is an exercise that can hardly reach completion before the end of 2009. One could imagine that an assessment of the processes involved might be achieved by then, but that it would take more time to evaluate definitively the development outcome of the 'Delivering as One' approach.

86. During the informal plenary consultations on 'Delivering as One' many member States stressed the need for the independent evaluation of 'Delivering as One' to be assuredly independent. Member States have also made clear that the 'Delivering as One' process should result in improved delivery of development assistance to the country concerned. It was stated that any final evaluation must address development results in order to provide a clear picture of the 'Delivering as One' reform and its

effects on the development process in-country. It was also stated that any evaluation or change at central level should not interfere or restrain the ability and sovereignty of national governments to undertake development work, in line with their national priorities.

87. For our part as Co-Chairs, we have expressed the view that if member States in the General Assembly are to sign off on the future independent evaluation of 'Delivering as One' that is foreseen in the TCPR, then the Assembly will as a practical matter need to be content, going forward, with the methodology and conduct of this evaluation. For this reason, we would suggest that early in the 63rd Session, the membership receive a first briefing in open informal plenary consultations on what is contemplated in that regard.

88. The Joint Inspection Unit (JIU) too has taken an interest in these matters.

vi) *'Delivering as One' and the Harmonisation of Business Practices*

89. At central level the work of harmonising the business practices of the UN System has been ongoing for many years in various fora. In the context of the Chief Executives Board (CEB), under the Chairmanship of the Secretary-General, these matters are assigned to the High Level Committee on Management (HLCM). This Committee leads the work in implementing the requirements of the General Assembly, through the Fifth Committee and other bodies, to harmonise business practices across the system. It is currently chaired by Ms Thoraya Obaid, Executive Director of UNFPA.

90. In April 2008 the CEB approved, within its own prerogatives, an extensive package of measures designed to harmonise business practices across the System. The package had been elaborated and agreed, System-wide in the High Level Committee on Management (HLCM). The package of measures is of an inter-disciplinary nature and covers all major management functions of United Nations System organizations including human resources, procurement, information & communication technology, finance and budget. The package would evolve to include projects that have not yet been developed, such as the creation of an independent System-wide capacity for evaluation and initiatives in the area of legal affairs. The aim of CEB members is to have some of the measures accomplished within nine months, with the most complex ones taking two to three years for completion.

91. In order to apprise the entire membership of the exact nature of the projects proposed we arranged for an open briefing session to take place on 13 June. Ms Obaid, as Chairwoman of the HLCM gave the briefing and was supported by Mr Adnan Amin, Director of the CEB. They provided a detailed written and oral explanation of the various aspects of the package. The General Assembly would benefit from further briefings from time to time on such aspects of the work of the CEB.

IV. Funding for Coherence at Global and Country Level

92. The 2006 High Level Panel Report recognised the need for increased and improved funding for the United Nations both at country and global level. Specifically, the Panel was of the view that “inadequate and unpredictable funding of the System also contributes to fragmentation, undermining the multilateral character of the United Nations. The exponential growth of extra-budgetary (non-core) versus core resources has encouraged supply-driven rather than demand-driven approaches to assistance, undermining the principle of country ownership. Lack of donor coordination and competition for non-core resources among United Nations agencies squander significant time and effort on fund-raising, undermining the ability of the United Nations to make long-term strategic decisions that would deliver more effective results.’

93. The General Assembly for its part, has recognised this in the TCPR Resolution of 2004 and again in the TCPR Resolution of December 2007. In a key consensus paragraph that brings together a number of crucial concepts, the latter ‘emphasises that increasing financial contributions to the United Nations Development System is key to achieving the internationally agreed development goals, including the Millennium Development Goals, and in this regard recognizes the mutually reinforcing links between increased effectiveness, efficiency and coherence of the United Nations Development System, achieving concrete results in assisting developing countries to eradicate poverty and achieve sustained economic growth and sustainable development through operational activities for development and the overall resourcing of the United Nations Development System’.

94. This consensus position of the Assembly formed an important part of the context to our work as Co-Chairs. With the agreement of the broad membership we have not strayed into the macro-level debate concerning global spending on Overseas Development Assistance (ODA). This is being addressed in a separate, if parallel facilitation exercise in the Assembly under the leadership of the distinguished Permanent Representatives of Egypt and Norway. Essentially, for our part, we have focused on the Funding-related elements of the 2006 Panel Report.

95. The view in general among States is that sufficient, timely and predictable funding at the country level must be mirrored by sufficient, timely and predictable funding at global level. As the TCPR stressed, core resources, because of their untied nature, continue to be the bedrock of the operational activities for development of the United Nations System. It is of great concern to the broad membership that the share of core contributions to the UN Funds, Programmes and Specialised Agencies has declined in recent years. In all our consultations it has been clearly pointed out to us that core funding is essential to sustain the continued basic capacity of the UN System. Furthermore, increases in core funding must complement adequate funding of the UN’s work at country level. There is a natural and understandable concern among Funds, Programmes and Specialised Agencies that funding of ‘Delivering as One’ must not be at the expense of core at global level. If we are to build a UN which is strong, flexible and efficient we need to ensure that it is adequately resourced, both at central level and at country level.

96. The 2007 consensus TCPR resolution urged the development partners and other countries in a position to do so to increase substantially their voluntary contributions to the core/regular budgets of the UN development system, in particular its Funds, Programmes and Specialised Agencies, and to contribute on a multi-year basis, in a sustained and predictable manner. At our open informal plenary consultations on 7 April, member States stressed the need for the fulfilment of all commitments in relation to funding of the UN System, including the need to address the current imbalance between core and non-core funding. While increased core funding can incentivise commitment to greater coherence, the UN System and development partners must ensure that there is neither the appearance nor reality of a pattern of funding which suggests that those developing countries which do not choose to participate in 'Delivering as One' are deliberately disadvantaged as a consequence. In this, as in other respects we are unable to visualise the Assembly countenancing arrangements which may be seen as amounting to 'new conditionalities' over the delivery of assistance through the United Nations Development System.

97. The High Level Panel also noted that the assessed contributions for the Specialised Agencies have not increased in years, which has left them having to rely on voluntary funding for core activities. This matter was also raised at our consultations on Funding where numerous member States supported a review of the assessed funding of the Specialised Agencies to enable them to continue their work on global norms and standards. They called for an assessment of whether the current policy of zero real growth is adequate. It would seem therefore important, if there is to be real incentive for the participation of all parts of the UN System in greater coherence, that this policy be re-examined in light of encouraging greater commitment to coherence and less reliance upon voluntary funding.

98. The 2006 Panel also recommended establishing a Millennium Development Goal Funding Mechanism, which would coordinate overall resource flows, enabling global oversight of funding available for contributions to the One Country Programme. However, in our consultations member States have generally felt that there was a lack of clarity concerning the need for such a fund and its specific implications. They were keen to stress that any new funding mechanisms should focus on funding all aspects of work that the UN is mandated to do, not simply the work relating to achievement of the Millennium Development Goals (MDGs). Let us recall once again that in line with the general views expressed, the membership are also keen to avoid the establishment of any new, overarching and additional mechanisms as these could risk simply adding new layers of process.

99. The membership may wish to declare anew much of the foregoing and continue consideration of the important issue of Funding, particularly in light of the outcome of the meetings of the Assembly related to the Millennium Development Goals scheduled for September, 2008.

V. Governance Aspects

i) *Overview*

100. The 2006 High Level Panel maintained that ‘effective governance is at the core of coherence.’ Improved Governance structures are central to the improved efficiency, coherence and effectiveness of the UN System. This is important at both the country level, where an empowered Resident Coordinator, at the head of an empowered UN Country Team, is critical to the Team’s success, as well as at Headquarters level where existing governance and decision-making processes can be improved and may need to be adapted to deal with the new One Programmes which emerge from ‘Delivering as One’.

101. Many member States have expressed concern at the short-term feasibility of the recommendations of the High Level Panel Report on Governance. In particular, many member States made the point that the specific changes envisaged by the Panel would have substantial implications for existing governing bodies and ECOSOC and would need careful consideration.

102. Many States felt it of crucial importance that the work at country level, which is government-led and aligned with national priorities should in no way be hindered by changes at central or headquarters level. Any changes at headquarters level should, on the contrary, enhance the UN development System’s ability to support the developing countries in implementing their national priorities and assuring greater effectiveness in the delivery of UN programmes. Any changes at headquarters level must also be flexible, and accord with the reality that ‘No One Size Fits all’.

103. Any approach that sought to design a new System of inter-governmental governance from the top-down would be unlikely to prosper. At the same time, an emerging new approach, embodying ‘Delivering as One’ at country level is being applied by a large and growing numbers of developing countries. Bottom-up, this process creates a need for suitably adapted headquarters and regional arrangements to which an emerging new paradigm at country level can relate and align.

104. It appears to us essential that an appropriate balance is to be struck between providing adequate intergovernmental oversight of the System’s development priorities and objectives, while respecting the voluntary, nationally-led nature of the coherence process and the respective mandates of the Funds, Programmes and Specialised Agencies.

105. At central level, member States felt that the implementation of some of the recommendations of the 2006 Panel Report could result in duplication, given that the strengthened ECOSOC has established both the Annual Ministerial Review and the Development Cooperation Forum as high level fora for strategic guidance on sustainable development.

106. Specifically, while it is clear that the new and emerging ‘One Programmes’ will need to be dealt with effectively and efficiently at global level, the Panel’s proposal for creating a Sustainable Development Board was felt by many to be duplicative. It

received little or no support. While the current arrangement, which sees One Country Programmes being tediously dismantled into their constituent parts and approved separately by the various Boards of the Funds, Programmes and Specialised Agencies is far from optimal, there was little support for the creation of a Sustainable Development Board to fill this role. Many member States felt that it could be more useful to adapt existing structures such as ECOSOC, perhaps in coordination segment or in the operational segment. The Annual Ministerial Review could provide an opportunity to discuss the progress in 'Delivering as One'. These options need to be discussed and explored in more detail by member States as the reality of the 'Delivering as One' programmes becomes evident.

107. Since the 2005 World Summit Outcome, work has been undertaken to strengthen ECOSOC, to enhance its capacity as the main policy-making body of the UN for economic and social development issues. The 2007 TCPR resolution also requested that the Secretary-General report on an annual basis to the ECOSOC on numerous aspects which relate to improving the efficiency and effectiveness of the UN. It requested that the Secretary-General report on the functioning, selection and training process of the Resident Coordinator system. It requested the executive boards and governing bodies of the United Nations Funds, Programmes and Specialised Agencies to assess the progress achieved including costs and benefits, in the area of simplification and harmonisation of United Nations development system at the global, regional and country levels. The governing bodies were also requested to analyse the potential impacts on development programming and report to ECOSOC on an annual basis.

108. At this year's substantive meeting of ECOSOC, the Maputo Declaration was presented to the member States at a side event hosted by the Government of Mozambique and was acknowledged in the resolution adopted by ECOSOC on the operational segment.

109. The work of the United Nations at regional level was not the subject of extensive discussion during our consultations on Governance. However, during our visits to developing countries, it was made clear to us that there is a need to clarify the role of regional level management and to encourage the latter to provide more support to the UN Country Teams on the ground as these advance a more coherent and more effective approach. It was felt that regional presences of the UN need to be streamlined and harmonised so that they can be utilised to their full advantage.

110. At the CEB meeting in late October the United Nations Development Group (UNDG) was officially incorporated into the Chief Executives Board. This group, which is chaired by the Development Coordinator, serves as the central coordinating mechanism for the United Nations operational work in development. It fulfils many of the roles envisaged by the Development Policy and Operations Group.

111. At its meeting in April 2008, the CEB incorporated into its structures a thirteen member Advisory Group at the level of Principals and Assistant Secretaries-General. This group has emerged from the much closer collaboration among Funds, Programmes and Specialised Agencies at Headquarters levels that had been necessitated by the evolving 'Delivering as One' arrangements at country level.

ii) *Relationship between the UN and the Bretton Woods Institutions*

112. There is broad consensus among member States that increased collaboration and coordination is needed between the United Nations System and the Bretton Woods Institutions. The High Level Panel Report of 2006 included this in its recommendations. The General Assembly called for this in its Triennial Comprehensive Policy Review (TCPR), 2007. The Assembly invited the United Nations System and the Bretton Woods Institutions to explore further ways to enhance cooperation, collaboration and coordination including through greater harmonisation of strategic frameworks, instruments, modalities and partnership arrangements, in full accordance with the priorities of the recipient Governments.

113. As Co-Chairs we visited the senior management of the World Bank and the International Monetary Fund in Washington D.C. in June 2008. At the World Bank we conferred with Ms Ngozi Okonjo-Iweala, Managing Director, while at the IMF we met with Mr Murilo Portugal, Deputy Managing Director. Both representatives were expressly supportive of further collaboration with the United Nations System both at country level and at global level, provided this is well-conceived, pragmatic and results-oriented.


114. Increased coherence, enhanced effectiveness and coordination, the elimination of duplication and overlap and alignment with national priorities are already important for all actors in development at country level, including the United Nations. Greater coherence and effectiveness on the part of the United Nations Development System will, in our assessment and on the basis of what we have heard, inevitably presage much closer collaboration and complementarity between the work of the System and that of the Bretton Woods Institutions. Furthermore, a more coherent and effective United Nations System can provide leadership among other development actors and be a more valuable partner for governments in advocating and leveraging additional resources to meet their national priorities. Mozambique cited to us its own positive experience in this regard.

115. The World Bank and the International Monetary Fund (where they are represented on the ground) are normally members of the UN Country Teams in all programme countries, even if they are less centrally engaged than the UN Funds, Programmes and Specialised Agencies. In the course of our visits to pilot countries we were struck in particular at the increased collaboration between the UN System's Country Team and the World Bank representative in Albania. There the Bank Representative, while promoting the Bank's own priorities, was described as a 'key member' of the UN Country Team. The Bank and the UN are working together with the Government of Albania on numerous projects in that country. While we did not see widespread, increased collaboration in the other countries we visited, in many places members of the UN Country Team pointed to the potential which exists in this direction as the 'Delivering as One' process develops further. In Tanzania there has been discussion about the World Bank representative having access to the One Office of the UN Country Team on a cost-sharing basis. Some of the UN agencies already have highly developed country and regional level collaboration with the Bank, in particular. The Bretton Woods Institutions naturally tend to embrace the UN System

expertise and experience, the more that peace, security and stability considerations come into play. As Co-Chairs, we understand that the United Nations and World Bank are developing partnership documents, designed to institutionalize principles of collaboration, consolidate gains and further strengthen the relationship in a number of critical areas. These documents include a UN-World Bank partnership framework on crisis and post crisis collaboration, a UNDG-World Bank operational partnership note, and a UNDG-World Bank fiduciary framework.

116. We look forward to more progress in this regard and hope that the World Bank and the International Monetary Fund will encourage their representatives at country level to engage even more with an evolving UN Development System, where this is likely to avert overlaps, increase synergies and – most importantly - benefit the developing countries concerned.

117. There is also broad acknowledgement that there should be increased collaboration between the Bretton Woods Institutions and the United Nations System at global level. Such increased collaboration is already being furthered in various different settings, including at the Chief Executives Board level (CEB). As one example, the CEB has recently established the Secretary-General's Task Force on Food Security to address the global food crisis. It brings together the relevant entities in the UN System with the full and active participation of the Bank and the Fund and the personal engagement of their leadership.

118. The relationship between the UN System and the World Bank and the International Monetary Fund will also be discussed at the Follow-up  International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus which will be held in Doha, Qatar, from 29 November to 2 December 2008. Consequently, this overarching relationship is being addressed in the General Assembly facilitation which is chaired by the distinguished representatives of Egypt and Norway. These are all important and ongoing areas of increased collaboration with the Bretton Woods Institutions, although they are not necessarily directly related to the increased collaboration in the context of 'Delivering as One'.

119. Our approach as Co-Chairs on System-wide Coherence has all along been a pragmatic and 'bottom-up' one. We have eschewed any 'top-down' approach that might, for example, in this instance seek ab initio to re-draw institutional structures or significant inter-institutional relationships. However, desirable this may be, it hardly seems a practicable proposition at this time.

120. It will be clear, however, that there is considerable potential for closer engagement between the United Nations System and the Bretton Woods Institutions. Without doubt, there is a willingness on the part of the Bank and the Fund to engage on this basis more closely with the United Nations System in the field of development. During the 63rd Session of the General Assembly, it could be valuable to explore with the Bretton Woods Institutions the potential in this direction in a pragmatic and results-oriented manner. The more pragmatic and results-oriented such efforts are, the more likely they will be to register progress. It is essential that greater operational coherence and collaboration between an evolving United Nations

Development System and the Bretton Woods Institutions should be appropriately and indeed, optimally linked up with the policy coherence being pursued at global level.

VI. Gender Equality and Women's Empowerment

121. From the outset, Gender Equality and Women's Empowerment has been highlighted to us as Co-Chairs by member States from all regions as an issue of priority importance. It is an issue of high significance for all States. While it has central relevance to the UN's work in the field of development, it has much broader scope and impact – not least in the normative area – for all States, regardless of their stage of development. No member State of the United Nations can boast that it has fulfilled all of the agreed international targets and, therefore its own internationally-given commitments in regard to Gender Equality and Women's Empowerment.

122. At open informal plenary consultations held on 16 May 2008, a consensus among member States recognised the strong normative acquis of the United Nations System in relation to Gender Equality and Women's Empowerment. This is based, inter alia, on the United Nations Charter, Resolutions of the General Assembly, of ECOSOC and of the Security Council as well as the Beijing Declaration and Platform for Action, the Outcome Document for the Cairo Conference on Population and Development and the Convention on the Elimination of the Discrimination against Women. However, it was made equally clear by States and by the relevant parts of the United Nations System itself, that within the System there are gaps in coherence, authority, accountability and resources in addressing this important area and not least in assisting States to bridge the space between their international commitments and national performance in this area.

123. In order to get a clearer picture of the nature and extent of the gaps and overlaps in this key area of the System's work, the membership as a whole on 16 May requested that we ask the Secretary-General for a paper which would take account of the many views expressed by the member States and help them to pursue discussion on the substantive, programmatic aspects of Gender Equality and Women's Empowerment. This request was conveyed to the Secretary-General by the President of the General Assembly. In response, the Secretariat supplied a paper for the membership on 6 June. This brought into focus a shared analysis of the current situation as to the System's delivery on its many mandates in the area of Gender Equality and Women's Empowerment. It emerged from a collaborative exercise by various entities in the System under the leadership of the Deputy Secretary-General. It addressed the normative and operational aspects of Gender Equality and Women's Empowerment and the linkages between them. It reflected the strong sense among member States that the System suffered from important gaps in the areas of coordination and coherence, authority and positioning, accountability and human and financial resources. The paper formed a useful basis for a further discussion among the membership which took place on 16 June in the General Assembly.

124. In the informal plenary consultations of the Assembly held on 16 June, there was an unmistakable and broad-based momentum to address further the manifest weaknesses of the United Nations System in relation to Gender Equality and Women's Empowerment. In light of this second, lengthy exchange of views and in order to facilitate further progress on how to improve and strengthen the institutional dimension of Gender, the broad membership agreed that we should request from the Secretary-General a further paper. This would present in a non-prescriptive manner a range of institutional options on how best to re-organise the Gender-related bodies in the System so that these might perform and deliver much more effectively than they do at present. As Co-Chairs, we specifically asked that this, further paper provide a comprehensive and comparative assessment of each of the institutional options it might posit and of their implications. It would need to take into account the questions and concerns raised by member States. It would help to give further focus to the Assembly's continuing discussions. Once again, this desire on the membership's part was conveyed to the Secretary-General by the President of the Assembly. It is anticipated that the institutional options paper will be in the hands of the member States at the same time as the present report, in the penultimate week of July.

125. The Gender Equality and Women's Empowerment aspect of System-wide Coherence has broad and indeed universal relevance to all member States. It is important to the matter of development, but it goes far beyond development in its scope. Generally speaking, the broad membership has been keen for the Assembly – before it enters decision-making mode in this, 62nd Session – to consider the issue of Gender alongside others which were highlighted by the 2006 High Level Panel Report.

126. The institutional options paper being provided by the Secretary-General, taken together with the present report, should complete the substantive picture for member States. With both these elements in hand, member States will be in a position to consider, in an intensive and expeditious manner and as from late August/ early September, how the Assembly may wish to move forward, in the current 62nd Session, on this issue of universal importance.

VII. Environment, Humanitarian Assistance and Human Rights

i) Overview

127. The 2006 High Level Panel Report included a large number of recommendations in the areas of humanitarian assistance, the environment and human rights - each of which is of central importance to the work of the United Nations as a whole.

128. At the same time, in our consultations with member States and other stakeholders we found little appetite or interest in prioritising specifically within these inter-governmental consultations on System-wide Coherence the issues of environment, humanitarian assistance and human rights. This is because some of the Panel's recommendations are being followed up in other contexts and fora, whilst others (not least some in the humanitarian area) are effectively implemented.

Moreover, it is clear to us as Co-Chairs that in refraining from prioritising particular issues in the System-wide Coherence context, some interested member States have sensed that the present framework may not be the most propitious or fruitful one in which to ventilate and seek for progress on the issues concerned.

129. In light of the considerations set out here, in order to facilitate a sharper focus on a number of priority issues and to avoid duplication and misdirection of effort, the Assembly appears ready definitively to set aside from this particular strand of inter-governmental consultations, viz. System-wide Coherence, the issues of environment/environmental governance, humanitarian assistance and human rights. Naturally, all agreed mandates and programmes concerning the environment, humanitarian assistance and human rights remain fully in place and strong efforts will continue to have these faithfully implemented by all concerned.

ii) *Environment*

130. The High Level Panel recommended that issues concerning the environment, which is one of the pillars of sustainable development, should be streamlined and made more coherent. Its recommendations on the environment are largely being addressed in the context of the ongoing consultations on International Environmental Governance (IEG), under the Co-Chairmanship of the distinguished Permanent Representatives of Mexico and Switzerland, as well as in other active fora. A preponderant view among member States is that environment related aspects of the Panel's Report should for the most part continue to be discussed in the context of the IEG consultations and elsewhere. While, as Co-Chairs on System-wide Coherence consultations, we have not entered into detail on the environmental aspects of the Panel's report, this should not be taken to imply a view that environment-related work being carried out at country level should be excluded from the 'Delivering as One' process or from efforts at enhanced coherence. It is simply the case that no appetite is detectable among member States to pursue the Environment in the inter-governmental consultations on System-wide Coherence which we currently chair.

iii) *Humanitarian Assistance*

131. Similarly, there have also been recent reforms in the area of humanitarian and recovery work of the United Nations. The Office for the Coordination of Humanitarian Affairs (OCHA) reports that real progress has already been made in the implementation of the recommendations in the High Level Panel Report on humanitarian issues and recovery. This represents progress towards ensuring that there is one overall strategic framework for humanitarian response in a given country, in support of national efforts, as well as one agreed country-level monitoring and evaluation system.

132. The aim of these reforms is to improve the efficiency and cost-effectiveness of humanitarian programmes. Since 2006 the United Nations has launched a series of initiatives aiming to enhance the coordination of emergency humanitarian response. These have focussed on four areas: capacity and coordination at country level;

leadership; partnerships; and predictable and equitable humanitarian financing. Strengthening the leadership at country level has also been addressed with various initiatives to buttress the humanitarian coordinator role.

133. To strengthen partnerships and address the fragmentation highlighted in the Panel Report, the Global Humanitarian Platform (GHP) brings together United Nations and non-United Nations humanitarian organizations. The aim is to enhance the effectiveness and coordination of humanitarian assistance and to strengthen the capacity of local non-governmental organisations.

134. In relation to funding, the speed, equity, effectiveness and predictability of financial resources for humanitarian assistance have all been improved through the establishment of several funding mechanisms. These include 'pooled funds' such as the Central Emergency Response Fund (CERF) at the global level, which has 2008 pledges amounting to some \$ 431.3 million, of which \$414 million has been contributed as of mid-July. Other 'pooled funds' include the Common Humanitarian Funds (CHF) and the Emergency Response Funds (ERF) at country level. Complemented with a stronger consolidated and flash appeal process (CAP) that allows for the identification and prioritisation of humanitarian needs by all stakeholders, these funding mechanisms have been reported as being highly effective in facilitating rapid and needs-based humanitarian response.

135. As Co-Chairs, we are encouraged by the progress which has been and continues to be made in the Humanitarian area. Informed by our extensive consultations with the membership and given the progress which has been achieved on foot of the 2006 Panel's recommendations, our impression of the general view among member States is that the area of humanitarian assistance does not need to be pursued specifically in the context of System-wide Coherence. No doubt, in other contexts, the General Assembly would benefit from ongoing briefings and updates on progress that continues to be made in this regard.

iv) *Human Rights*

136. At the 2005 World Summit, Heads of State and Government affirmed strongly that peace and security, development and human rights are the three principal pillars of the United Nations System. In line with this recognition, in recent years significant work has been undertaken to strengthen the United Nations Human Rights System, including through the establishment of the Human Rights Council (HRC), even as the Third Committee of the General Assembly and other inter-governmental bodies continue to discharge their important functions.

137. The United Nations human rights architecture is comprehensive, encompassing the UN Charter-based organs and bodies, including the General Assembly, ECOSOC and, to a limited but growing degree, the Security Council as well as the Secretary-General and the Court. Here we must also include the Human Rights Council and the International Human Rights Treaty bodies made up of independent experts mandated to monitor States parties' compliance with their Treaty obligations, as well as the

international tribunals and, of course, the Office of the High Commissioner for Human Rights which provides leadership to the United Nations human rights efforts and provides technical assistance and other capacity building to member States and regional bodies in implementing human rights provisions and commitments

138. The Human Rights Council, which was established in 2006, is mandated by the Assembly to ‘undertake a Universal Periodic Review, based on objective and reliable information, of the fulfilment by each member State of its human rights obligations and commitments in a manner which ensures universality of coverage and equal treatment with respect to all States’. This review, which reviews all countries, initially every four years, is intended to assist States in the fulfilment of their human rights obligations and commitments, assessing both the positive developments and the challenges faced. This augments the existing mechanisms of the International Human Rights Treaty Bodies, which examine the States' reports on implementation of the various human rights Treaties which they have ratified. In addition to the Universal Periodic Review of the Human Rights Council and the Treaty Bodies, the Office of the High Commissioner for Human Rights (OHCHR) provides technical assistance and other capacity-building to member States on mainstreaming and strengthening the promotion and protection of human rights.

139. In the course of our consultations with the Funds, Programmes and Specialised Agencies, we met with the Office of the High Commissioner for Human Rights in Geneva. They informed us of the many and detailed developments which have taken place in recent years in partnership with member States and the UN System to enhance and mainstream the promotion and protection of human rights.

140. As well as assisting the Human Rights Council and the Treaty bodies over the years, the Office has increased its presence at country and regional level in various ways. The number of its country offices has grown to eleven. In these countries and with the agreement of the governments concerned, the Office provides technical assistance, monitoring and reporting, as well as capacity development in addressing human rights issues. The OHCHR has also strengthened its regional offices, which play a crucial role in supporting human rights work in their respective regions and work closely with regional human rights bodies. Finally, the OHCHR has deployed numerous Human Rights Advisers to support UN Country Teams. These advisers assist the UN Resident Coordinator and the UN Country Team to work on strategies to build or strengthen the nation's capacities and institutions in promoting and protecting human rights. Mainstreaming of human rights is already underway in the broad area of development. The preambular part of the 2007 TCPR resolution of the General Assembly is relevant here.

141. These mechanisms continue to strengthen the promotion and protection of all human rights in all categories of member States. It seems clear to us as Co-Chairs that, in order to avoid duplication and overlap and to avoid pursuing issues in channels that are likely to prove fruitless, the broad membership has formed the general view that consideration of this work should continue to be taken up in these various settings and not within the framework of the continued discussions on System-wide Coherence.

VIII. Conclusions /Recommendations

142. As the Co-Chairs for System-wide Coherence in the 62nd Session of the General Assembly we have sought to conduct an open, transparent, balanced and inclusive process of consultations among the entire membership. Our aim has been to present a report that by and large, will sit well with all parts of the Assembly in that all groupings of States should be able to feel that the report addresses seriously many of their principal priorities and concerns. In this way we have sought to facilitate a balanced and fair, compromise outcome to the Assembly's deliberations during the current Session.

143. The following Conclusions/ Recommendations flow from the present report overall, but are perhaps best seen in tandem with the Introductory section. The landmark 2006 High Level Panel Report, while a very important contribution to the work of the General Assembly to increase coherence across the UN System, did not launch that work. The Millennium Summit and the World Summit of 2005 as well as consensus positions of the Assembly, not least the Triennial Comprehensive Policy Reviews (TCPRs), constitute much of the bedrock for building further progress in this area.

144. Since the outset of the current, 62nd Session, the broad membership has signalled that the continuing efforts on System-wide Coherence should focus on four priority areas, viz.

- i) UN 'Delivering as One' at country level with the related aspect of Harmonisation of Business Practices.
- ii) Funding
- iii) Governance
- iv) Gender Equality and the Empowerment of Women

145. The present report should be taken together with the paper on Gender (in its institutional dimension) which is being provided by the Secretary-General in these days to member States in response to their agreed request of 16 June.

146. As for 'Delivering as One', we have sought to provide the member States with an accurate and up to date picture of the process as it is actually developing on the ground in upwards of thirty developing countries and not simply as it is perceived from afar. We have been helped in this by our on-the-ground consultations with Heads of State and Government, Cabinet Ministers, Parliamentarians, UN Country Teams, Development Partners, etc. in some eight developing countries. We have conferred at length also with UN agency Heads in New York Geneva, Rome, Paris and Vienna. We have taken careful note of the Maputo Declaration issued in May by pilot and other developing countries in which they formally request the Assembly to encourage them in the 'Delivering as One' approach that they have voluntarily embraced in partnership with the UN System.

147. Our conclusion is that the experience of 'Delivering as One' to date (i.e. half way through its second year) at country level is clearly and preponderantly positive, even if a number of challenges remain to be fully addressed in regard to each of the 'Four Ones'. We note that this view is shared by the large and growing number of developing countries which are applying the Delivering as One approach and proactively moving towards implementing the consensus TCPR resolution (62/208). They state that important principles are in fact being observed in practice, including National Ownership and Leadership and 'No One Size Fits All'. Through the 'Delivering as One' approach UN Country Team activities are being aligned to an unprecedented degree with the national development strategies and policies of the developing countries concerned. Assistance is being delivered with greater effectiveness, savings are being realised and greater reductions in transaction costs are clearly in prospect.

148. At the same time the picture that emerges at present is interim in nature since the independent evaluation of 'Delivering as One', as foreseen by the 2007 TCPR, will come only towards the end of 2009 and, in any event, concrete development outputs arising from a new way of doing business take longer than eighteen months to emerge definitively.

149. It seems to us clear that the Assembly ought during the 62nd Session to be in a position to give a positive political impetus to 'Delivering as One', thereby giving encouragement to those many developing countries which have voluntarily embraced this approach and to enjoin the United Nations Development System to continue to pursue it. Moving forward, it will be essential to safeguard the principles underlying 'Delivering as One', *inter alia*, and in particular, that of enhancing national ownership and leadership in the design and implementation of UN Development System support programmes at country level. The international community should by the same token be encouraged to continue to respond positively through additional commitments where the combination of strong national leadership and an empowered UN System Country Team, delivering as one, together generate a better-aligned and more effective UN programme of support.

150. For the most part, the Funds, Programmes and Specialised Agencies of the System, at leadership level, have gradually become increasingly engaged with, and supportive of the 'Delivering as One' approach. The atmosphere in which they collaborate within the Chief Executives Board (CEB) under the chairmanship of the Secretary-General has been transformed for the better as they and their collaborators continue consideration of the implications of the 'four ones' at country level, viz. One Programme, One Budgetary Framework and Fund, One Leader and One Office. At the same time, it is to be recommended that Headquarters levels across the System empower the respective country level agency representatives with much greater latitude, flexibility and encouragement to advance a more coherent and therefore more effective delivery of UN System assistance on the ground in line with the 'Delivering as One' approach.

151. In all of this, the particular situations affecting middle income countries should receive adequate attention.

152. Turning to the issue of Funding in the context of System-wide Coherence, there clearly need to be greater flows of and greater predictability in funding. In general, overall commitments made solemnly and repeatedly need to be implemented more faithfully. Commendation is due to those development partners which have made concrete contributions to advancing the 'Delivering as One' approach at the country level in response to the strategies, priorities, policies and plans of the developing countries concerned. At the same time, support for 'Delivering as One' at country level must not be at the expense of core funding to agencies through their Headquarters. Overall, there needs to be a significantly improved balance between core and non-core funding. Funds, Programmes and Specialised Agencies should be invited, if necessary through changes in statute, rules and/or regulations, to give effect to the consensus view in the General Assembly that savings realised at country level ought to be ploughed back into programmatic development work in the countries where the savings are realised. In this and in other ways, 'Delivering as One' must deliver more.

153. As for inter-governmental Governance at the central level we have detected no palpable appetite in the General Assembly for establishing new inter-governmental bodies including the putative Sustainable Development Board, which was recommended by the High Level Panel. At the same time the emerging new realities from a growing number of developing countries applying the 'Delivering as One' approach at country level will need to be accommodated and addressed more effectively by the existing Boards and not least by ECOSOC. In light of the on-going and emerging nature of the 'Delivering as One' approach, it may be necessary to continue and deepen discussion of these issues during the 63rd Session.

154. If, in that context, the Assembly focuses firstly on the functions that need to be discharged centrally and inter-governmentally towards 'Delivering as One' it will perhaps then be easier to address the question of which institutions, as these continue to adapt, are best placed to discharge the functions in question.

155. We also believe that the UN System and the Bretton Woods Institutions ought to be consistently encouraged to develop, in a pragmatic manner, a far greater degree of cooperation and collaboration in the context described in the present report. Some progress is already being made. This needs to be developed and enlarged.

156. As for Gender Equality and the Empowerment of Women we recommend that the Assembly be invited to address the matter, including in light of the Secretary-General's paper on the institutional dimension in open, in informal plenary consultations at an early opportunity, perhaps in the opening days of September. During the current Session the member States have advanced together, by agreement, in their consideration of the issue of Gender Equality and Women's Empowerment. With assistance from the Secretary-General, they have together identified critical gaps in the way the System assists member States to implement globally agreed mandates and their own internationally-made commitments in the area of Gender Equality and Women's Empowerment. With further open and genuine discussion the Assembly

may be in a position before the conclusion of its 62nd Session to signal in general terms, but nevertheless clearly, which institutional option or combination of options, perhaps as adjusted, it wishes to pursue. Detailed working through of such an agreed approach could then be taken up and completed in the 63rd Session. We have the very strong impression that no Government, whether for substantive or 'tactical' reasons would wish to stand in the way of a consensus to advance the issue of Gender Equality and Women's Empowerment through a measured but significant step forward.

157. We believe that in light of the present report and the Secretary-General's options paper on Gender Equality and Women's Empowerment (in its institutional aspect) member States ought to be equipped for decision-making during the present Session. With these substantive elements in hand, member States are also better placed to weigh the format of the Assembly's decision-making.

158. In the first instance, and on the basis of the foregoing Report and these conclusions, member States may, during UNGA62, wish to address, perhaps in a package decision, the four core priority areas which they have highlighted throughout viz.

- i) UN 'Delivering as One' at country level with the related aspect of Harmonisation of Business Practices;
- ii) Funding;
- iii) Governance; and
- iv) Gender Equality and the Empowerment of Women

159. The same decision could signal that henceforth, in the context of inter-governmental discussion on System-wide Coherence, the Assembly will focus exclusively on these priority areas and will exclude from this context the issues of Environment/Environmental Governance; Humanitarian Assistance; and Human Rights in line with the considerations set out in the present report.

160. As Co-Chairs we will remain at the disposal of the President of the General Assembly through to the conclusion of the 62nd Session in mid-September, should he desire our input in facilitating, during the closing weeks of the Session, adoption of a decision by the Assembly along these lines.

161. In conclusion we would like to express our appreciation for the kindness and support that has been extended to us in our work as Co-Chairs by the President of the General Assembly H.E. Dr. Srgjan Kerim; by H. E. Deputy Secretary-General, Dr. Ashe Rose Migiro and by all those officials of the United Nations system in New York who greatly assisted our work. We thank the member States which have so actively participated in the broad consultation process. In particular we would like to thank the Governments of the pilots and other countries which are implementing a Coherence approach and where we were received at the highest levels, as representatives of the General Assembly. These developing countries participated in the consultations in New York to share their experiences of 'Delivering as One' at country level. We would also like to thank sincerely the Resident Coordinators and the dedicated and talented members of the United Nations Country Teams in all the

countries we visited. As we have stated previously, the UN Country Teams have exhibited great professionalism in designing and now implementing the UN reforms at country level, a task that has placed great demands on these officials – since their respective Headquarters too often expect them at the same time, with little or no acknowledgement of the increased burden on them, to continue to implement in every detail the paradigm that has obtained hitherto. Thus they are called upon to operate two paradigms simultaneously. We believe that the membership will be extremely grateful to them for the commitment they have shown to the United Nations. We would like to thank the Heads of the UN Funds, Programmes and Specialised Agencies who have been so active in this consultation process. Their openness and frankness about the challenges which remain and their commitment to resolving these challenges in a collegial manner, to strengthen the System as a whole for the benefit of the people whom they all serve, is at the core of this process. We also thank the senior management of the Bretton Woods Institutions who received us in Washington D.C. Finally, we thank our own hard-working Irish and Tanzanian collaborators and colleagues as well as all others who have helped and encouraged us over the past six months.

162. It is a great honour for us both and for our countries, Ireland and the United Republic of Tanzania, to have been requested to act as Co-Chairs on this crucially important area of UN reform. For this we are deeply grateful.

Ambassador Augustine Mahiga
Permanent Representative of the
United Republic of Tanzania

Ambassador Paul Kavanagh
Permanent Representative
Ireland

21 July, 2008

**STATEMENT OF SUMMARY OF OUTCOMES AND WAY FORWARD
SEMINAR OF THE “PROGRAMME PILOT COUNTRIES”
ON DELIVERING AS ONE:
EXCHANGE OF EXPERIENCE AND LESSONS LEARNED
MAPUTO, MOZAMBIQUE
21-23 MAY 2008**

1. Representatives of the eight governments of the ‘Delivering as One’ pilot countries (Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay, and Vietnam) together with representatives from the government of Malawi met in Maputo, Mozambique from 21 to 23 May 2008 to review the lessons coming from the one year experience of their countries in ‘Delivering as One’ and discuss how to move forward while advancing the implementation of the recommendations contained in General Assembly Resolution 62/208.
2. The participants of the seminar thank the Government of Mozambique (GoM) for hosting the Seminar, the Prime Minister H.E. Mrs. Luisa Dias Diogo for her inspiring address at the opening, the Co-Chairs of the General Assembly Informal Consultations on System-Wide Coherence for their active participation, and the United Nations Under-Secretary-General Anna Tibaijuka for her statement on behalf of the UN Deputy-Secretary-General Executive Director, UN-HABITAT. The participants also thank the Australian Agency for International Development (AusAID) for its support to this meeting and UN Department of Economic and Social Affairs (UNDESA), UN Development Group Office (UNDGO), UN Evaluation Group (UNEG) and the UN Country Team (UNCT) of Mozambique for their valuable support in organizing and facilitating the event.

Introductory comments

3. The participants stress their commitment to the full and speedy implementation of Consensus General Assembly Resolution 62/208 on the Triennial Comprehensive Policy Review (TCPR) of operational activities for development of the United Nations system. In this resolution, the Secretary-General is encouraged to support “Programme Country Pilots to evaluate and exchange experiences and lessons learned with the support of United Nations Evaluation Group (paragraph 139).” The Participants consider the present seminar to be a response to paragraph 139 of the said resolution and a contribution to the proceedings of the Operational Activities Segment of the 2008 Substantive Session of ECOSOC.
4. The purpose of the seminar was to provide an opportunity for Government representatives from the eight pilot programme countries, and other programme countries with similar processes, to learn from each other on successes, constraints and remaining challenges in implementing the “Delivering as One” experience and how to move forward. It was also intended to assist these countries to share their common perspectives with the UN system so that lessons learned can be used to further the implementation of Resolution 62/208 towards greater coherence, efficiency and effectiveness of the UN system.
5. The Participants recognize that, with the exception of Cape Verde and Vietnam, the reform of the UN at country level started only in 2007. Findings are thus preliminary and pertain to process aspects as it is too early to evaluate development effectiveness of the Delivering as One (DaO)

initiative. A more complete picture will emerge once an independent evaluation has been conducted in 2009-2010.

6. The participants invite the General Assembly to fully support the countries engaged in DaO in their continuing efforts.

General Findings

7. The Participants stress that the Pilot countries became Pilots at the specific request of their national governments. In making such requests, the expectations of the Governments were high, including the hope that a more coherent UN system would better support the Governments in achieving Internationally Agreed Development Goals (IADGs), including the MDGs.
8. The experience of the participants is that national ownership in their development partnership with the UN system has been enhanced through the delivering as one process. They note the great diversity of their national circumstances and agreed that in their experience of Delivering as One, the principle of “No-One-Size-Fits-All” is also being upheld.
9. The Meeting reaffirmed the gains made by the DaO pilot countries and the other participant countries with respect to enhancing Government leadership of UN system operational activities for development. This increased engagement and direction from national governments is very much in the spirit of General Assembly resolution 62/208.
10. Initial indications are that the Pilot process is yielding positive results in ensuring that the UN development system is a more effective and coherent counterpart to its national partners. Reports from both the Governments and the UN Country Teams indicate that there has been increased availability of the UN system’s mandates and expertise to meet national plans and priorities.
11. Progress has been made in promoting a more unified UN system approach to programming and funding its support to countries, through the one programme and one budget. The Governments involved in DaO initiative clearly recognize and appreciate the progress made but more needs to be done to avoid fragmentation and deliver as one at the country level. Representatives of the pilot and the non-pilot governments all recognize the need to work even harder towards the success of the initiative.
12. However, major constraints remain on the way of implementing fully and accelerating the DaO initiative. These include the lack of predictability and timeliness of funding, lack of harmonisation and simplification of business practices, high transaction costs of the UN generally, poor alignment of UN capacities with the priorities of programme countries, as well as low level of use national operational capacities.

Recommendations

To accelerate the implementation of Resolution 62/208, the participants of the meeting from the nine governments

National Ownership and leadership

13. Underscore that the principle of national ownership and leadership should continue to guide all operational activities for development of the UN at the country level.
14. Recognize that the effectiveness of the operational activities of the UN is contingent to both a well coordinated and extended UNCT with empowered members, and a well coordinated government, and that where necessary this may require the establishment of new or further improvement of existing national coordination structures to provide strategic orientation and programme implementation monitoring functions,
15. Recognize that the UN can play an important role in supporting and strengthening the national role and capacity to coordinate the donor community.
16. Recall the General Assembly's encouragement to Member States to invite the UN to participate, ex-officio, in current and new aid modalities and coordination mechanisms, and its invitation to the UN development system to enhance its participation in this regard. Invites the GA to give encouragement to the countries concerned in their continuing efforts.
17. Stress that the UN operational activities should focus on national capacity building, provision of normative and policy advice, and strategic support to the reduction of poverty, and make use of national implementation capacities in consultation and coordination with the national authorities concerned.

Specifically to ensure the success of the Delivering as One Initiative the participants of the meeting,
18. Call upon UN agencies to support governments of pilot countries and the UN country Teams in sustaining efforts to mobilize timely and predictable financial support to the DaO initiative, including through common Government/UN mechanisms and processes, and new funding mobilization instruments where necessary and appropriate.
19. Underline that, in those countries in which the One United Nations Programme does not cover the whole UNDAF, resources should not be shifted to the One United Nations Programme at the cost of the remaining components of the UNDAF.
20. Recognize that the establishment of new national coordination structures has been conducive to strengthening government ownership and leadership and the alignment of the operational activities of the UN with national priorities. It should be ensured that these structures provide strategic orientation and programme implementation monitoring functions to the DaO process at the country level.

Alignment of UN capacity to the needs of programme countries

21. Acknowledge the pressing need to strengthen national capacities and recalls the need to ensure a coherent and coordinated approach by the UN development system in its support to capacity development efforts of programme countries.
22. Reiterates the need for the range and level of skills and expertise assembled by the United Nations system at the country level to be commensurate with that needed to deliver on the priorities specified in each country's United Nations Development Assistance Framework or One Plan/Programme, in line with the national development strategies and plans, including poverty reduction strategy papers, where they exist, and to correspond to the technical backstopping and capacity-building needs and requirements of developing countries.
23. Stress that cost saving measures and restructuring processes are not an end in themselves but need to be evaluated against the objective of enhanced effectiveness and impact.
24. Call upon the funds, programs and agencies to accelerate the reform of their headquarters to enable them to respond more effectively and rapidly to the needs of programme countries, and particularly to the pilot countries of the Delivering as One initiative, which are currently undergoing capacity assessments.

Harmonisation and integration of planning and programming instruments

25. Call upon the governing bodies of the UN Funds, program and agencies to urgently take necessary decisions to further simplify and fully harmonize the planning, programming and programme approval process.
26. Call upon the Secretary-General, through the CEB/UNDG, to explore a simplified programme approval process for common country programmes and make suggestions to the ECOSOC in this regard.
27. Call upon the UNDG to make use of the Pilots to explore and implement further simplification and harmonization of the country programming process, building on the positive experiences made with the common operational document.

Coherence of budgetary and funding processes

28. Call upon donors to make multi-year and unearmarked contributions to the One UN Program at the country level to allow for resource predictability and therefore improve the timeliness and effectiveness of implementation of programme activities, as well as to endeavor to fully finance the requirements of the One Program, without affecting bilateral development programmes.
29. Underline that Sector Wide Approaches (SWAs) should be increasingly adopted as the mechanism for donor funding at the country level as it moves towards the principles of the Paris Declaration and complements the process of UN Reform at the country level.

30. As per paragraph 37 of the TCPR, the UN should develop a strategy and capacity to help strengthen the national fiduciary and budget management capacity of the government. This can be done as part of the development assistance in the UN's Programme.
31. Urge all donors to recognise a common UN progress and financial Report Format as part of the Memorandum of Understanding that governs the One UN Fund.

Leadership and coordination of UNCT

32. Recognizing the importance of strengthened leadership of the Resident Coordinator (RC) at the head of an empowered UNCT, stress the importance of strengthening the role, and authority and coordination capacity of the RC through greater delegation of authority by the funds, programmes and agencies.
33. Call upon the UN funds programmes and agencies to consistently support the RC recruitment and selection process by encouraging the best candidates to apply. The importance of coordination and leadership capacities of RCs and leaders of local UN entities need to be given due consideration during the recruitment and selection processes.
34. Stress that standard Basic Agreements between Governments and the UN should be amended where relevant to reinforce and clarify the responsibilities and accountability between the UNCT and the Governments, maintaining privileges and immunities.
35. Underscore that all UNCTs should adopt Codes of conduct on the basis of harmonised models developed by UNDGO, these should specify inter alia the reporting relationships and communication responsibilities;
36. Underline that there should be mutual accountability amongst country team members. The RC should not be the only one to be accountable. The Performance evaluation mechanisms of the agencies should rapidly include assessment of Agency heads' contribution to cohesiveness of the UNCT and its capacity to respond to the priorities of the host country.
37. Call upon Headquarters of Agencies, Funds and Programmes to consistently support and promote efforts by UN country teams to respond to requests of Governments to enhance coherence, deliver, and communicate as one, including and particularly through their regional structures. Concrete performance appraisal should be introduced, where they do not yet exist, for managers at headquarters to facilitate reform process at the country-level.
38. Stress the importance of the continuity of the UNCT and the RC, as well as the need for involvement of the RC in the selection process of senior UNCT members. Headquarters need to improve succession process of UNCT members. Extended vacancies and important disruptions (i.e. avoid many changes at the time) should be avoided. It should also be avoided- if possible to change heads and RCs too frequently.

Specifically to ensure the success of the Delivering as One Initiative the participants of the meeting,

39. Stress that the One UN Programme/Plan between Government and UNCT should recall that the RC is responsible, with support by the UNCT, to report to the Government on the implementation of the UNDAF (paragraph 96 of Res 62/208); notwithstanding the Administrative Agent's responsibility to report financially, and in some cases on progress, to the donors on the implementation of the One UN Fund.

Joint Offices, harmonized and simplified business practices

40. Call upon the CEB to accelerate the process of harmonising UN business practices to allow for countries to progress in coherence and effectiveness while bearing in mind Government preferred aid modalities.
41. Stress that the UN needs to act (quickly) on the issue of Human Resources, specifically to respond to the changes required at the country level due to UN Reform (Capacity Assessments). Staff needs to be encouraged so that they are motivated to respond to the needs at the country level.

Specifically, in regard to the pilot countries:

42. Stress that the development of a UN premises should not only be viewed as one of the solutions to the harmonization of business practices but should also be based on cost effectiveness.
43. Also stress that Pilots should be allowed the space to 'test' initiatives relating to business practices, otherwise the planned common services and business practices will remain a wish list of intentions rather than translating into actual efficiencies.

Transaction costs, use of savings and increased use of national systems

44. Call upon funds programmes and agencies to accelerate the implementation of the recommendations in the TCPR paras-37, 39 and 119, that request UN agencies to refocus on the increased use of national systems and strengthening capacities where needed at country level (finance, procurement, programme delivery, planning and budgeting, M&E). Request the UN to undertake assessments of relevant national capacities, identify areas that need strengthening, and set targets for strengthening the required capacities with a view to adopting them.
45. Call upon UN agencies, funds and programmes at the HQ level to allow UNCTs, in close coordination with Government, to identify the best ways and means in which administrative savings can be ploughed back into programme budgets, as mentioned in TCPR paragraph 104b and 114, while avoiding audit objections.
46. Look forward to the work of the ECOSOC, through the Development Cooperation Forum (DCF) to facilitate the development of clearly defined standards for the provision of development assistance, to help promote the adoption and strengthening of national systems by the UN.

Specifically, in regard to the pilot countries,

47. Underscore those transactions Costs need to be clearly defined and a methodology developed by UNDG and Governments on how to measure them. Transaction costs need then to be documented, Pre, During and Post UN Reform exercise at the country level. The impact on transaction costs of implementing the recommendations of the Capacity Assessments needs to be focused on.
48. Call upon Headquarters of funds, programmes and agencies to ensure that Missions to the country level are jointly and better coordinated (see paragraphs 118 and 119 of TCPR resolution 62/208) and that harmonised outcomes are reported back to the Government.

Communication: coordination with government, results and accountability and public awareness

49. Underline also that too many reports have to be prepared by the UNCT for various donors and urge donors to recognize a common Format for UN progress and financial reports.
50. Underscore that in countries in transition, Middle Income Countries and other countries in which the UNCT needs to rapidly adapt to a changing environment, it is advisable that the government establish mechanisms that work specifically with the UNCT to guide the evolution of the partnership between Government and UNCT, and continue to enhance the relevance of the UN for those countries.
51. Stress that the RC is responsible, with support by the agencies, to report to the Government on the implementation of the UNDAF (paragraph 96 of TCPR resolution 62/208). All new UNDAFs should therefore stipulate this responsibility. Call upon the UNDG to assist country teams in developing common reporting instruments in this regard.

Monitoring and Evaluation (including Evaluability)

52. While underlining the responsibility of Governments for evaluation as per resolution 62/208, recognize that the UN System and the Governments will jointly oversee the conduct of the evaluation of the DaO Pilots and determine the value added of the One Program.
53. Stress that Experiences (positive and negative) should be shared across pilots to accelerate learning and adopting best practices. Learning/experiences from the pilots should also be communicated throughout the membership of the UN to assist possible self-starter countries.
54. Encourage Pilot countries to develop a system for self-evaluation based on agreed indicators/targets.
55. Recognize the gaps in 'Pilot countries' level of preparedness for the independent evaluation scheduled for 2010 and resolve to address these gaps as soon as possible, inter alia by establishing results based frameworks using simple methodologies.
56. Stress that M&E systems should rely on government institutions and data to monitor progress to the maximum extent possible.



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September 17, 2007

Excellency,

We refer to your letter of May 25, 2007 regarding the High-Level Panel Report on United Nations System Wide Coherence.

Further to our appointment as co-chairs to lead the consultations on your behalf, and in accordance with our mandate, we conducted nine informal consultations and briefings involving the entire UN membership. The consultations proved to be very fruitful and informative and allowed Member States to discuss the various recommendations of the High Level Panel Report.

One of the key points that we have drawn from the debate is that it will be essential to find the right balance between the need to ensure political oversight and monitoring and further progress in substance in the different specific areas in order to allow further progress on the different issues. In doing this, it will be necessary to ensure political attention at different levels over a prolonged period of time, since the implementation of the different reform proposals will need to be decided, implemented and evaluated in a middle to long term perspective in order to give the process the necessary continuity, coherence and stability which are necessary to realize the changes that the emergence of a more efficient and effective UN system will require.

It is our honour, to transmit to you our report of the main messages that emerged from the informal consultations. We hope that our effort will be a useful contribution to the UN reform process as we all seek to ensure that the organization is best structured to respond to the needs of member states.

Please accept, Excellency, the assurances of our highest consideration.

Christopher F. Hackett
Co-Chair

Jean-Marc Hoscheit
Co-Chair



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Report of the Co-Chairs to the President of the General Assembly on the consultations regarding %System-wide Coherence+(SWC)¹

United Nations, New York, September 2007

¹ Available electronically at: www.un.org/ga/president/61/follow-up/system-wide-coherence.shtml

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I. Introduction

The 2005 World Summit in New York called, inter alia, for a stronger UN System-wide Coherence through measures related to policy, operational activities, humanitarian assistance and environmental activities (Outcome Document para. 168 & 169, doc. A/RES/60/1). It specifically invited the Secretary-General to "launch work to further strengthen the management and coordination of United Nations operational activities."

As part of the follow-up of the 2005 World Summit, the Secretary-General commissioned a High-level Panel on United Nations System-wide Coherence² in the areas of development, humanitarian assistance and the environment to develop a concrete and comprehensive analysis and recommendations in order to overcome the increasing fragmentation of the UN system and improve its overall performance (see Terms of reference of the Panel issued on 15 February 2006).

The Panel worked over a period of nine months and on November 9, 2007, the three Co-Chairs³ of the High-level Panel submitted their report to the Secretary-General. This report was published on November 20, 2007 along with a note by the Secretary-General (A/61/583).

On April 3, 2007, the new Secretary-General published his own assessment of the High-Level Panel's report (see doc. A/61/836).

The General Assembly held, on April 16, 2007, its 1st plenary meeting on the High-level Panel report. During this meeting the Secretary-General introduced his report which was followed by a general discussion by Member States.

² For further details, please consult: <http://www.un.org/events/panel/index.html>

³ The Prime Minister of the Islamic Republic of Pakistan, the Prime Minister of Mozambique and the Prime Minister of Norway.

Against this background, on May 25, 2007, the President of the General Assembly established an open, transparent and inclusive inter-governmental process to consider the High-level Panel's report on United Nations System-wide Coherence as well as the report of the Secretary-General in a result-oriented manner, and appointed us as Co-Chairs to guide it on her behalf⁴.

Starting with the first inter-governmental consultations on June 6, 2007 nine informal debates and briefings involving the full UN membership were organized by the Co-Chairs.

In order to facilitate and structure the debate, the HLP's recommendations were regrouped into eight thematic components: delivering as one at country level, humanitarian issues and recovery, environment, gender, human rights, governance and institutional reform, funding and business practices (see annex A for a list of the recommendations as they relate to the eight components).

This report is based on some of the key messages that emerged from these informal consultations during which all Member States had the opportunity to express their views on each of the eight components. Our conclusions also reflect the extensive series of informal consultation meetings we had with groups of Member States, senior officials of the UN secretariat and UN agencies, as well as with representatives of non-governmental organizations. Our comments and proposals on the general approach and the ways to deal with specific recommendations reflect our best judgment on the way forward, taking due account of all the sensitivities and points of which we were made aware. It is the expression of a sincere and hopefully fair attempt to design an approach which can be widely shared, the objective of which is to contribute to a more effective and efficient UN system better equipped to answer the old and new challenges of our times.

⁴ See <http://www.un.org/ga/president/61/follow-up/system-wide-coherence.shtml>

II. The eight components

1) Delivering as one at country level

In our consultations and multiple contacts, the basic rationale for promoting better and more efficient delivery of services at the country level by the UN has not been fundamentally challenged. The wish to see a better performing UN is largely shared both by recipient and donor countries, as well as by representatives of the relevant UN organizations. However, if this is a largely shared objective, there is yet less communality of views on the best ways and means to reach this objective. This indicates that more information and debate will be necessary to allow for a broader common perspective to emerge.

The consultation process so far has demonstrated the multiplicity and complexity of the issues to be addressed. It has also allowed Member States to gain a better and deeper understanding of the numerous processes currently underway, particularly the TCPR process and the launching of the eight pilot projects. These multiple processes attempt to promote and increase operational and procedural convergence amongst UN entities who are active at the country level, notably in the context of the implementation of the 2004 TCPR resolution (A/RES/59/250) and the launching of the eight pilot projects. This process of information sharing through an open and transparent debate will need to be pursued and intensified in the context of the inter-governmental discussions and decisions on the 2007 TCPR and in the context of the further information sharing and evaluation of the pilot projects.

It needs to be underlined that the issue of the UN delivering as one at the country level and its key features, One programme, One leader, One budgetary framework and One Office needs to be analyzed and addressed in conjunction with the important issues of funding, governance and institutional reform, on which further work is necessary (see parts 6 and 7 of the present report). Specifically, imaginative thinking will need to be developed in the

context of the important question of improving ~~the~~ UN+at headquarters level in parallel with similar developments at country level.

The implementation of pilot projects should progressively deliver important empirical and analytical data to be extracted from a thorough process of evaluation that will contribute to and enrich decisively the inter-governmental debate on these issues. Tentative first experiences as reported by a number of pilot countries were encouraging in showing the benefits that a more cohesive and qualitatively better delivery of services by the UN at country level can bring for recipient countries and their populations, while ensuring full government ownership and the implementation of overall agreed development priorities. The experimental nature of the pilots and their diversity needs to be preserved and respected and the different pilots must be allowed to run their full course in order to allow significant ~~the~~ lessons learned+to be gained and processed.

We believe that the consultation process on these issues should continue during the 62nd session of the GA, taking into account fully and respecting the 2007 TCPR process. These consultations should focus on a further elaboration of some of the issues and questions raised during the first briefing by UNDG, as well as provide Member States with additional information on the evolution of the eight pilots, based on a the views of the pilot countries and a report by UNDG and the UN Evaluation Group on the first ~~the~~ lessons learned+emerging from the pilots.

2) Humanitarian issues and recovery

In recent years efforts in the area of humanitarian reform have been undertaken and, to a large extent, implemented improving the overall performance and the coordination capabilities of the UN humanitarian response system. At the same time, increased attention has been paid to the issue of disaster preparedness and risk reduction and the complex question of transition from relief to development.

Based on the briefing received by the Under Secretary-General and Emergency Relief Coordinator, Sir John Holmes⁵ as well as the views expressed by Member States it is our understanding that real progress is already being realized with a view of implementing many of the recommendations contained in the HLP on humanitarian issues and recovery, and that they have been considered or are being considered . in some way or the other - by the GA and ECOSOC, as well as the ERC, OCHA, IASC, IFAF, FAO, UNDP, UNHCR, WFP and all other relevant stakeholders. Member States agreed that these activities should be actively pursued in a result-oriented manner and with the necessary sense of urgency warranted by the importance of the issues at stake.

In order to ensure the overall guidance and oversight of the GA during its next session, a further stock taking briefing could be organized. The aim of such a briefing would be to assess progress made in the implementation of the recommendations related to humanitarian issues and recovery and address questions raised by Member States during the informal consultations.

3) Environment

During the consultations on the environment component Member States sought clarification on the relationship between the ongoing consultative process on the institutional framework for the United Nations environmental activities and the consultative process on SWC. Some Member States called for consideration of the recommendations related to the environment in the former process in order to avoid overlap, while others reiterated their earlier call for an integrated and holistic consideration of the HLP report.

⁵ A copy of his briefing can be found under: <http://www.un.org/ga/president/61/follow-up/system-wide-coherence.shtml>.

4) Gender

All Member States of the UN recognize the importance of gender equality as a crosscutting issue in all the main areas of work of the UN including peace and security, development, environment and humanitarian assistance. Member States also recognize the urgent need to bridge the gap between policy and implementation, to mainstream gender throughout the UN system, to have greater coherence across the board in all agencies dealing with gender issues, to avoid duplication of work and to strengthen operational activities. This issue has also received great attention by interested representatives of civil society, both concerning the normative and operational dimensions

It is clear that while some delegations support the HLP's recommendation to establish a new gender architecture and the proposal to establish a post of Under-Secretary General in this context, others to varying degrees and on the basis of both substantive and procedural reasoning, either do not support the creation of a new body or favor further discussions before any decision is made.

While there is clearly enthusiasm among some Member States for creating a new gender architecture, views expressed by others during the informal consultations illustrate the concerns that will need to be faced in moving forward.

Based on the briefing delivered by the Deputy Secretary General, Dr. Asha-Rose Migiro and as further expanded in her concept paper⁶, we recommend that the PGA organize further informal consultations during the 62nd session to allow for more thorough discussion among Member States of the HLP's recommendations with a view to taking concrete action.

⁶ For further details see for example the briefing given by DSG Migiro and the concept paper (<http://www.un.org/ga/president/61/follow-up/system-wide-coherence.shtml>).

5) Human rights

Based on the briefing delivered by the High Commissioner for Human Rights, Mrs Louise Arbour⁷ and the subsequent discussion amongst Member States, it is our understanding that the recommendations of the HLP on the role of the resident coordinator system and human rights mainstreaming in general throughout the work of the UN are in some ways already being implemented with the contribution and support of the UN High Commissioner for Human Rights and her Office.

All Member States accept the critical linkage between human rights and development and agree on the need to strengthen the protection and promotion of human rights. Also many Member States reiterated that all States regardless of their political, economic and cultural systems have the duties to promote and protect all human rights and fundamental freedoms.

While some delegations support the recommendations on human rights, other delegations retain serious concerns. Many developing countries expressed the view that the recommendations could be used as a way to impose conditionalities on the delivering of development assistance to developing countries and particularly on UN development programmes which are primarily based in those States. Some Member States also stressed the importance of the role of inter-governmental processes such as the General Assembly and the Human Rights Council. Others support a strengthened human rights based approach to development. The importance of national priorities and requests with regard to technical assistance and the role of the resident coordinator / OHCHR were also emphasized.

In light of the above we believe that no specific track should be established to deal with the recommendations on human rights and that the issue of further

⁷ See: <http://www.un.org/ga/president/61/follow-up/system-wide-coherence.shtml>

human rights mainstreaming should continue to be on the agenda of the relevant fora.

6) Governance and institutional reform

As a corollary of a greater emphasis on the UN ~~6~~delivering as one+ at the country level, the issues of governance and decision-making at Headquarters levels necessarily assume relevance in the debate on system-wide coherence.

The major concerns raised by Member States over the recommendations contained in the governance component were the possible erosion of national ownership of the UN inter-governmental processes, duplication of existing mandates and functions and the absence of adequate information in support of many of the recommendations.

While it was recognized that institutional reform would be necessary to support reform at the country level some Member States expressed the view that institutional reform should be undertaken within existing frameworks such as the TCPR. It was also recognized that some of the recommendations made by the HLP could be implemented by the Secretariat themselves and did not require inter-governmental approval.

Given the high importance of the proposed recommendations and their potential implications, we believe that the Secretariat should be mandated to provide Member States with additional information in the form of a concept paper, on:

- the Sustainable Development Board, particularly in the context of a strengthened ECOSOC and the Executive Boards mainstreaming sustainable development into ECOSOC;
- the establishment of a Global Leaders Forum of ECOSOC, particularly in light of the recently established Development Cooperation Forum

- the Setting up of a Development Policy and Operations Group, chaired by the UNDP Administrator;
- the reconfiguration and co-location of UN regional offices;
- stronger links with Bretton Woods institutions, including greater clarity on respective roles at global and country level;
- an annual meeting (with Bretton Wood participation) to be chaired by the Secretary-General to review the international development structure .

This paper should also provide an update on progress being made with respect to those recommendations and reforms being implemented by the Secretariat and possibly analyze to what extent change should take place at headquarters levels in order to respond in an effective and efficient way to the reforms being implemented at country level.

7) Funding

On the issues of funding the following questions have been identified during the consultations, as of central importance:

- the issue of the quality, quantity and predictability of funding;
- the issue of a better balance to be achieved between non-core and core funding;
- the reinvestment of reform savings back into the system, notably at country level;
- the review of funding mechanisms and practices, including the alignment of budget cycles and the establishment of one budgetary framework in the pilots;
- the issue of resource mobilization, and
- the funding of a strengthened RC system.

These multiple issues, complex in themselves, are clearly linked to the questions of delivering as one at the country level and the improvement of business practices, specifically in the budgetary and financial fields.

Funding clearly plays a central role in overcoming the current fragmentation of the UN system and supporting efforts to promote a more coherent and coordinated performance of the system as a whole and a more cost-effective and improved delivery of services.

Some aspects of the %funding+ component should be discussed essentially within the framework of existing UN mechanisms, particularly the upcoming TCPDR discussions to be held during the 62nd GA. Additional briefings may be organized on the funding component and more specifically on new funding modalities and principles of good multilateral donorship in order to achieve the internationally agreed upon development goals, including the Millennium Development Goals.

Many Member States have clearly indicated that System-wide Coherence should not have as an objective to be a cost-cutting exercise and this should be taken fully into account in future consultations. The issue of eventual reform savings to be reinvested in the system, and, more specifically, in the country where they were generated, was also raised.

8) Business practices

Through the consultations and the multiple contacts the co-Chairs had with representatives of the different UN entities which compose the UN system, we gained a better understanding of the process of increasing fragmentation that has characterized the UN system over the more than sixty years of its history. Under the strategic leadership of the CEB and on the basis of strong commitment by the principals of the UN entities involved, a great number of areas of work have been identified and concrete work in specific areas launched.

It is our understanding that significant progress has already been achieved on system wide harmonization of business practices with a view to implementing some of the recommendations in the HLP report. In addition some of these recommendations have been considered or are being considered by the General Assembly, 5th Committee and in the context of the TCPR. The CEB as well as the UN Secretariat and all other relevant stakeholders are currently implementing those decisions already adopted at the inter-governmental level, as well as those that do not require inter-governmental decisions. We look forward to their early completion and implementation. Relevant bodies should remain seized.

We would suggest organizing during the next session of the GA, a further stock taking briefing by the CEB, most preferably after its 2007 fall session. The aim of such a briefing would be to assess progress made in the implementation of these recommendations..

III. Conclusions and further recommendations

Substantial differences remain on procedural and substantive grounds over the further consideration of the HLP report. On process some Member States called for further consideration of the HLP report by the GA in an integrated and holistic manner, while others called for an early harvest on some of the recommendations contained in the HLP report. These differences still persist and further consultations may be required if the Assembly is to agree on a process/processes for decision-making on the recommendations contained in the HLP report which are under its purview. In moving forward Member States should be cognizant of the fact that there exist substantial differences in the degree of implementation of some of the recommendations contained in the eight components. Added complexities arise from the fact that different decision-making bodies and consultative process are already seized with a large number of recommendations and components. These decision making bodies and consultative processes are structuring their work within different timelines which might overlap but do not necessarily coincide.

When considering the recommendations full use should be made of the existing mechanisms, where appropriate, in order to avoid any duplication of efforts and proliferation of processes. In order to sustain full commitment and real ownership, the Members of the General Assembly should be kept informed regularly on the ongoing reform process within the different components wherever possible. Needless to specify that the relevant decision making bodies acting in accordance with their respective mandates, shall remain fully seized.

On substance there were many calls for more clarity and additional information on a number of recommendations. As part of the consultative process during the 62nd session, the Secretariat should be mandated to provide greater clarity to the questions and concerns raised by Member States during the informal consultations either through briefings or reports.

The first imperative that emerges out of the inter-governmental consultation on system-wide coherence and the multiple contacts that have been established by the Co-Chairs since end of May 2007 is the need to provide the General Assembly of the UN with an overall view of the ongoing multiple and diverse activities in the different policy areas covered by the HLP report on UN SWC and the subsequent report by the Secretary-General on its recommendations.

On a second level, we believe that the GA needs to exercise overall leadership on this important issue of SWC, which is itself part of the larger UN reform agenda, and as such is an inherently political exercise which expresses the political will of UN Member States to strengthen a multilateral framework with the United Nations at its center to meet the challenges of development, humanitarian assistance and the environment in a globalizing world+(HLP report, p.11).

For a coherent strategic perspective on SWC to emerge and deepen, it is proposed that political leadership be exercised at three levels:

- in the plenary of the General Assembly;
- in the Economic and Social Council;
- in further thematic informal consultations.

First of all, the matters addressed in the context of the SWC project need to be addressed at the level of the General Assembly. It is therefore proposed that the GA should consider holding at intervals a thematic debate in the plenary in order to assess progress on the process as a whole, and give, where necessary, the political direction and impulse required.

A first debate of this nature could be usefully organized early during the 62nd session of the GA, when a number of on-going efforts in different policy areas will have come to (provisional) fruition and can be usefully evaluated.

Recognizing that ECOSOC is the principal UN body for coordination, policy review, policy dialogue and recommendations on issues of economic and social development, and that it has seen its role strengthened recently in these areas through resolution 61/16 (A/RES/61/16), it is further proposed that the Economic and Social Council places the development-related aspects of SWC on its agenda and work on those, similar to the way in which it already addresses matters related to the TCPR.

Finally, it is proposed that the round of informal consultations, as launched during the past few months, be continued, as required, in specific areas where the need for a further increase in information and/or a deepening of the analysis is established and as new developments arise. By way of example, the following thematic meetings could be envisaged:

- Delivering as one and funding (follow-up to the informal consultations of 2.8.07);
- Business practices (after the next meeting of the CEB);
- Further feed back from the pilots.

In order to prepare adequately further GA discussions and to consolidate all information available in order to establish a comprehensive and factual state of affairs, the flow of information and policy dialogue between all major UN stakeholders, intergovernmental and institutional, involved in the implementation in the area of SWC will need to be maintained.

The issue of SWC and its implementation should be placed on the agenda of the governing bodies of the organizations of the UN system involved in the process.

ANNEX A - The HLP recommendations divided into eight components

recommendation
number:

1. Delivering as one at country level

1	The United Nations should deliver as one by establishing, by 2007, five One Country Programmes as pilots. Subject to continuous positive assessment, demonstrated effectiveness and proven results, these should be expanded to 20 One Country Programmes by 2009, 40 by 2010 and all other appropriate country programmes by 2012.
2	United Nations resident coordinators should have the authority to lead the One Country Programme. To perform this function, resident coordinators should have appropriate competencies, capabilities and support capacities. Their enhanced authority should be matched by a clear accountability framework and an effective oversight mechanism to ensure system-wide ownership of the resident coordinator system.
3	UNDP will consolidate and focus its operational work on strengthening the coherence and positioning of the United Nations country team delivering the One Country Programme.
4	To ensure that there is no potential for, or perception of, a conflict of interest, UNDP should establish an institutional firewall between the management of its programmatic role and management of the resident coordinator system (including system-wide strategic and policy support).
<u>Milestone</u>	By the end of 2007 UNDP will have finalized a code of conduct and by the end of 2008 it will have implemented the firewall and restructuring.

2. Humanitarian issues and recovery

5	To avoid a fragmented approach to humanitarian assistance, there should be stronger partnership arrangements between the United Nations, national Governments, the International Federation of Red Cross and Red Crescent Societies and NGOs, based on the coordination and leadership roles of the Emergency Relief Coordinator at the global level and the humanitarian coordinator at the country level.
6	The Central Emergency Response Fund should be fully funded to its three-year target of US\$ 500 million from additional resources. A substantial increase should be considered over the coming five years, following a review of its performance
7	The humanitarian agencies should clarify their mandates and enhance their cooperation on internally displaced persons.
8	The repositioned UNDP should become the United Nations leader and coordinator for early recovery.
9	Adequate funding for the United Nations role in early recovery should be ensured.
10	To build long-term food security and break the cycle of recurring famines, especially in sub-Saharan Africa, WFP, the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development should review their respective approaches and enhance inter-agency coordination.
11	The United Nations efforts on risk reduction should be urgently enhanced, through full implementation and funding of international agreements and other recent initiatives and the involvement of communities.
12	The United Nations should continue to build innovative disaster assistance mechanisms, such as private risk insurance markets, as means to provide contingency funding for natural disasters and other emergencies.

3. Environment

13	International environmental governance should be strengthened and more coherent in order to improve effectiveness and targeted action of environmental activities in the United Nations system.
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14	An upgraded UNEP should have real authority as the environment policy pillar of the United Nations system, backed by normative and analytical capacity and with broad responsibility to review progress towards improving the global environment.
15	United Nations agencies, programmes and funds with responsibilities in the area of the environment should cooperate more effectively on a thematic basis and through partnerships with a dedicated agency at the centre.
16	Efficiencies and substantive coordination should be pursued by diverse treaty bodies to support effective implementation of major multilateral environmental agreements.
17	GEF should be strengthened as the major financial mechanism for the global environment.
18	The Secretary-General should commission an independent and authoritative assessment of the current United Nations system of international environmental governance.
19	A stronger partnership between UNEP (normative) and UNDP (operational) should build on their complementarities.

4. Gender

21	The Panel recommends strengthening the coherence and impact of the United Nations institutional gender architecture by streamlining and consolidating three of the United Nations existing gender institutions as a consolidated United Nations gender equality and women's empowerment programme.
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5. Human rights

22	Resident coordinators and United Nations country teams should be held accountable and be better equipped to support countries in their efforts to protect and promote human rights.
23	OHCHR, the centre of excellence on human rights, should provide dedicated support to the resident coordinator system.
24	All United Nations agencies and programmes must further support the development of policies, directives and guidelines to integrate human rights in all aspects of United Nations work.

6. Governance and institutional reform

20	Sustainable development should be mainstreamed into the work of the Economic and Social Council.
25	The Panel recommends that the Secretary-General establish an independent task force to build on the foundation of its work.
26	A Global Leaders Forum of the Economic and Social Council should be established.
27	A Sustainable Development Board should be established.
28	Meetings of the Sustainable Development Board should supersede the joint meeting of the boards of UNDP/UNFPA/gender entity, WFP and UNICEF.
<u>Milestone</u>	Member States should agree on the composition and mandate of the Sustainable Development Board by September 2007, and the Board should convene its first session by June 2008.
30	The Secretary-General should appoint the UNDP Administrator as the Development Coordinator to chair the Development Policy and Operations Group that would support One United Nations at the country level.
31	United Nations entities at the regional level should be reconfigured and the United Nations regional setting should be reorganized around two interrelated sets of functions.
32	Regional offices of United Nations entities should be co-located and the definition of regions among all United Nations entities should be standardized to ensure consistency and coherence in the work of the United Nations at the regional level.
33	At the national level, Governments should establish an all-of-government approach to international development to ensure coordination in the positions taken by their representatives in the decision-making structures of all relevant organizations, including the Bretton Woods institutions and the World Trade Organization.

35	As a matter of urgency the Secretary-General, the President of the World Bank and the Executive Director of IMF should set up a process to review, update and conclude formal agreements on their respective roles and relations at the global and country level. These reviews must be periodically updated as well as assessed. This process should be undertaken on the basis of the enhanced performance, strengthened delivery and more influential role that the United Nations will have if our reforms are implemented.
36	To review cooperation within the international development structure, and to ensure policy consistency and coordination, an annual meeting should be chaired by the Secretary-General, with the participation of the President of the World Bank, the Managing Director of IMF, the Development Coordinator and relevant heads of agencies, funds and programmes, including the Directors-General of the World Health Organization (WHO), the Food and Agriculture Organization of the United Nations (FAO), the International Labour Organization (ILO), the United Nations Educational, Scientific and Cultural Organization (UNESCO) and others, depending on the issue under discussion.
37	The capacity of the resident coordinator's office to advocate, promote and broker partnerships between Government and relevant civil society organizations and the private sector should be enhanced to build stakeholder consensus and realize country-specific goals as embodied in the national development plans.

7. Funding

34	The United Nations should establish benchmarks by 2008 to ensure the implementation of principles of good multilateral donorship.
38	Funding for the One Country Programmes should be predictable and multi-year.
39	There should be full core funding for individual United Nations organizations committed to reform.
40	The United Nations should drive reform by channelling reform savings back into the system through mechanisms, such as an empowerment fund.

8. Business practices

29	CEB should review its functions.
41	CEB, chaired by the Secretary-General, should lead efforts to improve management efficiency, transparency and accountability of the United Nations system.
42	The business practices of the United Nations system should be harmonized.
43	Evaluation mechanisms should be established for transparency and accountability.
44	Human resource policies and practices should be updated and harmonized.
45	Executives should be selected according to clear criteria, and for limited terms.
46	Change should be managed at the highest levels.
47	The Panel recommends that the Secretary-General appoint a senior member of his staff and provide the necessary resources to form a senior change management team.

ANNEX B – Program of work

1) Delivering as one at country level . Briefing by the Administrator of UNDP, Mr. Kemal Dervis and informal consultations (Thursday, June 21, 2007 at 3pm)

Delivering as one at country level . Briefing by the Director of the Development Group Office, Mrs. Sally Fegan-Wyles and informal consultations (Friday, August 3, 2007 at 3pm)

2) Humanitarian issues and recovery . Briefing by the Under Secretary General, Sir John Holmes and informal consultations (Wednesday, June 20, 2007 at 3pm)

3) Environment . Briefing by the Director of the UNEP Liaison Office in New York, Mrs. Juanita Castano and the Director of the Bureau for Development Policy, UNDP, Mr. Olav Kjørven and informal consultations (Friday, August 14, 2007 at 10am)

4) Human rights . Briefing by the High Commissioner for Human Rights, Mrs. Louise Arbour and informal consultations (Tuesday, July 24, 2007 at 11am)

5) Gender . Briefing by the Deputy Secretary General, Mrs. Asha-Rose Migiro and informal consultations (Thursday, June 21, 2007 at 10am)

6) Governance and institutional reform - Informal consultations (Friday, June 22, 2007 at 3pm)

7) Funding - Briefing by the Director of the Development Group Office, Mrs. Sally Fegan-Wyles and informal consultations (Friday, August 3, 2007 at 3pm)

8) Business practices . Briefing by the Director of the Accounts Division, Mr. Jayantilal M. Karia and informal consultations (Thursday, June 28, 2007 at 3pm)

HIGH-LEVEL PANEL ON UN SYSTEM WIDE COHERENCE

Implications for UN operational activities at Country Level: What's new and what has already been mandated?

Existing mandates and progress report	HLP recommendations	Status
<p>(OP 169) <i>Inviting</i> the Secretary-General to launch work to further strengthen the management and coordination of United Nations operational activities so that they can make an even more effective contribution to the achievement of the internationally agreed development goals, including the Millennium Development Goals, including proposals for consideration by Member States for more tightly managed entities in the fields of development, humanitarian assistance and the environment (2005 World Summit Outcome).</p> <p>(OP13) <i>Recognizes</i> that strengthening the role and capacity of the United Nations development system to assist countries in achieving their development goals <u>requires continuing improvement in its effectiveness, efficiency, coherence and impact</u>, along with a significant increase in resources and an expansion of its resource base on a continuous, more predictable and assured basis (TCPR 2004)</p>	<p>We recommend the establishment of “One UN” at country level, with one leader, one programme, one budgetary framework and, where appropriate, one office.</p>	
<p><i>Stresses</i> that the purpose of reform is to make the United Nations development system more efficient and effective" and "<i>requests</i> the funds and programmes and specialized agencies" to implement "<u>the joint office</u>" (2004 TCPR)</p> <p>PROGRESS</p> <p><i>First Joint Office pilots rolled out in Cape Verde and Vietnam. UNDG agreement to roll-out 20 Joint Office pilots. While JOs are country specific, all pilots have several common features, including (a) a “common UN programme framework”, (b) an empowered leader of the UNCT, (c) rationalized support services, harmonized procedures and one office, where possible, and (d) either “one budget”, where sensible (e.g. Cape Verde) or “one budget framework” aligned with the common programme framework.</i></p>	<p><u>Milestone</u>: We recommend 5 One UN country pilots by 2007, and subject to satisfactory review, 20 One UN Country Programmes by 2009, 40 by 2010 and all other appropriate programmes by 2012.</p>	
“One Leader”		
<p>Management of RC system:</p> <p>(OP59) <i>Underscores</i> the fact that the RC system is owned by the UN development system as a whole and that its functioning should be participatory, collegial and accountable (TCPR 2004).</p> <p>(OP60) <i>Also underscores</i> the fact that the management of the RC system continues to be firmly anchored in UNDP, while recognizing that many resident coordinators, especially in countries with large country teams, complex coordination situations or in situations of complex emergencies, lack the capacity to address equally well all tasks inherent to their functions, and in this regard requests that in such cases UNDP appoint, within the existing programming arrangement, a country director to run its core activities, including fund-raising, so as to assure that resident coordinators are fully available for their tasks (TCPR 2004).</p> <p>(OP 61) <i>Requests</i> that, when raising funds, resident coordinators concentrate on raising funds for the whole of the United Nations at the country level (TCPR 2004).</p>	<p>Management of RC system:</p> <p>(HLP Recommendation) To ensure that there is no potential for, or perception of, a conflict of interest, UNDP should establish an institutional firewall between the management of its programmatic role and management of the Resident Coordinator system (including system-wide strategic and policy support).</p> <p>(HLP Recommendation) UNDP will consolidate and <u>focus its operational work</u> on strengthening the coherence and positioning of the UN country team delivering the One Country Programme. As manager of the Resident Coordinator system, UNDP should set a clear target by 2008 to withdraw from sector-focused policy and capacity work for which other UN entities have competencies.</p> <p>(HLP Recommendation) UNDP will develop a code of conduct, including a transparent mechanism to evaluate the performance of its country operations. This should be done in consultation with all relevant UN organizations and the</p>	<p>NEW</p> <p>NEW</p> <p>NEW</p>

<p>PROGRESS <i>UNDP committed to introduce Country Directors in 40 large/complex coordination countries (28 Country Directors fielded by November 2006)</i></p>	<p>agreed code of conduct should be formally approved by the UN Sustainable Development Board.</p>	
<p>Enhanced RC Authority: (OP 169) We support stronger system-wide coherence by implementing the following measures: [...] Implementing current reforms aimed at a more effective, efficient, coherent, coordinated and better-performing United Nations country presence with a <u>strengthened role</u> for the senior resident official, whether special representative, resident coordinator or humanitarian coordinator, including <u>appropriate authority</u>, resources and accountability, and a common management, programming and monitoring framework (2005 World Summit Outcome).</p> <p>(P40) The UNDG will finalize the strategy and workplan on strengthening the role of UN special representatives, resident coordinators and humanitarian coordinators and the resident coordinator system and country-based coordination systems by January 2006, for review by CEB. A report on progress will be provided through my yearly report to the Economic and Social Council in 2006 (SG Report on Follow-up to 2005 World Summit Outcome).</p> <p>PROGRESS <i>UNDG RC Issues Group; Vietnam pilot</i></p>	<p>Enhanced RC authority: (HLP Recommendation) Resident Coordinators should have the authority to lead the One Country Programme, including authority to negotiate and shape the “One Country Programme” with the government on behalf of the entire UN System and to allocate resources from pooled and central funding mechanisms. Authority to hold members of the team accountable to agreed outcomes and to compliance with the strategic plan.</p>	<p>NEW TCPR</p>
<p>Accountability: (OP58) <i>Requests</i> the Secretary-General, in full consultation with all agencies of the UNDG and the CEB, as appropriate, to develop, by the end of 2005, a <u>comprehensive accountability framework</u> for resident coordinators to exercise oversight of the design and implementation of the Framework, in a fully participatory manner, in support and under the leadership of national Governments; (TCPR 2004)</p> <p>(OP 55) [...] <i>urges</i> the members of the Executive Committee of the UNDG, in full consultation with the members of the Development Group, to develop a procedure for the <u>common assessment of the performance</u> of resident coordinators by all members of the United Nations country teams; (TCPR 2004)</p> <p>PROGRESS <i>Comprehensive accountability framework put into place, including a revised RC job description, RC scorecard, regional oversight system as first “line of oversight”; separate RC career review process at HQ level; and 180-degree RC/UNCT Performance Appraisal System introduced in 20 pilots with full roll-out in late 2006.</i></p>	<p>Accountability: (HLP Recommendation) Their enhanced authority should be matched by a clear <u>accountability framework and an effective oversight mechanism</u> to ensure system-wide ownership of the Resident Coordinator system.</p> <p>→ See also HLP recommendations on Development Policy and Operations Group (DPOG) and UN Sustainable Development Board (UNSDB).</p>	<p>TCPR NEW</p>
<p>Selection: (OP55) <i>Welcomes</i> the improvements in the <u>selection process</u> and training of the resident coordinators (TCPR 2004).</p> <p>PROGRESS <i>10-year experience with RC/HC competency assessment administered by external company; incentive system developed to attract the best and brightest from inside and outside UN system (revised by inter-agency Panel in 2002 and 2006 to ensure fairness and relevance to full UN system</i></p>	<p>Selection: (HLP Recommendation) Competitive selection of Resident Coordinator candidates, drawn from the <u>best talent within and outside the UN system</u>.</p>	<p>TCPR</p>

<p>needs) – evaluation in 2004 revealed serious weakness in agency willingness to “lose star staff” for RC positions; since 2002 increase of non-UNDP RCs from 17 to 36 (28% out of 130 posts), which is an increase of over 100 percent; rate of change increased with over 50 percent of new RCs in 2006 coming from agencies other than UNDP (11 out of 21); efforts undertaken to improve gender and geographic balance; training on mandates of agencies in UNCT introduced in November 2006; funds being mobilized to provide more systematic in-service training.</p>		
<p>Appropriate capacities/resources: (OP54) Urges the UN system to provide further financial, technical and organizational support for the resident coordinator system, and requests the Secretary-General, in consultation with the members of the UNDG to ensure that resident coordinators have the <u>necessary resources to fulfill their role effectively</u>. (TCPR 2004)</p> <p>PROGRESS <i>One national or international coordination officers fielded in RC offices; efforts underway to raise additional funds to provide increased level of coordination support, where needed; agreement to assign one national officer dedicated to enhanced support to non-resident agencies in all UNDAF countries in 2007 on pilot basis; agencies leading cross-cutting issues (e.g. human rights, gender equality) beginning to assign staff to selected RC Offices to support “mainstreaming”.</i></p>	<p>Appropriate capacities/resources: (HLP Recommendation) To perform this function, Resident Coordinators should have <u>appropriate competencies, capabilities and support capacities</u>.</p> <p>(HLP Recommendation) To deliver as one, UN country teams should also have an <u>integrated capacity</u> to provide a coherent approach to cross-cutting issues, including sustainable development, gender equality and human rights.</p> <p>(HLP Recommendation) The capacity of the Resident Coordinator’s office to <u>advocate, promote and broker partnerships</u> between government and relevant civil society organizations and the private sector should be enhanced to build stakeholder consensus and realize country-specific goals as embodied in the national development plans.</p>	<p>TCPR</p>
<p>“One Programme”</p>		
<p>(OP49). Reiterates that the <u>ownership and full participation of national authorities</u> in the preparation and development of the Framework are key to guaranteeing that it responds to the national development plans and poverty reduction strategies of the countries concerned, (TCPR 2004)</p> <p>PROGRESS <i>Common Country Assessments increasingly feeding into national analytical work; separate CCA not needed where UNCT convinced that “UN” issues not missing from national processes; UNDG guidance issued on role of UNCTs in supporting PRSp processes; UN results in UNDAF must be derived from national priorities established through national planning process (in full consultation with government); UNDG supporting national indicator monitoring system as basis for monitoring progress on results (DevInfo).</i></p>	<p>(HLP Recommendation) The “One Programme” should be <u>country owned</u> and signed off by government, responsive to the national development framework, strategy and vision, including the internationally agreed development goals.</p>	<p>TCPR</p>
<p>(OP49) [...] and requests the Secretary-General to develop the Framework and its results matrix where applicable, as the <u>common programming tool for country-level contributions</u> of the funds and programmes towards achieving the MDGs to be fully endorsed and countersigned by the national authorities; (TCPR 2004)</p> <p>(OP50). Notes the <u>potential of the Framework and its results matrix as the collective, coherent and integrated programming and monitoring framework</u> [...], bringing increased opportunities for joint initiatives, including joint programming, and urges the UN development system to fully utilize such opportunities in the interest of enhancing aid efficiency and aid effectiveness; (TCPR 2004)</p> <p>(OP51) Requests the Secretary-General, through the Executive Committee of the UNDG, in consultation with the CEB, to ensure that UNDG agencies with multi-year programmes as well as the entities of the Secretariat that carry out operational activities in pursuit of the MDGs <u>fully align their</u></p>	<p>(HLP Recommendation) The “One Programme” should build on the UN country team’s common country assessment or national analysis, and reflecting the UN’s added value in the specific country context.</p> <p>(HLP Recommendation) The “One Programme” should be <u>strategic, focused and results-based</u>, with clear outcomes and priorities, while leaving flexibility to reallocate resources to changes in priorities.</p> <p>→ See also HLP recommendations on Sustainable Development Board and consolidated funding.</p>	<p>TCPR</p> <p>NEW</p>

<p>respective programming and monitoring with the Framework, as well as take further steps to harmonize their programming cycles and to synchronize them as far as possible with the national programming instruments, in particular the national poverty reduction strategies, including poverty reduction strategy papers, where they exist; (TCPR 2004)</p> <p>PROGRESS Efforts undertaken to move beyond UNDAF as “framework” and towards a common programme for UN Country Teams: concept of enhanced UNDAF as common programme base accepted by full UNDG Programme Group, with heads of the UNDG Executive Committee agencies agreeing that UNDAF should become their agencies’ country programme; common way of assessing national institutional capacity to manage resources; HLCM/UNDG working on common country level concepts for results-based planning, budgeting, monitoring and reporting.</p>		
<p>(OP44) Calls upon the UN system to draw from its accumulated experience in all pertinent economic, social and other domains and to facilitate the access of developing countries to the services available. (TCPR 2004)</p> <p>(OP46) Stresses the importance of the common country assessment as the common analytical tool of the UN system at the country level, including the specialized agencies, the regional commissions and other UN agencies with no country representation or limited country-level presence, which should contribute their accumulated analytical and normative experience so as to enable the use of all capacities available within the UN system; (TCPR 2004)</p> <p>PROGRESS UNDG Working Group on involvement of NRA completed assessment report and now developing implementation workplan; discussions ongoing on including a special section in UNDAF covering UN’s normative work and assignment of full-time capacity in RC Office to assist non-resident agencies to participate fully in relevant national processes.</p>	<p>(HLP Recommendation) The “One Programme” should draw on all UN services and expertise, including those of non-resident agencies, in order to effectively deliver a multi-sectoral approach to development (with due attention to cross-cutting issues)</p>	<p>TCPR</p>
“One Budgetary Framework” and funding		
<p>(OP 61) Requests that, when raising funds, resident coordinators concentrate on raising funds for the whole of the United Nations at the country level (TCPR 2004).</p> <p>PROGRESS UNDAF Results Matrix shows projected core resources and resource mobilization targets for all programme components, by agency.</p>	<p>One “budgetary framework” (HLP Recommendation) At country-level, contributions to the One Country Programme should be consolidated within a single budgetary framework, which would not constitute a legal constraint on the spending authority of funds, programmes and specialized agencies. The one budgetary framework brings together all contributions to the One Country Programme.</p> <ul style="list-style-type: none"> • Transparency, management, and the effective implementation of the One Country Programme through One Budgetary Framework. • Funding should be linked to the performance of the UN Country Team preparing and implementing a strategic One Country Programme. • The budget should be completely transparent, showing clearly the overheads and transaction costs of the UN and all of its funds, programmes and specialized agencies in the country 	<p>NEW</p>
<p>PROGRESS Supplementary pooled multi-donor funding mechanisms being piloted at country level in Sudan, Iraq and Lebanon.</p>	<p>Pooled funding mechanisms (HLP Recommendation) To fund the One Country Programme through this single budgetary framework, the Panel recommends the following funding sources:</p>	

	<ul style="list-style-type: none"> ▪ The five pilots should be funded by pooled country-level funding. For donor contributions to each pilot, a country-level MDG Strategy Support Fund should be established, to be administered by the Resident Coordinator, in line with national priorities. In principle, funding from all sources for the One Country Programme should flow through these country funds. Donors would be strongly encouraged to contribute through these funds. ▪ A MDG Funding Mechanism should be established following the five pilots. This voluntary mechanism would coordinate overall resource flows enabling global oversight of funding available for contributions to the One Country Programme. The mechanism should be governed by the Sustainable Development Board under the supervision of the Development Coordinator. Donors are strongly encouraged to make funds available to this mechanism at the central or country level. UN organizations could also contribute core funding for the One Country Programme within the framework of this mechanism. 	<p>NEW</p> <p>NEW</p>
<p>(OP 24) <i>Requests</i> the Secretary-General, in consultation with Member States, to <u>explore various funding options for increasing financing for operational activities for development</u> of the UN system and to examine ways to enhance the predictability, long-term stability, reliability and adequacy of funding for the operational activities for development, including <u>through the identification of possible new funding sources</u>, as a follow-up to his report, while preserving the advantages of the current funding modalities, and to submit a report to the General Assembly through the Economic and Social Council at its substantive session in 2005; (TCPR 2004)</p>	<p>(HLP Recommendation) The UN should drive reform by channelling reform savings back into the system through mechanisms, such as an Empowerment Fund. This Fund would demonstrate to the world's poorest citizens, communities and local entrepreneurs that UN savings will be invested directly in their empowerment. It would be financed with minimal overhead through efficiency cost savings resulting from reforming, consolidating and streamlining UN functions and organizations, as recommended by the Task Force to be established by the UN Secretary-General. This Fund could redirect savings from efficiency reforms back to country-level strategies (One Country Programme) with a special emphasis on helping countries achieve the MDGs.</p>	<p>NEW</p>
“One Office”/One Team		
<p>(OP 34) <i>Invites</i> the governing bodies of all organizations of the United Nations system actively involved in development cooperation activities and their respective management to adopt harmonization and simplification measures, with a view to achieving a significant reduction in the administrative and procedural burden on the organizations and their national partners that derives from the preparation and implementation of operational activities; (TCPR 2004)</p> <p>(OP36) <i>Requests</i> the funds, programmes and specialized agencies of the UN system to examine ways to further simplify their rules and procedures and, in this context, to accord the issue of simplification and harmonization high priority and to take concrete steps in the following areas: rationalization of country presence through <u>common premises</u> and co-location of members of United Nations country teams; implementation of the joint office model; <u>common shared support services</u>, including security, information technology, telecommunications, travel, banking and administrative and financial procedures, including for procurement; harmonization of the principles of cost recovery policies, including that of full cost recovery; [...]; as well as further simplification and harmonization measures (TCPR 2004).</p> <p>PROGRESS <i>UN ExCom working on harmonized rules, regulations, policies and procedures for “core services” (finance, human resources and procurement) with Un Secretariat as basis for wider consultations</i></p>	<p>(HLP Recommendation) The “One Office” should include: <u>One integrated results-based management system</u>, with integrated support services; <u>joint premises</u> (where appropriate), and a <u>common security infrastructure</u> and clear lines of accountability</p>	<p>TCPR</p>

<p><i>under HLCM. Objective is to prepare common field operations handbook reflecting harmonized procedures; common services initiatives for non-core services established in 61 countries; 60 officially designated UN Houses established worldwide.</i></p>		
“One UN” at regional level		
<p>(OP36) <i>Requests the funds, programmes and specialized agencies of the UN system to examine ways to further simplify their rules and procedures and, in this context, to accord the issue of simplification and harmonization high priority and to take concrete steps in the following areas: [...] <u>alignment of the regional technical support structures and regional bureaux at headquarters level, including their regional coverage</u> [...]</i> (TCPR 2004).</p> <p>PROGRESS <i>Six regional Directors Teams established in five regions (with two teams in Africa) to provide technical support to UNCTs and oversight for RC/UNCT – focus on (a) provision of coherent technical and substantive policy support to UNCTs, (b) RC assessment, and (3) support to joint office initiative; one support person to be posted for each RDT in 2007; ExCom discussions ongoing on regional alignment/country coverage and regional co-location.</i></p>	<p>(HLP Recommendation) Regional offices of UN entities should be co-located and the definition of regions among all UN entities should be standardized to ensure consistency and coherence in the work of the UN at the regional level.</p>	<p>TCPR NEW</p>
“One UN” at Headquarters level		
<p>PROGRESS <i>Joint meetings of the Boards of ExCom agencies, albeit without decision making powers.</i></p>	<p>(HLP Recommendation) We recommend the establishment of a UN Sustainable Development Board to oversee the One UN Country Programmes. Reporting to ECOSOC, the Board would provide the decision-making and monitoring framework for implementation of One UN at country level. The Board would be responsible for oversight of the implementation of the pilot programme to create unified UN country programmes. Meetings of the UN Sustainable Development Board should supersede the joint meeting of the boards of UNDP/UNFPA/gender entity, WFP and UNICEF. After three years the effectiveness of the Board should be assessed. This assessment should include consideration of the scope for integrating the boards of UNDP/UNFPA and UNICEF as segments of the UN Sustainable Development Board, rather than maintaining them as standalone boards.</p>	<p>NEW</p>
	<p>(HLP Recommendation) The Secretary-General should appoint the UNDP Administrator as the Development Coordinator to chair the Development Policy and Operations Group that would support One UN at the country level. The Development Coordinator would report and be accountable to the UN Sustainable Development Board on the implementation of the One UN. A Development Finance and Performance Review Unit should be established to support the UN Development Policy and Operations Group.</p>	<p>NEW</p>



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Follow-up to the outcome of the Millennium Summit

Recommendations contained in the report of the High-level Panel on United Nations System-wide Coherence in the areas of development, humanitarian assistance and the environment

Report of the Secretary-General

I. Introduction

1. In an ever more interdependent world, a coherent and strong United Nations is needed to meet an immense set of global challenges and a wide diversity of needs. The United Nations has a key role in ensuring progress towards the Millennium Development Goals and the other internationally agreed development goals, enabling countries to lead their development processes and helping to address such global challenges as disease, conflict and the environment, as well as to promote the realization of all rights. The United Nations must be flexible and coherent enough to respond to the operational and policy needs of developing countries, States experiencing conflict, stable low-income countries, emerging economies and developed countries. It should advocate global standards and norms and, in each country, should be focused on delivering results in line with country needs.

2. However, in the face of the preceding challenges, the United Nations is not optimally configured. The Organization urgently needs more coherence and synergy so it can perform as one and be more than the sum of its parts. It should utilize its unique universality, neutrality and capacity to operate in the security, development and humanitarian spheres. It should more successfully perform its roles of convener, standard-setter, advocate, expert, monitor, coordinator and manager of programmes. It should respond to the diverse needs of countries and perform as one at the country level, and have the governance, management and funding practices in place to support those efforts.

3. The recommendations contained in the report of the Secretary-General's High-level Panel on System-wide Coherence in the areas of development, humanitarian assistance and the environment (A/61/583), "Delivering as one", present an



important opportunity to address those issues in a comprehensive and consistent manner, to ensure that the Organization can respond to the global challenges of the twenty-first century and play a full and effective role at the heart of the multilateral system.

4. Having reviewed and assessed the recommendations put forward by the High-Level Panel, and in the light of the counsel provided by my predecessor, who commissioned the Panel's work, and with the benefit of having engaged in a range of informal consultations on different aspects of the Panel's report, I am pleased to signal my broad support for the principle of a stronger, more coherent United Nations and for the recommendations contained in the report.

5. The Panel's report puts forward a vision of significantly enhanced United Nations system-wide coherence, which I perceive to be very much in line with the demands and objectives of Member States and the concerns they have and continue to voice. That vision is predicated on overcoming fragmentation and bringing together the system's many assets in order to "deliver as one" at all levels, but particularly at the country level, in line with the principle of country ownership. I believe that this is vital, and as I was quoted as saying in the report of the Panel, "the true measure of the success for the United Nations is not how much we promise but how much we deliver for those who need us most".

6. The Panel's vision also gives due prominence to the need for the United Nations system to be results based and focused on performance and accountability. This imperative of efficiency, transparency and accountability is also very much at the heart of the demands from Member States for United Nations reform, and forms a cornerstone of my own priorities for the Organization.

7. The present report provides an overview of how I view the Panel's recommendations in the context of the wider United Nations reform agenda and suggests elements of a process for consideration of ways to take forward intergovernmental consideration of the Panel's report.

II. Consideration of the Panel's recommendations

8. As noted by my predecessor, the Panel's report is very rich in terms of analysis and recommendations and covers a great deal of ground. As he suggested in his transmittal note, the report merits a process of review and dialogue to build broad-based common understanding of its objectives, contents and proposals. Although the main consideration of and decision-making regarding the report's recommendations should be done by the General Assembly, other policymakers and actors need to be brought into the discussion to build deeper understanding and ownership of the proposals. Those steps include consultations within the Economic and Social Council and with the governing bodies of organizations of the United Nations system.

9. I believe that the proposals in the report should be pursued as an integrated and coherent whole, as the report was crafted as such with many of the recommendations connected to one another. Arrangements for its review should ensure that the different proposals in the report are addressed on their own merits, with outcomes that reinforce each other and advance, together, the overall objectives set by the Panel.

10. The report should be considered within the context of a number of ongoing reform processes. Clearly, the Panel, in formulating its recommendations, was mindful of the other processes and the progress and obstacles they have encountered. In that regard, many of its recommendations are consistent with existing mandates for reform. In those cases, the United Nations system should move ahead to improve coherence without unnecessary delays so as to avoid duplication of effort. Other areas will require fuller discussions and deliberations.

11. One such process, which is highly relevant in terms of the Panel's recommendations related to enhancing the coherence, effectiveness and efficiency of the United Nations at the country level, is the forthcoming triennial comprehensive policy review of operational activities for development of the United Nations system. A number of the Panel's recommendations reaffirm and give renewed impetus to ongoing reform initiatives mandated by the 2001 and 2004 triennial comprehensive policy reviews, which constitute the policy framework agreed at the intergovernmental level for the operational activities of the United Nations system. The 2007 triennial comprehensive policy review provides an important opportunity to consider and take forward relevant recommendations of the Panel, including assessing progress with regard to the pilot "One Country Programmes" recommended by the Panel.

12. Following consultations and at the request of interested Member States, the United Nations Development Group has initiated eight pilots in which the "One United Nations" approach will be tested. The pilots are being undertaken on a voluntary basis under government leadership and will consist of a subset of about 20 joint offices that the Organization has committed to initiate under the triennial comprehensive policy review implementation plan approved by the Economic and Social Council. This exercise will provide an essential test of the application of the principles advocated by the Panel in different countries, and an analysis of the results and experiences will be presented to the relevant governing bodies at the end of the year. I have endorsed the present exercise and encouraged the Chair of the United Nations Development Group to proceed. A number of issues related to the development of the One United Nations approach will need to be considered, including the following: the central concept of national ownership; the authority and accountability of the United Nations Resident Coordinator; and the role of the United Nations Development Programme (UNDP), as manager of the resident coordinator system on the one hand and in its programmatic role on the other. There should be clear delineations of responsibilities in the form of an internal "firewall" in UNDP. At the same time, the United Nations Development Programme's programmatic role should be supportive of the overall cohesion effort and be strategic and cross-cutting rather than sector or project focused. There also needs to be more clarity with regard to what would constitute an effective unified budgetary framework at the country level.

13. Similarly, there is an existing process dealing with United Nations reform issues in the area of the environment, namely the General Assembly informal consultative process on the institutional framework for the United Nations environmental activities. The Panel was cognizant of this process and interacted with it, emphasizing that its recommendations were complementary and intended to provide an impetus to deliberations in that forum. Consultations on the environment-related recommendations put forward by the Panel could thus be taken up by the Assembly's informal consultative process, as appropriate, taking into

consideration relevant discussions and decisions in other intergovernmental forums, including the Global Ministerial Environmental Forum of the United Nations Environment Programme Governing Council, the Council of the Global Environment Facility and the conferences of the parties to relevant multilateral environmental agreements. I will be giving due attention, in the light of the intergovernmental process, to the Panel's recommendation that I commission an independent and authoritative assessment of the current United Nations system of international environmental governance.

14. Progress is already being made with regard to the Panel's recommendation that the United Nations System Chief Executives Board for Coordination (CEB) undertake a review of its functioning, in the light of experience gained since its establishment five years ago, with a view to improving its performance and accountability for system-wide coherence. At the session of the CEB held during the fourth quarter of 2006, executive heads unanimously welcomed the broad thrust of the Panel's recommendations and were united in their desire to improve coherence and coordination and enact the necessary system-wide reforms. The Director-General of the International Labour Organization, Juan Somavia, and the Director-General of the World Trade Organization, Pascal Lamy, have been entrusted with the task of leading the CEB review, seeking the full engagement of all executive heads. The intention is for the first session of the CEB, which I will chair, in April 2007, to consider a preliminary set of proposals for action to strengthen the effectiveness and relevance of that body as a responsive and transparent high-level mechanism under the chairmanship of the Secretary-General, geared to advancing the overall coherence and impact of the United Nations system.

15. The Panel's recommendations are providing further impetus to reform measures on United Nations business practices, which are aimed at significantly enhancing performance and delivery of results. The recommendations are clearly very much in line with my priorities in such areas as transparency, accountability, efficiency and human resources development, including the promotion of staff mobility, and should be actively pursued in all relevant forums. Modernizing and achieving full compatibility on processes for resource planning, human resources, common services and evaluation are essential to turning the concepts of a more unified and coherent United Nations into reality. As much of the work falls within the purview of the CEB High Level Committee on Management, which encompasses representatives of all the agencies, funds and programmes of the United Nations system, a comprehensive progress report from CEB on its work in harmonizing business practices may be helpful to the General Assembly in facilitating its consideration of these matters.

16. Another area in which progress is already being made is with regard to certain recommendations in the humanitarian assistance section of the Panel's report. With respect to food security, advanced discussions among the Rome-based agencies of the United Nations system have already taken place, with a view to developing proposals for the consideration of relevant intergovernmental bodies. However, more needs to be done to further strengthen the Organization's role as a coordinator in terms of enhancing partnerships and its capacities to deal with the transition phase from relief to development. Moreover, more investment is urgently required in risk reduction and early warning, building on existing international initiatives to help mitigate or prevent natural disasters. The Panel makes good recommendations in those and other areas that should be further considered.

17. With regard to the Panel's recommendations to strengthen the Organization's gender architecture, I am in full agreement with the Panel's assessment of the need to consolidate and strengthen several current structures in a dynamic United Nations entity focused on gender equality and women's empowerment, which should mobilize forces of change at the global level and inspire enhanced results at the country level. It is also essential to stress that gender equality will remain the mandate of all United Nations entities. I will also continue to recruit competent women to become part of my senior team.

18. With regard to the proposal on gender equality and women's empowerment, including the establishment of an Under-Secretary-General for Gender Equality and Empowerment of Women, who would lead a consolidated and strengthened United Nations gender architecture subject to approval by the relevant intergovernmental process, the United Nations system and many Member States are united in their conviction that the recommendations would contribute to overall efforts to achieve the goals of gender equality and empowerment of women. However, I will await the outcome of the substantive discussions and consultations by Member States on the proposal in order to be guided further by the intergovernmental process. I hope that Member States will be able to reach a positive early agreement on this proposal so that we can take it forward.

19. With regard to the Panel's recommendations in the area of human rights, I am in full agreement with the Panel that human rights and other cross-cutting issues should be an integral part of United Nations activities. The United Nations High Commissioner for Human Rights, as the highest official of the United Nations responsible for human rights, should ensure the linkages between the normative work of the United Nations human rights mechanisms and operational activities. It is of utmost importance to support the Human Rights Council to make it into a truly effective body that has the credibility and authority to take forward the Human Rights agenda of the United Nations.

20. One area of the Panel's report which merits in-depth intergovernmental consideration is that of governance. I urge Member States to give due consideration to the recommendations of the Panel in that regard. In the view of the Panel, their recommendations taken together would encompass a framework for a unified and coherent United Nations structure at the country level, matched by more coherent governance, funding and management arrangements at the centre as well as by consistency and coherence at the regional level. The report's recommendations in this area constitute an important starting point for a process that requires further deliberation and discussion to develop a commonly owned vision that should enhance the coherence and efficiency of the intergovernmental structure and reflect the principle of country ownership. The preceding set of issues includes consideration of the proposals made by the Panel relating to the strengthening of the Economic and Social Council as the authoritative forum to ensure more efficient implementation of our common development agenda; the establishment of a Sustainable Development Board as an inclusive strategic overview and governance framework for the implementation of the "One United Nations" approach at the country level; and ensuring support to the Sustainable Development Board, once it is created, through an inter-agency Development Policy and Operations Group, within the CEB framework. This Group could either replace the United Nations Development Group or be a subgroup of the United Nations Development Group

explicitly given the task of supporting the new Board. I believe that the aim should be greater coherence at the Headquarters level to support coherence in the field.

21. With that in mind, I concur with the Panel's conclusion that more detailed and specific proposals for further streamlining and consolidation would require a more in-depth technical analysis than was feasible in the time frame available to the Panel. I will thus be giving due consideration to the Panel's proposal that I establish an independent task force to further eliminate duplication within the United Nations system, and consolidate United Nations entities, where necessary, building on the foundations of the Panel's work.

22. I intend to work and consult closely with Member States, the President of the General Assembly and the relevant intergovernmental bodies, which will play a critical role in moving the report forward. In that regard, I have asked the Deputy Secretary-General to oversee and support implementation of the system-wide coherence reform agenda. The Deputy Secretary-General will work closely with relevant senior United Nations officials who will be at the disposal of Member States to facilitate discussion in their respective areas of responsibility. The United Nations system is conscious of the need to urgently take steps to enhance overall coherence and effectiveness, but is equally aware of the need to ensure that efforts to act on the Panel's recommendations are guided by and respectful of the intergovernmental consideration of the Panel's report.



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Follow-up to the outcome of the Millennium Summit

Note by the Secretary-General

1. In the Outcome document of the 2005 World Summit (resolution 60/1), the Heads of State and Government recognized the importance of the unique expertise and resources that the United Nations system brings to global issues. The global leaders commended the extensive experience and expertise of the various development-related United Nations organizations and their important contributions to the achievement of the Millennium Development Goals and other broader development objectives.

2. However, the leaders recognized the need to build on ongoing reforms aiming at a more effective, coherent and better performing United Nations country presence. They specifically invited me to “launch work to further strengthen the management and coordination of United Nations operational activities so that they can make an even more effective contribution to the achievement of the internationally agreed development goals, including the Millennium Development Goals”. The principal challenge for this work was identified as being in the fields of development, humanitarian assistance and the environment, while taking into account the cross-cutting areas of gender equality, sustainable development and human rights.

3. In putting in place arrangements for the study to be carried out in an expeditious and focused manner, it was my view that the United Nations system needed to further accelerate its efforts to support countries in meeting the Millennium Development Goals. Without a substantial renewed effort, the international community would not be able to live up to the ambition of the Millennium Development Goals. I considered that we required advice that brought together high-calibre political insight and managerial and operational know-how.

4. I asked three serving Prime Ministers, Prime Minister Shaukat Aziz of Pakistan, Prime Minister Luísa Dias Diogo of Mozambique and Prime Minister Jens Stoltenberg of Norway, to co-chair a High-level Panel on United Nations System-wide Coherence in the areas of development, humanitarian assistance and the environment. The Panel was composed of former Presidents Ricardo Lagos of Chile and Benjamin W. Mkapa of the United Republic of Tanzania and the following eminent international figures, Chancellor of the Exchequer Gordon Brown (United



Kingdom of Great Britain and Northern Ireland), former Chief Executive Officer and Chairman of the Global Environment Facility Mohamed T. El-Ashry (Egypt), President of the Canadian International Development Agency Robert Greenhill (Canada), Former Director-General for Development Cooperation Ruth Jacoby (Sweden), European Union Commissioner for Development and Humanitarian Aid Louis Michel (Belgium), Director General of the French Development Agency Jean-Michel Severino (France), Under Secretary for Economic, Business and Agricultural Affairs of the United States Department of State Josette S. Sheeran (United States of America) and Former State Secretary for Foreign Affairs Keizo Takemi (Japan). Representing the United Nations system, Kemal Derviş (Turkey) and Lennart Båge (Sweden) served as ex officio members of the Panel.

5. The Panel presented me with its report on 9 November 2006 and two co-chairs, Prime Minister Shaukat Aziz and Prime Minister Stoltenberg, joined me to launch the report at the informal briefing to the General Assembly, under the auspices of the President of the General Assembly.

6. The Panel report, entitled “Delivering as one”, provides a clear and balanced analysis and series of ambitious but practical recommendations that can have a significant and long-lasting impact on the effectiveness and relevance of the United Nations system. In the area of development, the report recommends a “One United Nations” at the country level that has full country ownership, and is supported by a strengthened and more consolidated funding structure to substantially increase the effectiveness of United Nations interventions. Practical measures related to humanitarian assistance, environmental protection and gender equality and women’s advancement will also strengthen the coherence, sustainability and impact of the United Nations delivery. The Panel has also proposed measures to strengthen coherence at the centre in the areas of governance, funding and management that are critical for a revamped United Nations development system. Moreover, many of the proposals are meant to ensure a much more effective integration and strengthening of the policy and normative role of the United Nations and better alignment with operational roles and structures.

7. I am very pleased to transmit the report of the Panel herewith to Member States for their consideration with my strong support for its recommendations. I urge the General Assembly to support their implementation as well.

Consultation process

8. I am also transmitting the Panel’s report to my successor, Ban Ki-moon, to enable him to formulate specific proposals on how the Panel’s recommendations should be taken forward. The new Secretary-General may wish to present a more detailed report on the Panel’s recommendations once he has taken office. In this regard, I will be proposing to the new Secretary-General that he ensure that his office remain engaged in the oversight, coordination and tracking of the implementation of the report.

9. The Panel’s report is very rich in terms of analysis and recommendations, and covers a great deal of ground. Therefore, it will be essential for there to be a process of informal dialogue on the Panel’s report to build broad-based common understanding of its objectives, contents and proposals. These consultations should involve all delegations, senior officials from across the United Nations system and,

if possible, Government officials, country-level practitioners and other experts. This would allow for different perspectives to be heard and stakeholders to become equally informed and aware of the recommendations and their implications.

10. Although the General Assembly will play a critical role in the consultation and decision-making process related to the critical recommendations of the report, other policymakers and actors need to be brought into the discussion to build deeper understanding and ownership of the proposals. This would include consultations within the Economic and Social Council and its commissions, and the governing bodies of United Nations system organizations. In this regard, I have already requested the executive heads of the United Nations specialized agencies, funds and programmes to transmit the report to their individual governing bodies for consideration.

11. Existing conferences and meetings of regional and other groupings could also afford opportunities for informal discussions on the Panel's report. These dialogues could be organized on the report as a whole, or on the various thematic areas contained in the report. Participants should be drawn from all relevant stakeholders.

12. This process of informal consultations/dialogue could culminate in a formal meeting of the plenary of the General Assembly some time in 2007. Once this process is complete, the President of the General Assembly could initiate consultations in "a working group" mode, in order for the General Assembly to consider a resolution on the Panel's report.

13. There will also be extensive United Nations inter-agency discussions on the Panel's recommendations, guided by and respectful of the intergovernmental consideration of the Panel's report. This dialogue will be essential as implementation of the Panel's recommendations will demand not only strong and sustained support from Member States, but also collective leadership and ownership within the United Nations system. Many of the changes proposed will require that individual United Nations agencies, funds and programmes take a broader view in the overall interest of a more coherent United Nations.

14. In this regard, I was very encouraged by the positive preliminary reaction to the Panel's work that was expressed during the Fall session of the United Nations System Chief Executives Board for Coordination (CEB). I have taken this reaction to be a positive signal in terms of our prospects for enacting the necessary system-wide reforms. The United Nations system is clearly united in its desire to improve its coherence and coordination.

Moving forward

15. I have decided to move forward on some of these recommendations, especially since many build on reforms and initiatives that are already being carried out by the executive heads of the United Nations agencies, funds and programmes.

16. The first such recommendation is the establishment of the five pilot One Country Programmes by 2007. A number of countries have already expressed an interest in being among the pilot countries, and we are in the process of determining appropriate criteria to carefully select them. In order to maximize results, we will need to ensure that the One Country Programme is piloted in countries at different stages of development, where United Nations agencies, funds and programmes and

their counterparts are eager to work together to carry forward this pilot exercise. Some of the countries that are expressing an interest in being a pilot country would be building on the considerable progress already made in enhancing the coherence, effectiveness and efficiency of the United Nations at the country level. Well-designed and executed pilot programmes based on the principle of country ownership will provide the basis for further developing and expanding the One United Nations approach, as well as providing input to forthcoming deliberations on the triennial comprehensive policy review of operational activities for development of the United Nations system.

17. The second area that I will be moving forward is in the area of business practices. Great strides in improving performance and delivering results can be realized by implementing this set of recommendations, which clearly build on, and provide impetus to, many of the advances that the United Nations system has already made in this field. It will be essential that we swiftly modernize and achieve full compatibility on processes for resource planning, human resources, common services and evaluation, as these are important drivers of coherence in the United Nations system. In this regard, it is significant to note that the CEB High-Level Committee on Management is making real progress, including on human resource practices, results-based budgeting and the approval of the adoption of International Public Sector Accounting Standards by 1 January 2010. The Panel's recommendations will provide further impetus to this United Nations system-wide effort.

18. The third recommendation that I am taking forward concerns CEB, which I chair. CEB has been asked to undertake a review of its functioning, in the light of experience gained since its establishment in 2001, with a view to improving its performance and accountability for system-wide coherence. Such a review was discussed at the fall session of CEB, and was unanimously welcomed. The Director-General of the International Labour Organization (ILO), Juan Somavia, and the Director-General of the World Trade Organization (WTO), Pascal Lamy, have agreed to lead such a review.

19. I urge the executive heads of the United Nations agencies, funds and programmes to do everything possible to move these recommendations forward.

20. Finally, I have started the process to take forward the recommendation on strengthening the United Nations gender architecture in order to provide one strong and coherent voice on women's issues in the United Nations system, which can better contribute to the overall efforts to achieve the goals of gender equality and empowerment of women. In this regard, I have initiated the necessary steps to request the establishment of the Under-Secretary-General for Gender Equality and Empowerment of Women who would lead a consolidated and strengthened United Nations gender architecture once it is approved by the relevant intergovernmental process. The detailed proposal will be presented to the General Assembly in November 2006. I urge Member States to support it.

Letter dated 9 November 2006 from the Co-Chairs of the High-level Panel on United Nations System-wide Coherence in the areas of development, humanitarian assistance and the environment addressed to the Secretary-General

We have the privilege to transmit to you the report of the High-level Panel on United Nations System-wide Coherence in the areas of development, humanitarian assistance and the environment, entitled “Delivering as one”.

The report puts forward a series of recommendations to overcome the fragmentation of the United Nations so that the system can deliver as one, in true partnership with and serving the needs of all countries in their efforts to achieve the Millennium Development Goals and other internationally agreed development goals.

Our research and consultations revealed that the United Nations system has both strengths and weaknesses. It is an indispensable instrument in an age of growing interconnection between peace and security, sustainable development and human rights. However, bold reforms are needed to improve the effectiveness of the United Nations in delivering its mandate and responding to new and growing challenges. A more united system would be a stronger, more responsive and effective United Nations. A system reconfigured to optimally use its assets and expertise in support of country needs and demands would strengthen the voice and action of the United Nations in development, humanitarian assistance and the environment. A repositioned United Nations — delivering as one — would be much more than the sum of its parts.

Our proposals encompass a framework for a unified and coherent United Nations structure at the country level. These are matched by more coherent governance, funding and management arrangements at the centre. We have sought to consolidate existing entities wherever necessary, and to eliminate unnecessary duplication and competition. In all areas, our proposals identify the comparative advantage of organizations and delineate functions, roles and responsibilities. We have formulated mechanisms that would enable policy consistency and strategies to modernize business practices for better performance and accountability. We have renewed our commitment to put into practice the principles of good multilateral donorship, and to ensure adequate, sustained and secure funding for organizations that upgrade their efficiency and deliver results.

The members of the Panel, while having different perspectives on some issues, all endorse the report and generally agree with its findings. From our extensive consultation process, we can assure you that there are important constituencies of support for each of the Panel’s proposals. We believe that, if taken together and implemented, our recommendations will result in a stronger United Nations system, one that is fit to play the central role envisaged for it in the 2005 World Summit Outcome document.

Our report is addressed to you, but many of our recommendations will require commitment from and action by heads of Government and organizations of the wider United Nations system. Only through their leadership — and the commitment of the incoming Secretary-General — can we realistically forge the consensus and action required for a more cohesive United Nations system.

It has been an honour to take part in this work, and we thank you for the trust you have placed in us to lead this study. We also want to express our deep respect and thanks to all Panel members, who injected total commitment, enthusiasm and creativity into this important task.

We were supported in our work by a secretariat under the leadership of Executive Director Adnan Amin. Mr. Amin and his devoted staff allowed us to benefit from their great experience, invaluable knowledge and astute judgement during and between our deliberations. We are thankful for their dedication and hard work which allowed us to complete our work on time.

(Signed) Shaukat **Aziz**
Co-Chair
Prime Minister of the Islamic Republic of Pakistan

(Signed) Luísa Dias **Diogo**
Co-Chair
Prime Minister of Mozambique

(Signed) Jens **Stoltenberg**
Co-Chair
Prime Minister of Norway

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Beneath the surface of States and nations, ideas and language, lies the fate of individual human beings in need. Answering their needs will be the mission of the United Nations in the century to come

Secretary-General, Kofi **Annan**
Nobel Prize acceptance speech

The true measure of the success for the United Nations is not how much we promise but how much we deliver for those who need us most

Secretary-General-elect, **Ban Ki-moon**
Acceptance speech to the General Assembly upon election

Delivering as one

Report of the High-level Panel on United Nations System-wide Coherence in the areas of development, humanitarian assistance and the environment

Summary

In facing up to the challenges of their times, the world leaders of 60 years ago created new multilateral institutions — the United Nations, the International Monetary Fund and the World Bank — in the conviction that international cooperation was the best way to solve the challenges of the post-war world.

Today we too face significant challenges: ours is an era of global change that is unprecedented in its speed, scope and scale. As the world becomes more interdependent, we are increasingly exposed to acute and growing social and economic inequalities. Poverty, environmental degradation, and lagging development exacerbate vulnerability and instability to the detriment of us all. Achieving the Millennium Development Goals and wider internationally agreed development goals is central to our global economic stability and prosperity.

The United Nations played a crucial role in articulating the Millennium Development Goals. Now it needs to take action to achieve these and the other development goals and to support Governments in implementing their national plans. However, without ambitious and far-reaching reforms the United Nations will be unable to deliver on its promises and maintain its legitimate position at the heart of the multilateral system. Despite its unique legitimacy, including the universality of its membership, the status of the United Nations as a central actor in the multilateral system is undermined by a lack of focus on results, thereby failing, more than anyone else, the poorest and most vulnerable.

The 2005 World Summit in New York gave new impetus to the need for United Nations reform. At the initiative of the Secretary-General, the High-level Panel on System-wide Coherence in the areas of development, humanitarian assistance and the environment has worked for over six months to consider how the United Nations system can most effectively respond to the global development, environmental and humanitarian challenges of the twenty-first century.

We have undertaken a thorough assessment of the strengths and weaknesses of the United Nations system, holding consultations with stakeholders around the world. We commend the United Nations as the indispensable force that drives forward the discourse on human development by defining and creating a global consensus in support of the Millennium Development Goals and the other internationally agreed development goals; playing a leading role in developing the concept of sustainable development; responding rapidly to humanitarian disasters; and mobilizing international action for the protection of the environment. The United Nations system also continues to play an essential role as a convener, setting norms and standards and advising countries on their implementation at the global, regional, national and local levels.

However, we have also seen how the work of the United Nations in the areas of development and the environment is often fragmented and weak. Inefficient and ineffective governance and unpredictable funding have contributed to policy incoherence, duplication and operational ineffectiveness across the system. Cooperation between organizations has been hindered by competition for funding, mission creep and outdated business practices.

Delivering as one and overcoming systemic fragmentation is a central theme of our report. Taken as a whole, our recommendations could result in a step change in the way the United Nations operates at Headquarters, in each region and in each country. If implemented, the recommendations could deliver a better focus on performance, efficiency, accountability and results within the United Nations system, and could also enhance the role and voice of developing countries. These changes would secure and strengthen the role of the United Nations at the heart of the multilateral system.

We have developed a set of clear recommendations that are based on the following five strategic directions:

- Ensure coherence and consolidation of United Nations activities, in line with the principle of country ownership, at all levels (country, regional, Headquarters).
- Establish appropriate governance, managerial and funding mechanisms to empower and support consolidation, and link the performance and results of United Nations organizations to their funding.
- Overhaul business practices of the United Nations system to ensure a focus on outcomes, responsiveness to needs and the delivery of results by the United Nations system, as measured in advancing the Millennium Development Goals.
- Ensure significant further opportunities for consolidation and effective delivery of “One United Nations” through an in-depth review.
- Undertake implementation urgently but not in an ill-planned and hasty manner that could compromise permanent and effective change.

“One” is a central concept in the present report: the United Nations needs to overcome its fragmentation and deliver as one through a stronger commitment to working together on the implementation of one strategy, in the pursuit of one set of goals. We have come up with ambitious but realistic recommendations with the potential to radically change the way the organizations operate at Headquarters, in each region and in each country so as to enable the United Nations to achieve more than the sum of its parts.

The essence of our vision is for the United Nations to deliver as one in the areas of development, humanitarian assistance and the environment. The normative and analytic expertise of the United Nations, its operational and coordination capabilities and its advocacy role would be more effectively brought together at the country, regional and global levels. Member States should shape the governance structures, the funding framework and the business practices to make it so.

One United Nations for development — at the country level

We recommend the establishment of One United Nations at the country level, with one leader, one programme, one budget and, where appropriate, one office.

One third of United Nations country programmes include more than 10 United Nations agencies and in almost one third of them, less than US\$ 2 million is spent by each United Nations agency. One United Nations should be based on a consolidation of all United Nations programme activities at the country level, where the country wishes it. The programme must be developed and owned by the country, in line with its own national priorities. Effective delivery requires a single budgetary framework.

To manage the One United Nations country programme there needs to be one leader — an empowered resident coordinator. The resident coordinator shall be selected on the basis of merit and competition demonstrably open to candidates outside the United Nations Development Programme (UNDP) and the United Nations system. To ensure system-wide ownership of the resident coordinator system, the role of UNDP must change. It should focus and strengthen its operational work on policy coherence and positioning of the United Nations country team, and should withdraw from sector-focused policy and capacity work being carried out by other United Nations entities.

We recommend that 5 One United Nations country pilots be established by 2007 and, subject to satisfactory review, 20 One United Nations country programmes by 2009, 40 by 2010 and all other appropriate programmes by 2012.

One United Nations for development — at the headquarters level

We recommend the establishment of a Sustainable Development Board to oversee the One United Nations country programmes.

A coordinating board is necessary to provide oversight for the One United Nations country programme, in particular to provide system-wide coherence, ensure coordination and monitor the performance of global activities. We propose that the existing joint meetings of the boards of UNDP/the United Nations Population Fund (UNFPA), the United Nations Children's Fund (UNICEF) and the World Food Programme (WFP) be merged into this strategic oversight body — the Sustainable Development Board — which would report to the Economic and Social Council.

The Board should comprise a representative subset of Member States on the basis of equitable geographic representation, and should enhance the participation and voice of developing countries. The Board would be responsible for endorsing the One United Nations country programme, allocating funding and evaluating its performance in advancing the objectives agreed with the programme country. The Board should also maintain a strategic overview of the system to drive coordination and joint planning among all funds, programmes and agencies, and to monitor overlaps and gaps.

We recommend that the Secretary-General appoint a Development Coordinator, with responsibility for the performance and accountability of United Nations development activities.

The UNDP Administrator should serve as the Development Coordinator. The Development Coordinator should report to the Board and be supported by a high-level coordination group, comprising the heads of principal development agencies and an expert secretariat drawn from across the United Nations system. The evolution of the role of UNDP as manager of the resident coordinator system requires the establishment of a code of conduct and a firewall between its streamlined operational activities and other functions.

We recommend that the Secretary-General establish an independent task force to further eliminate duplication within the United Nations system and consolidate United Nations entities, where necessary.

We do not advocate a single United Nations entity because many individual agencies can best achieve their vital role in providing global public goods, advocacy, research, promoting best practices and establishing global norms and standards by operating individually in their specific sectors.

However, it is clear that the United Nations system suffers from a large number of overlapping functions, coordination failures and policy inconsistencies. An independent task force should clearly delineate the roles performed by United Nations funds, programmes, specialized agencies and regional entities, including the United Nations Secretariat. It should make concrete recommendations for merging or consolidating duplicative functions and ensure the complementarity of mandates. The task force should report by the end of 2007 to the Secretary-General, with clear recommendations for early implementation. This exercise has the potential to release significant annual savings, possibly in the range of 20 per cent per annum; the exact amount should be assessed by analysis of the task force review. Efficiency savings should be recycled to the One United Nations country programmes.

Results-based funding, performance and accountability

We recommend the establishment of a Millennium Development Goals funding mechanism to provide multi-year funding for the One United Nations country programmes as well as for agencies that are performing well.

If the United Nations is to work more coherently and effectively, both at the country level and globally, significant changes are needed to the way donor funding is managed. Current United Nations funding patterns are highly fragmented, unpredictable and constrained by too much earmarking, which has encouraged duplication and inefficiency. This limits the United Nations and programme countries from making strategic decisions, and undermines the principles of multilateralism and country ownership.

A new Millennium Development Goals funding mechanism for voluntary donor funding (public, private and United Nations organizations) would provide multi-year funding for the One United Nations country programmes as well as for agencies that are performing well. The Sustainable Development Board would govern this mechanism. Donor contributions would be voluntary and could be specified. There

should also be additional funding available at the discretion of the Board to reward headquarters of funds, programmes and specialized agencies that are performing well and to fund programmatic gaps and priorities in the system. To deliver maximum impact in advancing country priorities, we urge donors to contribute multi-year funding and substantially to reduce earmarking.

We recommend that United Nations organizations committed to and demonstrating reform receive full, multi-year core funding.

Donors should support consolidated multi-year funding for the One United Nations country programme and core budgets of United Nations entities committed to reform. Donors would demonstrate by their actions that funding and performance are linked to results and reform.

Multi-year funding frameworks can be managed to increase focus on strategic priorities. Funding cycles of United Nations funds and programmes should be aligned to facilitate overall strategic coordination of United Nations programmatic work. The assessed budgets of the specialized agencies should be reviewed to ensure that they have sufficient core resources to deliver against strategic mandates.

The performance, funding and accountability of United Nations organizations are integrally linked. Funding must follow performance and reward results both for the One United Nations country programmes and Headquarters funding. The purpose of linking funding to performance is not to reduce funding but to improve outcomes. In fact, a more effective United Nations could be an important partner in effectively using additional official development assistance. The price of poor performance should not be paid by reduced United Nations funding into countries but by the management and institutions. A reformed United Nations system demonstrating improved outcomes would be better placed to capture increased aid.

The Sustainable Development Board, assisted by a special Development Finance and Performance Unit in its secretariat, should publish internal evaluations of United Nations system spending and performance, as well as evaluations of the plans of individual funds, programmes and agencies, to which the Board would have access. The performance of United Nations organizations in advancing internationally agreed development goals should be measured. These assessments would inform funding decisions, both by donors making direct contributions and through the discretionary funding mechanism for the Millennium Development Goals to be made available to the Board as discussed above.

The modernization and reform of business practices, to be led by the Secretary-General, should be implemented urgently. Processes for resource planning, human resources, common services and evaluation must achieve full compatibility as major drivers of coherence in the United Nations system. There should be greater opportunities for staff mobility and a system-wide agreement on results-based management, as well as independent United Nations system-wide evaluation and common evaluation methodologies and benchmarking. The United Nations must systematically grasp opportunities for expanding joint services.

Programme countries and donors should be able to see and compare the true overhead costs of delivery through the introduction and publication of consistent administration and back office costs.

To promote transparency and accountability, we recommend that a United Nations common evaluation system be established by 2008, on the basis of a common evaluation methodology.

Humanitarian assistance

The United Nations has a unique and leading role to play in humanitarian disasters and emergencies. We recommend that this role be further enhanced by:

- Stronger coordination between the United Nations, national Governments and non-governmental organizations, including the International Federation of Red Cross and Red Crescent Societies, through a “cluster” approach to establish lead roles in the delivery of specific assistance, such as shelter, water, food, etc.
- Fully funding the Central Emergency Response Fund to facilitate quicker, more effective flows of funds in response to disasters.
- Clarifying United Nations mandates with regard to responsibility for internally displaced persons.
- More investment in risk reduction, early-warning and innovative disaster assistance strategies and mechanisms.
- Stronger leadership, quicker funding and better cooperation in post-conflict and post-disaster transition, with a clear lead role for UNDP once humanitarian coordination winds down.
- Periodic assessment and review of the performance of United Nations agencies and non-governmental organizations involved in humanitarian assistance.

Environment

There is an increasingly compelling case for taking urgent action on the environment. Environmental priorities have too often been compartmentalized in isolation from economic development priorities. However, global environmental degradation — including climate change — will have far-reaching economic and social implications that affect the world’s ability to meet the Millennium Development Goals. Because the impacts are global and felt disproportionately by the poor, coordinated multilateral action to promote environmental sustainability is urgently required.

We recommend that international environmental governance be strengthened and made more coherent in order to improve the effectiveness and targeted action of environmental activities in the United Nations system.

We recommend that, as a basis for reforms to improve system-wide coherence, the Secretary-General commission an independent assessment of international environmental governance within the United Nations system and related reform.

We recommend that the United Nations Environment Programme be upgraded and given real authority as the environmental policy pillar of the United Nations system.

We further recommend that United Nations entities cooperate more effectively on a thematic basis and through partnerships, with a dedicated agency at the centre.

As the major financial mechanism for the global environment, the Global Environment Facility should be strengthened to help developing countries build their capacity. It should have a significant increase in resources to address the challenge posed by climate change and other environmental issues.

We have also made a number of recommendations to make sure that the United Nations helps countries mainstream environment in their strategies and actions, to elevate the status of sustainable development in the United Nations institutional architecture and in country activities, and to achieve the needed balance among the three pillars (economic, social and environmental) of sustainable development.

Gender: a key to effective development

We recommend the establishment of one dynamic United Nations entity focused on gender equality and women's empowerment.

We consider gender equality to be central to the delivery of effective development outcomes, and the Secretary-General tasked us with a specific mandate to suggest radical changes for improving performance. We therefore propose a step change in the United Nations delivery of gender equality and women's empowerment, as follows:

- The three existing United Nations entities should be consolidated into an enhanced and independent gender entity, headed by an Executive Director with the rank of Under-Secretary-General, appointed through a meritocratic competition demonstrably open to those outside the United Nations.
- The gender entity would have a strengthened normative and advocacy role combined with a targeted programming role.
- The gender entity must be fully and ambitiously funded.
- Gender equality would be a component of all One United Nations country programmes.
- The commitment to gender equality is and should remain the mandate of the entire United Nations system.

Coordination with other multilateral agencies

The United Nations and the Bretton Woods institutions were established with the intention that they would work together in a complementary way. Over time both the World Bank and United Nations institutions have gradually expanded their roles, so that there is increasing overlap and duplication in their work. A balance needs to be struck between healthy competition and inefficient overlap and unfilled gaps. The

Bretton Woods institutions and the United Nations need to work more closely together to remove unnecessary duplication and build on their respective strengths.

We therefore recommend, as a matter of urgency, that the Secretary-General, the President of the World Bank and the Executive Director of the International Monetary Fund set up a process to review, update and conclude formal agreements on their respective roles and relations at the global and country levels. These reviews must be periodically updated as well as assessed. This process should be undertaken on the basis of the enhanced performance, strengthened delivery and more influential role that the United Nations will have if our reforms are implemented.

Implementation

We have proposed a comprehensive set of recommendations that taken together could make the United Nations much more responsive to the needs of its Member States, in particular developing countries. The United Nations would become more effective, more focused and better able to deliver results. If United Nations system organizations, Member States and all stakeholders act on our recommendations, the United Nations could become a driver in development to eradicate poverty, in partnership with civil society and the private sector. A reformed United Nations would be able to capture the increases in development resources that were committed in 2005, strengthening its enabling role in development and delivering more effective global public goods for the benefit of all.

The present recommendations are not a menu of options but an integrated whole. Each is individually vital to make the system greater than the sum of its parts, not smaller as has sometimes been the case. The recommendations should each be implemented with vigour and urgency and without diluting their purpose.

We recognize that implementing these reforms will involve significant challenges and sometimes the sacrifice of individual interests for United Nations agencies, funds and programmes. They will need to work more closely and effectively with the rest of the United Nations system in the interests of a greater common good. Donors will also be challenged by these recommendations, which propose changing the way they fund the United Nations in line with the principles of multilateralism and national ownership at different levels.

Our most important constituency are the billions who do not enjoy the prosperity and well-being that many of us take for granted and whose deprivation inspired a global call to action — the Millennium Development Goals. It is for the sake of the poor and the destitute that we need an efficient United Nations, one that is well governed and well funded and will remain a global repository of hope.

We have it within our grasp to make a real and lasting difference through the essential reforms set out in these proposals. All stakeholders in the United Nations system have a responsibility to seize this opportunity. Our actions and decision on reforms will for millions around the world make the difference between hope and despair, and for some the difference between life and death.

I. The case for reform

The world needs a coherent and strong multilateral framework with the United Nations at its centre to meet the challenges of development, humanitarian assistance and the environment in a globalizing world. The United Nations needs to overcome its current fragmentation and to deliver as one. It should help the world accomplish the ambitious agenda endorsed by the 2005 World Summit, the Millennium Development Goals and other internationally agreed development goals. It should enable and support countries to lead their development processes and help address global challenges such as poverty, environmental degradation, disease and conflict.

1. In facing up to the challenges of their times, the world leaders of 60 years ago created new international institutions — the United Nations, the World Bank and the International Monetary Fund (IMF) — and demonstrated by their actions that international cooperation was the only way to solve the economic and political challenges of the post-war world. The architects of these institutions built for their time and their generation not only a whole set of new rules for the international system — they gave expression to a new public purpose based on high ideals.

2. Just as they did 60 years ago, we face a changing world today. Ours is the era of globalization, of global change unprecedented in its speed, scope and scale. As the world becomes ever more interdependent, sharp social and economic inequalities persist. Some of the poorest countries and communities remain isolated from economic integration and the benefits of globalization, and are disproportionately vulnerable to crisis and social upheaval. There is greater awareness of the acceleration of environmental degradation and climate change, and its effects on agricultural productivity and food security. More conflicts are within States than between them, and the risk of terrorism and infectious disease illustrate that security threats travel across borders.

3. Poverty, environmental degradation and lagging development heighten vulnerability and instability to the detriment of all. Now, more than ever, dealing with inequality — by achieving the Millennium Development Goals and wider development objectives — is central to economic stability and global security. In the face of unacceptable poverty we have a clear moral imperative to act when we have the knowledge, ability and resources to do so.

4. We know that when the flows of goods, services, capital and people are global, the challenges that arise can be solved only through globally concerted action. Globalization makes multilateralism indispensable, and the United Nations is the heart of multilateralism. Promoting development, eradicating poverty, protecting the environment for future generations and preventing and assisting in humanitarian crises cannot be undertaken without the United Nations. Its universal values and representativeness create the political legitimacy and authority essential to the actions needed globally, regionally, nationally and locally.

5. Despite deep divides in the international community in the past, in particular during the cold war, the United Nations has been able to build a set of norms and internationally agreed development goals that frame the efforts of most nations and institutions. The United Nations has demonstrated intellectual leadership across a

range of issues. For example, the annual *Human Development Report*, launched in the early 1990s, played a leading role in developing the concept of sustainable development and placed the well-being and dignity of people at the heart of the development agenda. At the 2000 Millennium Summit, 191 Member States, with 147 represented at the level of Head of State and Government, endorsed the United Nations Millennium Declaration. The United Nations can bring parties together, based on the unique legitimacy of its universal membership and on its diverse roles as a standard-setter, capacity-builder and advocate. Many of today's globally accepted norms and standards have originated from United Nations forums.

6. The United Nations has an opportunity in the unprecedented consensus reached on a common framework for the future, most recently reaffirmed by the 2005 World Summit. The framework is contained in the internationally agreed development goals of recent global conferences, ranging from social development to the empowerment of women, but is most compellingly outlined in the Millennium Development Goals. Never before have rich and poor countries alike formally embraced such concrete commitments. Never before have the United Nations, the World Bank, IMF and all parts of the international system come together behind the same set of development commitments and stood ready to be held accountable for them.

7. The United Nations has a key role in ensuring progress towards the Millennium Development Goals and other internationally agreed development goals. But it must reform to do so. Through the Secretary-General's High-level Panel on System-wide Coherence in the areas of development, humanitarian assistance and the environment, the international community has a unique opportunity to ensure that the United Nations can respond to the global challenges of the twenty-first century and play a full and effective role in the multilateral system.

8. The Monterrey Consensus of 2002 established a partnership for development, with donors making more official development assistance (ODA) and debt relief available within a context of continuing reform in developing countries, which was further elaborated in the Paris Declaration on Aid Effectiveness. In 2005 donors made further commitments to increase ODA by US\$ 50 billion by 2010 and to provide US\$ 55 billion in debt relief. A more effective and efficient United Nations should be an important partner in ensuring that those resources deliver results and accelerate progress towards the Millennium Development Goals.

9. These commitments go hand in hand with the Panel's recognition that the primary responsibility for action lies with each Member State. Country ownership of development plans and donor commitment to principles of aid effectiveness and good donorship have to underpin the work of the United Nations. Decades of piecemeal and failed development efforts demonstrate that assistance policies cannot be imposed — they must be owned not only by Governments but by their people and communities. While this concept is broadly accepted, it must now be put into practice.

10. We know that the United Nations has been seen by some to fail in delivering some of the vision and mission we expect from it. There are many reasons why the United Nations has become fragmented and weak: from a lack of buy-in and mixed messages from Member States between capitals and representatives in various bodies, to a proliferation of agencies, mandates and offices, creating duplication and dulling the focus on outcomes, with moribund entities never discontinued. Even

when mandates intersect, United Nations entities tend to operate alone with little synergy and coordination between them. The United Nations system now encompasses 17 specialized agencies and related organizations, 14 funds and programmes, 17 departments and offices of the United Nations Secretariat, 5 regional commissions, 5 research and training institutes and a plethora of regional and country-level structures. The loss of cohesion prevents the United Nations from being more than the sum of its parts.

- At the country level, operational incoherence between United Nations funds, programmes and agencies is most evident. More than one third of United Nations country teams include 10 or more United Nations agencies on the ground at any one time. Several teams include 20 or more. This has led to incoherent programme interventions and excessive administrative costs. It also burdens the capacity of developing countries to deal with multiple agencies. Of 60 countries analysed by the Panel, 17 country teams had an annual budget of less than US\$ 2 million per agency. Nor does the normative and analytical expertise of non-resident agencies sufficiently support United Nations country team efforts. Without authoritative leadership by the United Nations resident coordinator, and system-wide ownership of the resident coordinator system, incentives for better coordination remain limited.
- Signs of fragmentation are also apparent at the regional level. Regional offices of different United Nations agencies are scattered in different locations, and definitions of regions can differ from one agency to another. In some regions strong regional and subregional institutions either exist or are rapidly evolving while others have strayed from their original mandates. This calls for a review of the United Nations regional roles and settings, including the regional commissions, to address regional needs, avoid duplication and overlapping functions and seek a coherent regional institutional landscape.
- More synergy is also needed at the global level. In some sectors, such as water and energy, more than 20 United Nations agencies are active and compete for limited resources without a clear collaborative framework. More than 30 United Nations agencies and programmes have a stake in environmental management. On specific issues, such as internally displaced people, several agencies have a legitimate interest, but none has a clear lead. Merging United Nations agencies does not always lead to better outcomes. But we believe there must be a significant streamlining of United Nations agencies so that the United Nations can “deliver as one”, reduce duplication and significantly reduce the burdens it currently places on recipient and donor Governments, without diluting the performance and expertise of individual organizations.
- Inadequate and unpredictable funding of the system also contributes to fragmentation, undermining the multilateral character of the United Nations. The exponential growth of extrabudgetary (non-core) versus core resources has encouraged supply-driven rather than demand-driven approaches to assistance, undermining the principle of country ownership. Lack of donor coordination and competition for non-core resources among United Nations agencies squander significant time and effort on fund-raising, undermining the ability of the United Nations to make long-term strategic decisions that would deliver more effective results. Nor does the United Nations have a common

system for its overall development funding or for measuring results transparently and systematically.

11. The international community has a duty to ensure that the United Nations is fit for purpose, reinvigorated and strengthened to meet the global challenges and diverse needs of an ever more interdependent world. To do this, the United Nations must be coherent and flexible enough to respond to demands for a variety of policy and operational services. A one-size-fits-all approach would be inappropriate.

12. As stakeholders in the United Nations system, we have a responsibility to agree on and present ambitious recommendations to improve the coherence of the United Nations so that it delivers as one in the areas of development, humanitarian assistance and the environment. The most radical decision we could take is to maintain the status quo. It would represent a victory for inertia and parochial, short-term institutional and national interests to maintain a system that has grown over time, and which no one facing the challenges we do today would design as it is. The Panel believes that reform to improve the coherence of the United Nations system must be underpinned by clear principles:

- *National ownership and people-centred approaches.* National sovereignty and national ownership of development plans must remain the bedrock of effective development. The system must be realigned to a demand-driven approach and to programmes delivered as close to beneficiaries as possible.
- *Core comparative advantage.* The United Nations needs to be flexible enough to respond to the operational and policy needs of all countries and to advocate global standards and norms. In each country it should focus on where it is best able to provide leadership — and withdraw from areas where it does not — to deliver results in response to country programme needs. The added value of the system lies in harnessing the full array of capabilities under its umbrella in an integrated way, not in seeking out narrow niches.
- *Maximum effectiveness and accountability.* Change must prepare the United Nations to address new challenges and to improve its performance measured by outcomes. Responsibility and authority must be clarified, and staff given the means to deliver on their mandates and be held accountable for them. Efficiency gains must be pursued through better business practices.

13. We must ensure that the United Nations is reformed and strengthened to deliver more effectively on its mandate to empower the vulnerable and the excluded. A United Nations able to respond flexibly can help to provide prosperity and justice for all. Our report is the starting point of a process to develop a commonly owned vision among all stakeholders for a coherent and effective United Nations system. It will require leadership by the Secretary-General, as well as sustained commitment and effort on the part of Member States and United Nations agencies. We are convinced that the implementation of this bold but realistic programme of recommendations will help to ensure that the United Nations development system remains fit to rise to the challenges of the twenty-first century.

II. Development, humanitarian assistance and the environment

A. Development: delivering as one at the country level

To bring about real progress towards the Millennium Development Goals and other internationally agreed development goals, we believe that the United Nations system needs to deliver as one at the country level. To focus on outcomes and improve its effectiveness, the United Nations should accelerate and deepen reforms to establish unified United Nations country teams — with one leader, one programme, one budgetary framework and, where appropriate, one office (see box 1). To deliver as one, United Nations country teams should also have an integrated capacity to provide a coherent approach to cross-cutting issues, including sustainable development, gender equality and human rights.

Recommendation: The United Nations should deliver as one by establishing, by 2007, five One Country Programmes as pilots. Subject to continuous positive assessment, demonstrated effectiveness and proven results, these should be expanded to 20 One Country Programmes by 2009, 40 by 2010 and all other appropriate country programmes by 2012.

14. The Panel has been guided in its work by assessing whether the current structure and functioning of the United Nations system are fit for the development challenges of today and tomorrow. We have focused on the United Nations development activities at the country level, but we recognize that the role of the United Nations in development goes beyond its direct support to countries. The United Nations has a central role in promoting global policies that improve the development prospects of countries, and countries are increasingly turning to the United Nations for advice to address the challenges of globalization and other cross-border issues. Most important, the United Nations has provided Member States with a forum to reach consensus on internationally agreed development goals. These goals respond to the needs and aspirations of people, communities and countries everywhere and provide a framework for a comprehensive approach to development.

15. The success of these global commitments — from fighting hunger and poverty, to upholding core labour standards, to containing the global HIV/AIDS pandemic — can be measured only by their translation into concrete results for countries and communities. Development objectives can be achieved only if countries define, own and drive their development processes at all levels. Country-led development frameworks, such as poverty reduction strategies, are seen as the main vehicle to achieve the internationally agreed development goals. They serve as a platform for aligning all partners' contributions to national development priorities and provide an inclusive forum for policy dialogue. We believe that the United Nations needs to be a more active player in this context — as an adviser to Governments, as a convener of stakeholders, as an advocate for international norms and standards and as a source of technical assistance and advice on how to build and strengthen institutions.

16. At the country level, the United Nations often struggles to fulfil such strategic roles, working with systems and approaches (from programming to funding to

reporting) that are fragmented, piecemeal and not designed for this purpose. More than a third of the United Nations country teams include more than 10 United Nations entities, some more than 20. The cost of doing business with the United Nations is thus too high for both recipient countries and donors. Today there are many other actors active in development, such as NGOs, foundations and the private sector, and the country presence of bilateral donors is growing. In this new development landscape — with many players providing multifaceted contributions to development — the United Nations needs to reposition itself to deploy its normative and policy capacity more effectively.

17. The current design of the United Nations system risks perpetuating a myriad of niche players, which individually will not have the influence and authority to secure a strong voice in national and global debates. We have heard in our consultations that unifying the United Nations at country level would compromise the characteristics and dynamism of individual agencies. But failing to strategically position the United Nations in its entirety risks marginalizing the whole system in the long term.

Box 1

One United Nations at the country level — key features

One programme

- Country owned and signed off by Government, responsive to the national development framework, strategy and vision, including the internationally agreed development goals.
- Building on the United Nations country team's common country assessment or national analysis and reflecting the United Nations added value in the specific country context.
- Strategic, focused and results-based, with clear outcomes and priorities, while leaving flexibility to reallocate resources to changes in priorities.
- Drawing on all United Nations services and expertise, including those of non-resident agencies, in order to effectively deliver a multisectoral approach to development (with due attention to cross-cutting issues).

One leader

- Resident coordinator authority to negotiate the One Country Programme with the Government on behalf of the entire United Nations system and to shape the One Country Programme (including the authority to allocate resources from pooled and central funding mechanisms).
- Clear accountability framework for resident coordinators and an effective oversight mechanism for the resident coordinator system.

- Resident coordinator authority to hold members of the team accountable to agreed outcomes and for compliance with the strategic plan. The resident coordinator should also be accountable to the members of the United Nations country team.
- Strengthened resident coordinator capacity with adequate staff support to manage United Nations country team processes and ensure effective dialogue and communication with partners.
- Competitive selection of resident coordinator candidates, drawn from the best talent within and outside the United Nations system.

One budgetary framework

- Transparency, management, and the effective implementation of the One Country Programme through one budgetary framework.
- Funding should be linked to the performance of the United Nations country team preparing and implementing a strategic One Country Programme.
- The budget should be completely transparent, showing clearly the overheads and transaction costs of the United Nations and all of its funds, programmes and specialized agencies in the country.

One office

- One integrated results-based management system, with integrated support services.
- Joint premises (where appropriate).
- A common security infrastructure and clear lines of accountability.

18. Recent changes to the resident coordinator system have somewhat improved the way the United Nations operates in countries, but resident coordinators are not equipped with the authority to provide effective leadership to all the United Nations entities operating in the country. Too often, “reform” has meant adding extra layers of bureaucracy, outweighing potential benefits. And successful reform has depended too heavily on the commitment of individuals rather than on institutional capacity, needed to ensure that a good practice becomes the best global practice. Greater ownership and accountability of the resident coordinator system to all organizations of the United Nations needs to be secured.

Recommendation: United Nations resident coordinators should have the authority to lead the One Country Programme. To perform this function, resident coordinators should have appropriate competencies, capabilities and support capacities. Their enhanced authority should be matched by a clear accountability framework and an effective oversight mechanism to ensure system-wide ownership of the resident coordinator system.

19. To effectively implement the “One United Nations” at the country level, significant changes would be needed in the governance and funding of the United

Nations development activities (recommendations in this regard are made in chap. III below). The role of the United Nations Development Programme (UNDP) in managing the resident coordinator system would also have to evolve significantly to engender ownership among other United Nations agencies, and eliminate duplication of programmatic activities.

Recommendation: UNDP will consolidate and focus its operational work on strengthening the coherence and positioning of the United Nations country team delivering the One Country Programme. As manager of the resident coordinator system, UNDP should set a clear target by 2008 to withdraw from sector-focused policy and capacity work for which other United Nations entities have competencies. UNDP programmatic work should be limited to interventions that strengthen the coherence and overall positioning of the United Nations country team:

- Promoting and supporting the United Nations work to help countries achieve the Millennium Development Goals and other internationally agreed development goals and poverty reduction through supporting governments in integrating the Millennium Development Goals into their national development strategies, assessing needs and monitoring results.
- Leading the United Nations support to governance.
- Leading and coordinating the United Nations work in crisis prevention, post-conflict, post-disaster and early recovery (see chap. II.B).

In addition, UNDP would continue its support to mainstreaming environmental issues into national development strategies at the country level, in cooperation with the United Nations Environment Programme (UNEP) and other relevant United Nations organizations (see chap. II.D).

Recommendation: To ensure that there is no potential for, or perception of, a conflict of interest, UNDP should establish an institutional firewall between the management of its programmatic role and management of the resident coordinator system (including system-wide strategic and policy support). This separation of functions will also ensure that all parts of the United Nations system have a greater stake in the ownership of the resident coordinator system. UNDP will develop a code of conduct, including a transparent mechanism to evaluate the performance of its country operations. This should be done in consultation with all relevant United Nations organizations and the agreed code of conduct should be formally approved by the Sustainable Development Board (see chap. III). The redesign of the UNDP organizational structure should include a clear separation of responsibilities, senior managers and budgets between UNDP management of the resident coordinator system and its programmatic activities.

Milestone: By the end of 2007 UNDP will have finalized a code of conduct and by the end of 2008 it will have implemented the firewall and restructuring.

B. Humanitarian assistance and the transition from relief to development: strengthening the capacity to respond

Humanitarian response should be improved through a closer partnership between the United Nations, Governments and NGOs,

making full use of the coordination role of the United Nations. The Central Emergency Response Fund must be fully funded from additional resources. There should be clear responsibilities within the United Nations system for addressing the needs of internally displaced persons. Development should be an integral part of any peace process. There should be clear leadership by UNDP on early recovery from conflict and natural disasters, as well as flexible United Nations funding. National development strategies and donors should invest more in risk reduction and early warning, building on existing international initiatives. The private sector and communities should be included in formulating strategies.

Humanitarian assistance

20. Since the appointment of the Emergency Relief Coordinator in 1991 and the establishment of the Office for the Coordination of Humanitarian Affairs in 1997, the United Nations emergency response capacity has become stronger. Operational agencies — such as the World Food Programme (WFP), the Office of the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Children’s Fund (UNICEF) — continue to respond well in humanitarian relief, based on established principles of humanity, impartiality and neutrality. Mechanisms for inter-agency coordination, such as the Inter-Agency Standing Committee and the Executive Committee for Humanitarian Affairs, have enhanced coordination between the humanitarian organizations of the United Nations and with non-United Nations partners. For 2006 United Nations humanitarian appeals amount to US\$ 4.7 billion, for some 31 million beneficiaries in 26 countries. Significant challenges remain, however, in both coordination and funding.

21. To build strong United Nations leadership at the field level and support country ownership and cooperation, efforts to strengthen the humanitarian coordinator need to be intensified. The cluster lead agency system, adopted by the United Nations system in 2005, helped identify organizational leaders in different areas of humanitarian response, but the experience of its first year of implementation indicates that it should need to broaden to include national partners, NGOs and the Red Cross movement.

22. As a result of the increase in intrastate conflict, there are more than 25 million internally displaced persons, compared with 10 million refugees. The humanitarian system must evolve further to address this growing problem. A clear allocation of responsibility within the United Nations system is needed. UNHCR must reposition itself to provide protection and assistance for displaced people in need, regardless of whether they have crossed an international border.

23. Humanitarian funding remains crucial in influencing the United Nations response capacity, and there has been progress in developing a more coherent approach. But the consolidated appeals process, with all United Nations agencies and some non-United Nations agencies participating, still suffers from unpredictability and under-funding. And three years after the adoption of the good humanitarian donorship principles, the predictability of assistance has not yet improved substantially. The recently established Central Emergency Response Fund has facilitated faster, more effective responses, but current funding (US\$ 262 million) is only halfway to the funding target.

24. Steps towards greater coherence must include efforts to increase United Nations accountability through more effective communication with affected populations and donors. Better information flows are crucial for the United Nations to be even more effective in emergency situations. Transparent, periodic and independent assessments of the global response to humanitarian emergencies can help identify gaps in coherence and failures of coordination. The Panel therefore recommends that the United Nations take the lead in preparing a regular and independent assessment of the performance of the United Nations and the wider humanitarian system in responding to humanitarian emergencies.

Recommendation: To avoid a fragmented approach to humanitarian assistance, there should be stronger partnership arrangements between the United Nations, national Governments, the International Federation of Red Cross and Red Crescent Societies and NGOs, based on the coordination and leadership roles of the Emergency Relief Coordinator at the global level and the humanitarian coordinator at the country level. These arrangements should support and ensure effective and inclusive participation in the cluster lead agency approach. Procedures, including the definition of “provider of last resort” and how this relates to the position of cluster leader, need to be clarified.

Recommendation: The Central Emergency Response Fund should be fully funded to its three-year target of US\$ 500 million from additional resources. A substantial increase should be considered over the coming five years, following a review of its performance. Donors must implement the agreed principles of good humanitarian donorship and provide adequate resources based on needs assessments, particularly to crisis situations now under-funded. They should ensure that their pledges are honoured promptly. The Consolidated Appeals Process should set clearer priorities, based on joint assessments, coordination and action.

Recommendation: The humanitarian agencies should clarify their mandates and enhance their cooperation on internally displaced persons. In particular, the role of UNHCR should be reviewed, to establish a clear mandate and to further strengthen the effectiveness of the United Nations approach to addressing the needs of internally displaced persons.

Transition from relief to development

25. For countries emerging from conflict, the immediate international response is dominated by political mediation and reconciliation. The current United Nations approach tacitly emphasizes immediate stability over sustainable peace. Symptoms of conflict are often addressed, while root causes are often not addressed. For countries recovering from natural disaster, and in supporting nationally owned strategies, it is imperative to integrate vulnerability and risk reduction into all phases of recovery and development planning. In July 2006, the Tsunami Evaluation Coalition stated that successful post-disaster reconstruction required an understanding of ongoing political, economic and social processes that enable and constrain affected populations as they rebuild their lives. A clear lead capacity on the development aspects of the post-disaster recovery process, charged with early coordination and planning, should be established at United Nations Headquarters within UNDP.

26. Since the 2000 Brahimi report on peacekeeping operations, integrated United Nations peacekeeping and peacebuilding missions have improved coordination by

bringing the development arm of the United Nations under the direct leadership of the Special Representative of the Secretary-General. Better development strategies for post-conflict peacebuilding are needed to guide such missions. The Peacebuilding Commission should be the forum that encourages the development of peacebuilding strategies on the ground.

27. Unlike peacekeeping operations, which are funded by assessed contributions, humanitarian and development activities depend on unpredictable voluntary pledging conferences. The management of funds in support of development in conflict countries has increasingly been placed in the hands of the World Bank, often disbursed only when Government structures are firmly in place. In many countries the donors have sought flexibility and directly transferred funds to UNDP trust funds, especially when Government capacity is not strong. Cooperation between the United Nations and the World Bank requires a clearer division of labour based on realities on the ground. Efforts should be made to strengthen response with more flexible United Nations interim funding mechanisms that could address transition issues faster and more effectively.

Recommendation: The repositioned UNDP should become the United Nations leader and coordinator for early recovery. While building standing and surge capacity to take the lead role when humanitarian coordination winds down, UNDP should work closely with the World Bank and other development and humanitarian agencies, using the sectoral programming capacity of other relevant United Nations agencies. All early recovery activities should conform to national priorities, with national authorities managing the recovery process as soon as they have the capacity to do so.

Recommendation: Adequate funding for the United Nations role in early recovery should be ensured, even before a donor conference is held or a United Nations/World Bank Multi-Donor Trust Fund is operational. If the Peacebuilding Fund or the UNDP Thematic Trust Fund for Crisis Prevention and Recovery is not able to provide resources immediately, a country-specific fund for early recovery can be set up, linked to these overall funding mechanisms. The initial funding target of the Peacebuilding Fund of US\$ 250 million should be met by 2007.

Recommendation: To build long-term food security and break the cycle of recurring famines, especially in sub-Saharan Africa, WFP, the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development should review their respective approaches and enhance inter-agency coordination. Complementary strategies should be further developed to strengthen local capacity and resilience to mitigate and cope with consequences of famines.

Reducing risk

28. In the first eight months of 2006, 91 million people had their lives devastated by natural disasters. Reducing the risk of disaster must be linked to humanitarian, development and environmental approaches. With more than 75 per cent of the world's people living in disaster-prone areas, risk reduction has been recognized as a cost-effective strategy to protecting livelihoods and achieving the internationally agreed development goals. The Hyogo Framework for Action (2005-2015), agreed to by Governments in 2005 as the international framework for disaster reduction, has created an agenda, taking into account the need for a strong sense of ownership,

including collaboration with civil society and the private sector, and ensuring the awareness and capacity of local governments and communities. The International Strategy for Disaster Reduction and the new World Bank-hosted Global Facility for Disaster Reduction and Recovery are making progress on this, but more coherent action is required.

29. There is insufficient “disaster-proofing of the Millennium Development Goals”, through mainstreaming risk reduction in development strategies. The Tsunami Evaluation Coalition revealed that, despite advances in early warning systems, the Tsunami response had failed to enhance local preparedness or reduce long-term vulnerability. Further investment at country and community levels is required, and the responsibilities and capacities of the United Nations system have to be further specified and enhanced.

Recommendation: The United Nations efforts on risk reduction should be urgently enhanced, through full implementation and funding of international agreements and other recent initiatives and the involvement of communities. National development strategies should address risk reduction explicitly and should be the basis on which donors plan their contributions to risk reduction and how they report these contributions as part of international and national risk reduction targets. UNDP should take the lead on this issue in the United Nations, particularly at the country level. In addition, the Office for the Coordination of Humanitarian Affairs, UNDP, UNEP, the World Meteorological Organization (WMO), and WFP with the International Strategy for Disaster Reduction secretariat should build a joint programme for early warning, drawing on existing capacities of funds, programmes and specialized agencies.

Recommendation: The United Nations should continue to build innovative disaster assistance mechanisms, such as private risk insurance markets, as means to provide contingency funding for natural disasters and other emergencies. Consideration should be given to efforts such as the WFP pilot humanitarian insurance policy in Ethiopia to provide coverage in the case of an extreme drought during the country’s 2006 agricultural season. The Emergency Relief Coordinator should work with United Nations country teams and agencies on designing such event-specific contingency funding to reduce the reliance on the Central Emergency Response Fund.

C. Environment: building a global consensus and capacity for action

Deteriorating environmental trends have far-reaching economic, social and health implications and affect the world’s ability to meet the Millennium Development Goals. Substantial gains in efficiency and effective responses can be made through enhanced coordination and improved normative and operational capacity, in particular through the integration of environment into national development strategies and United Nations system country operations. To improve effectiveness and targeted action of environmental activities, the system of international environmental governance should be strengthened and more coherent, featuring an upgraded UNEP with real authority as the United Nations environment policy pillar. Synergy needs to be pursued between the United Nations organizations that address environment, and multilateral

environmental agreements should continue to pursue efficiencies and coordination among themselves. An independent assessment of the current United Nations system of international environmental governance is required to support ongoing efforts at reform.

30. There can be no long-term development without environmental care. In a global and interdependent world economic objectives and environmental objectives increasingly reinforce each other. Environmental priorities — including climate change — have too often been compartmentalized and separated from economic development priorities. However, because the impacts are global and felt disproportionately by the poor, environmental sustainability is not an option — it is an imperative. The Panel is united in its conviction that addressing worsening trends of environmental degradation is one of the greatest collective challenges for economic development and human welfare.

31. We possess fairly comprehensive knowledge and understanding of what we individually and collectively need to do to reverse these trends — all spelled out in reports, declarations, treaties and summits since the early 1970s. While we have made significant advances within the United Nations framework, what is needed now is a substantially strengthened and streamlined international environmental governance structure, to support the incentives for change required at all levels.

32. The Panel recognizes that relatively little headway has been made in integrating the environment in development strategies at the country level, or in implementing internationally agreed goals. Environmental issues and goals must now be better integrated within United Nations system country operations, as critical components of national poverty reduction strategies and sustainable development plans. Bearing in mind that environmental sustainability is the foundation for achieving all the other Millennium Development Goals, there must be a strengthening of human, technical and financial capacities in developing countries to mainstream environmental issues in national decision-making, particularly through the resident coordinator.

33. The increase in the incidence and severity of natural disasters with environmental causes demonstrates the need to strengthen the links between environmental and humanitarian activities and between environmental and development activities. The United Nations system needs to incorporate more knowledge in its work on preparedness and risk reduction for natural disasters and for post-disaster recovery and reconstruction.

34. The United Nations institutions for the environment must be optimally organized and tooled, drawing on expertise in different parts of the United Nations system. Unless the United Nations adopts more comprehensive approaches, it will continue to fall short of its goals. The Panel is cognizant of the ongoing General Assembly informal consultative process on international environmental governance and has interacted with the process. Our recommendations should give it greater impetus.

35. Fragmented institutional structures do not offer an operational framework to address global issues, including water and energy. Water is an essential element in the lives of people and societies, and the lack of access to water for basic needs inflicts hardship on more than 1 billion people. Similarly, energy is a main driver of development, but current systems of energy supply and use are not sustainable

(more than 2 billion people in developing countries do not have access to modern energy services). More than 20 United Nations organizations are engaged at some level in water and energy work, but there is little evidence of overall impact.

36. The inadequacy of the current system is the result of having outgrown its original design. Developing countries are unable to cope with the extensive reporting and participation requirements of the current multilateral environmental structure, which has depleted expertise and resources for implementation. A survey by the Panel revealed that the three Rio Conventions (biodiversity, climate and desertification) have up to 230 meeting days annually. Add the figures for seven other major global environmental agreements (not including regional agreements) and that number rises to almost 400 days.

37. As environmental issues have become more clearly defined and interlinked, they have come to influence the work of practically every United Nations organization, all competing for the same limited resources. The institutional complexity is further complicated by the substantial environment portfolios of the World Bank and regional development banks, which are not well coordinated with the rest of the United Nations system. In addition, UNEP, the principal environment organization of the United Nations — with its normative, scientific, analytical and coordinating mandate — is considered weak, under-funded and ineffective in its core functions.

38. Climate change, desertification, ecosystem decline, and dispersion of hazardous chemical substances have the potential to affect every part of the globe and require clear and forceful responses by the United Nations system. Cooperation should be close among UNEP, UNDP, WMO, the Global Environment Facility (GEF) and the World Bank for building scientific and technical capacity, managing investment and infrastructure components, supporting adaptation measures and facilitating an effective integration of global environmental concerns into the development policy frameworks at the country level. GEF, the specialized funding instrument to help developing countries undertake projects and programmes that protect the global environment, has been replenished in 2006 — but will require a significant increase in resources to address future challenges. Its policy requirements and operational procedures need to be made much more simple and compatible with the development framework at the country level.

39. It is the judgement of the Panel that the international community must transcend differences and move forward. Economic growth, social justice and environmental care, advance best when they advance together. It is in our shared interest to have institutions that enable us to respond collectively to the threats of environmental degradation that challenge us all. To deliver on the internationally agreed goals and commitments, the United Nations will require stronger leadership and greater capacity for environmental activities. In this regard, cooperation and partnerships with civil society organizations, including the private sector, are essential.

Recommendation: International environmental governance should be strengthened and more coherent in order to improve effectiveness and targeted action of environmental activities in the United Nations system. It should be strengthened by upgrading UNEP with a renewed mandate and improved funding.

Recommendation: An upgraded UNEP should have real authority as the environment policy pillar of the United Nations system, backed by normative and analytical capacity and with broad responsibility to review progress towards improving the global environment. UNEP should provide substantive leadership and guidance on environmental issues.

- The technical and scientific capacity of UNEP should be strengthened as the environmental early-warning mechanism of the international community and for monitoring, assessing and reporting on the state of the global environment. This can be achieved through a system of networking and drawing on the work of existing bodies, including academic institutions and centres of excellence and the scientific competence of relevant specialized agencies and scientific subsidiary bodies of multilateral environmental agreements.
- Capacity should be built to promote the implementation of international commitments. The Bali Strategic Plan for Technology Support and Capacity-building should be strategically implemented to provide cutting-edge expertise and knowledge resources for the sustained expansion of capacity at the country level. Where necessary, UNEP should participate in United Nations country teams through the resident coordinator system, as part of One United Nations at the country level.
- UNEP should take the lead in assisting countries in the two-step process of quantifying environmental costs and benefits and incorporating them into mainstream policymaking, in cooperation with UNDP and the Department of Economic and Social Affairs of the Secretariat.

Recommendation: United Nations agencies, programmes and funds with responsibilities in the area of the environment should cooperate more effectively on a thematic basis and through partnerships with a dedicated agency at the centre (such as air and water pollution, forests, water scarcity, access to energy and renewable energy). This would be based on a combined effort towards agreed common activities and policy objectives to eliminate duplication and focus on results.

- Greater coordination at Headquarters should promote coherence at the country level, and greater coordination efforts at the country level should promote coherence at the international level. There is a need to strengthen UNEP coordination of system-wide environmental policies in order to improve cohesion and consistency. In this regard, the Environmental Management Group should be given a clearer mandate and be better utilized. It should be linked with the broader framework of sustainable development coordination.

Recommendation: Efficiencies and substantive coordination should be pursued by diverse treaty bodies to support effective implementation of major multilateral environmental agreements. Such coordination is being pursued by the Basel, Rotterdam and Stockholm convention secretariats (pending decisions of their respective conferences of the parties).

- Stronger efforts should be made to reduce costs and reporting burdens and to streamline implementation. National reporting requirements for related multilateral environmental agreements should be consolidated into one comprehensive annual report, to ease the burden on countries and improve coherence.

- Countries should consider integrating implementation needs of multilateral environmental agreements into their national sustainable development strategies, as part of the One Country Programme.
- Governing bodies of multilateral environmental agreements should promote administrative efficiencies, reducing the frequency and duration of meetings, moving to joint administrative functions, convening back-to-back or joint meetings of bureaux of related conventions, rationalizing knowledge management and developing a consistent methodological approach to enable measurement of enforcement and compliance.

Recommendation: GEF should be strengthened as the major financial mechanism for the global environment. Its contribution in assisting developing countries in implementing the conventions and in building their capacities should be clarified, in conjunction with its implementing and executing agencies. A significant increase in resources will be required to address future challenges effectively.

Recommendation: The Secretary-General should commission an independent and authoritative assessment of the current United Nations system of international environmental governance. To be completed as soon as possible and taking previous work into account, the assessment would review global needs as well as the specific roles and mandates of UNEP and other United Nations agencies and multilateral environmental agreements. It would provide the basis for further reforms towards improving system-wide coherence, effectiveness and targeted action. It should be complementary to the General Assembly informal consultative process on the institutional framework for the United Nations environmental activities, which should continue its work and provide guidance on the subject. The assessment should include an analysis of proposals to upgrade UNEP from among a range of organizational models.

D. Cross-cutting issues: sustainable development, gender equality and human rights

40. In promoting sustainable development, gender equality and human rights, the United Nations has strong mandates and Member States have committed themselves to achieving ambitious goals. The Panel recommends that cross-cutting issues must be an integral part of United Nations activities, particularly when delivering as One United Nations at the country level.

Sustainable development

The status of sustainable development should be elevated within the United Nations institutional architecture and in country activities. The United Nations system must strive for greater integration, efficiency and coordination of the economic, social and environmental dimensions of sustainable development. At the operational level, the Panel supports a strong partnership between UNEP (normative) and UNDP (operational) and a sharper focus on environment by the resident coordinator system as part of the One United Nations at the country level. The Panel calls for the Economic and Social Council to establish a sustainable development segment — and for continuing reform of the Commission on Sustainable

Development that truly leads to integrated decision-making on economic, social and environmental issues.

41. The visionary blueprint for sustainable development, outlined in Agenda 21 and adopted at the 1992 United Nations Conference on Environment and Development, is under way but has yet to be realized. Even though the General Assembly adopted sustainable development as part of the overarching framework of United Nations activities, the international community is still falling short in implementation and needs to improve the institutional framework for sustainable development.

42. This was clearly acknowledged by world leaders in 2002 at the World Summit on Sustainable Development. They stressed the need for greater integration, efficiency and coordination of the economic, social and environmental dimensions of sustainable development. Governments also agreed that strengthening the international institutional framework for sustainable development is evolutionary. The international community needs to keep relevant arrangements under constant review, identifying gaps and eliminating duplication.

43. Member States and international institutions continue to treat poverty, human health and environmental degradation as standalone threats. The United Nations system should assist countries in their integration, tackling the challenges of sustainable development across different sectors and issues.

44. The Commission on Sustainable Development was envisaged as a high-level forum that would bring economic and environmental decision makers together and provide an opportunity for frank dialogue, deliberation and problem-solving. The Panel believes that the Commission has proved successful as a model for incorporating stakeholders and as a forum to interact and exchange ideas. It has been far less effective in ensuring that the promise of integrating environment and development is fulfilled. The Commission's mandate has been broadened considerably to include sectoral assessments of natural resources. Focusing on environmental issues alone, the Commission has contributed to overlaps and often unclear divisions of labour.

45. The Panel's recommendations for development, humanitarian assistance, environment and gender equality and human rights should be viewed in the context of sustainable development. The recommendations here deal more with elevating the status of sustainable development in the United Nations institutional architecture and in country activities — and with achieving the needed balance among the three pillars (economic, social and environmental) of sustainable development.

Recommendation: A stronger partnership between UNEP (normative) and UNDP (operational) should build on their complementarities. They should:

- Integrate environment in country-owned development strategies through the resident coordinator system.
- Strengthen the analytical and technical capacities of national institutions.
- Work with countries in implementing multilateral environmental agreements.
- Contribute the environmental perspective in disaster preparedness and post-disaster recovery and reconstruction.

- Implement the strategic approach agreed to in the Bali Strategic Plan for Technology Support and Capacity-building. This requires environmental expertise from UNEP in United Nations country teams.

Recommendation: Sustainable development should be mainstreamed into the work of the Economic and Social Council. This would be done through substantive consideration of reports emanating from subsidiary bodies, the Governing Council/Global Ministerial Environment Forum of UNEP and other relevant intergovernmental bodies, including the Sustainable Development Board (see chap. III.A).

- A “sustainable development” segment should be instituted in the Economic and Social Council. It would: (a) help promote a balance between the three pillars of sustainable development; (b) focus on sustainability issues arising from the Council’s functional commissions and feed conclusions back to those commissions; and (c) coordinate recommendations to United Nations system organizations and their governing bodies.
- The reform of the Commission on Sustainable Development following the 2002 World Summit on Sustainable Development should be pursued further by focusing on implementation, including approaches for integrating environmental and social concerns into economic planning, and for identifying and sharing best practices.

Gender equality and women’s empowerment

Gender equality is central to sustainable development that responds to the needs, rights, aspirations and talents of half the world’s people. The Panel believes that the United Nations needs to replace several current weak structures with a dynamic United Nations entity focused on gender equality and women’s empowerment. This entity should mobilize forces of change at the global level and inspire enhanced results at the country level. The promotion of gender equality must remain the mandate of all United Nations entities.

46. Within the United Nations framework the international community has made strong commitments over the past six decades to gender equality and women’s empowerment. It has entrusted the United Nations with an enormously important mandate in this area. The Secretary-General called upon us to include in our work an assessment of how gender equality could be better and more fully addressed by the United Nations, in particular — where it matters most — in the Organization’s operational activities on the ground.

47. We have listened carefully to Governments in programme and donor countries, to civil society representatives and to United Nations staff at Headquarters and at regional and country offices. The message is clear: while the United Nations remains a key actor in supporting countries to achieve gender equality and women’s empowerment, there is a strong sense that the United Nations system’s contribution has been incoherent, under-resourced and fragmented.

48. We believe that the importance of achieving gender equality cannot be overstated. For both reasons of human rights and development effectiveness, the United Nations needs to pursue these objectives far more vigorously. While there

are inspiring examples of United Nations initiatives that have helped to change women's lives, these have unfortunately remained isolated "best practices".

49. We propose a new way forward based on fundamentals that we believe need to constitute the guiding principles of any efforts to strengthen United Nations performance on gender equality and women's empowerment:

- The United Nations needs a much stronger voice on women's issues to ensure that gender equality and women's empowerment are taken seriously throughout the United Nations system and to ensure that the United Nations works more effectively with Governments and civil society in this mission. We believe that a gender entity — based on the principles of coherence and consolidation — is required to advance this key United Nations agenda.
- But it is also our strong belief that the commitment to gender equality is and should remain the mandate of the entire United Nations system. Responsibility and accountability for the integration of gender equality concerns cannot be held by one United Nations agency or entity alone, regardless of its size and influence.
- And finally, in our recommendations, we seek to combine greater visibility for gender issues at the centre with enhanced results on the ground, where the United Nations performance will be assessed.

Recommendation: The Panel recommends strengthening the coherence and impact of the United Nations institutional gender architecture by streamlining and consolidating three of the United Nations existing gender institutions as a consolidated United Nations gender equality and women's empowerment programme.

Box 2

Mandate and structure of the consolidated gender entity

Governance

The gender entity would consolidate three of the United Nations existing entities under two organizational divisions. The "normative, analytical and monitoring" division would subsume the Office of the Special Adviser on Gender Issues and the Advancement of Women and the Division for the Advancement of Women. The "policy advisory and programming" division would subsume the current activities of the United Nations Development Fund for Women (UNIFEM). The Office of Human Resources Management of the Secretariat would take over the human resource functions, currently performed by the Office of the Special Adviser, aimed at improving the status of women in the Secretariat and the United Nations system.

The Executive Director of the consolidated entity should have the rank of Under-Secretary-General, consistent with that of other heads of agency, to guarantee organizational stature and influence in United Nations system-wide decision-making. The position should be recruited

through a meritocratic competition demonstrably open to those outside the United Nations and an open and transparent global search process.

The Executive Director would act as the chief adviser to the Secretary-General on gender equality and women's empowerment issues. The Executive Director would report to the Economic and Social Council and the General Assembly (through the Secretary-General), and to the UNDP/UNFPA Executive Board (which would be renamed to reflect the entity's name). To reduce costs and increase effectiveness, the entity would share common services at United Nations Headquarters and at the field level, in particular with UNDP, where available.

The gender entity would be a full member of the United Nations System Chief Executives Board for Coordination (CEB) and the proposed Development Policy and Operations Group (see chap. III.A).

Mandate

The gender entity would be entrusted with a dual mandate combining normative, analytical and monitoring functions with policy advisory and targeted programming functions. Where necessary, United Nations country teams would include senior gender expertise provided by the gender entity.

The entity's mandate under the normative, analytical and monitoring division would include:

- Facilitating and advising on system-wide policies for gender equality and women's empowerment.
- Undertaking global advocacy efforts on issues critical to women's empowerment and gender equality, including the publication of flagship reports.
- Monitoring and evaluating, on behalf of the Secretary-General, the integration of gender equality objectives across the United Nations system, including the funds, programmes, Secretariat departments and specialized agencies.
- Supporting the integration of gender equality and women's empowerment concerns in intergovernmental bodies for development, humanitarian assistance, environment, human rights, peacekeeping and peacebuilding.
- Providing substantive and technical servicing to the Commission on the Status of Women.

The Panel believes that the gender entity should have sharply focused operations on gender equality and women's empowerment issues, equipped with high-quality technical and substantive expertise, to provide leadership in regions and countries. Under the policy advisory and programming division, the entity's mandate would include:

- Providing policy advice and guidance to United Nations country and regional teams to ensure that gender equality concerns are

mainstreamed in the support provided to nationally led poverty reduction and development plans.

- Undertaking regional and national advocacy to put issues critical to women's empowerment on the policy agenda.
- Facilitating innovation, sharing lessons and enabling institutional learning throughout the system.
- Supporting targeted and innovative activities, benefiting women in line with national and regional priorities and the objectives set out in the Beijing Platform for Action and Security Council resolution 1325 (2000) on women and peace and security.
- Strengthening and monitoring accountability across the resident coordinator system and assisting resident coordinators and United Nations country teams to meet their responsibilities for gender mainstreaming.

The gender entity would continue to work closely with Governments and civil society organizations, strengthening networks already established at the global, national and local levels. The operations of the United Nations gender entity would be undertaken as part of One United Nations in each country.

Funding

To be effective in this role, the gender entity needs adequate, stable and predictable funding. The work of the normative and analytical division should continue to be funded as it is now from the United Nations regular budget, supplemented by voluntary contributions. The policy advisory and programming division should be fully and ambitiously funded.

The Panel strongly believes that substantially increased funding for the gender entity should constitute only part of the overall commitment of the United Nations to gender equality. Other United Nations entities need to dedicate significantly more resources to gender mainstreaming in all their work and decisions, in particular at the country level, and to monitor and report regularly on progress.

Human rights

The necessary international human rights agreements and institutions are now in place, but responsibilities need to be clarified within the United Nations system. The Office of the United Nations High Commissioner for Human Rights (OHCHR) should lead the effort on protection and work with and through the resident coordinator and the United Nations country team to promote human rights, and strengthen the capacities of Governments, relevant institutions, civil society and individuals.

50. We support the Secretary-General's contention that "we will not enjoy development without security, we will not enjoy security without development, and we will not enjoy either without respect for human rights" (A/59/2005, para. 17). The responsibility to make this happen lies with countries, and the necessary human rights instruments and agreements are now in place. At the 2005 World Summit Member States reaffirmed their commitment to address human rights through a new Human Rights Council, and gave unprecedented political backing for the further mainstreaming of human rights in the work of the United Nations. We remain deeply concerned, however, that the global implementation of human rights lags far behind its articulation.

51. The legitimacy of the United Nations to address human rights has been reaffirmed in our consultations, including support to national counterparts in their pursuit of international human rights commitments. Yet an assessment of the decade's worth of effort to mainstream human rights in all areas of United Nations work shows limited progress, in part because of widespread misunderstanding about where responsibility lies for human rights promotion and protection.

Recommendation: Resident coordinators and United Nations country teams should be held accountable and be better equipped to support countries in their efforts to protect and promote human rights. They should assist countries in implementing their human rights obligations and commitments as part of their national development strategies.

Recommendation: OHCHR, the centre of excellence on human rights, should provide dedicated support to the resident coordinator system. It should ensure appropriate linkages with and coordination between the resident coordinator system and the United Nations human rights special procedures and mechanisms. It should take the lead on human rights protection, including the provision of technical assistance at the request of countries to assist Member States in fulfilling their existing human rights obligations and commitments.

Recommendation: All United Nations agencies and programmes must further support the development of policies, directives and guidelines to integrate human rights in all aspects of United Nations work. The United Nations common understanding on a human rights-based approach to programming and the United Nations-wide Action 2 Programme — developed and adopted by 21 heads of United Nations agencies, programmes and departments — should provide useful guidance in this.

III. Governance, funding and management

52. We have already recommended changes to the way the United Nations is managed at the country level. A more coherent and better functioning United Nations would benefit developing countries. For these changes to be effective, they need to be supported by similar coherence of functions at the centre.

53. Substantial change is required in governance, management and funding arrangements to realize the vision of a more effective and coherent United Nations. Having examined the intergovernmental and organizational structures from this perspective, the Panel believes that achieving a more effective and coherent United Nations calls for consolidating some functions and strengthening others, as well as

devising new modalities. This process should be designed to enhance the flexibility, responsiveness and coherence of the United Nations system. The principles underlying these proposals for reform of governance, funding and management are ownership, effectiveness, transparency and coherence.

54. The Panel believes that stronger and more effective mechanisms must be developed for governance and funding. These mechanisms must incorporate clear lines of accountability and robust oversight of performance and results. To deliver lasting change, they must be transparent, inclusive and decisive. We have therefore proposed the creation of bodies that have the power to take decisions. This process will involve significant changes for United Nations agencies, developing countries and donors alike. United Nations agencies need to work more closely and effectively with the rest of the United Nations system in the interests of a greater common good. Donors, too, will need to change the way they fund the United Nations so that it is in line with the principles of multilateralism. These changes are essential if we are to be successful in the management and delivery of One United Nations.

A. Governance: consolidating some functions, strengthening others

Effective governance is at the core of coherence. To enable the United Nations to “deliver as one” on global development challenges, and in particular to make the “One United Nations” at the country level a reality for developing countries, the Panel proposes the following series of measures.

Intergovernmental level

- *To provide a high-level forum for strategic guidance on sustainable development policy and global public goods, a Global Leaders Forum should be established.*
- *A Sustainable Development Board should be established to provide operational oversight and supervision of the “One United Nations” at the country level. The Board would also take decisions on pooled voluntary funding for country programmes.*

Regional level

- *The important regional work of the United Nations must be streamlined by establishing regional hubs to support United Nations country teams and clarifying the roles of regional commissions.*

Organizational level

- *The United Nations System Chief Executives Board for Coordination should improve its decision-making role on overall reform and effectively drive managerial reform.*
- *The Development Policy and Operations Group should be the central coordinating mechanism for United Nations work on development at the country level. It will bring policy and operational roles together and will*

be chaired by a Development Coordinator. The Group would comprise the major development organizations in the United Nations.

- *A clear firewall and accountability framework should be established between a repositioned UNDP support to the resident coordinator system and its reduced operations role. This will allow the full ownership of the United Nations system in the resident coordinator system (see chap. II.A).*
- *A Development Finance and Performance Unit should support the Development Policy and Operations Group in providing information and analysis on United Nations system funding, expenditures and results.*

Streamlining and consolidation

55. The Panel has benefited from extensive consultations on the functioning of the United Nations system at the country, regional and global levels. It has also concentrated on the key drivers and incentives required for coherence from a bottom-up approach. More detailed and specific proposals for further streamlining and consolidation to improve system-wide coherence require a more in-depth analysis than was feasible within the context of our work. The Panel believes that it is important to build on its work by further considering the removal of unnecessary duplication in the United Nations system and by ensuring the clear delineation of roles and mandates.

56. We do not however advocate a single United Nations entity because some individual agencies can best achieve their vital role in the provision of global public goods, advocacy, research, promoting best practice and global norms and standards by operating individually in their specific sectors.

Recommendation: The Panel recommends that the Secretary-General establish an independent task force to build on the foundation of its work. It would:

- Clearly delineate the roles of the United Nations and its funds, programmes and specialized agencies to ensure complementarity of mandates and to eliminate duplicated functions, making concrete recommendations for consolidating or merging United Nations entities where necessary. Such a process has the potential to lead to significant annual savings, possibly up to 20 per cent, which should be redirected to supporting the One United Nations at the country level.
- Review the assessed funding required by United Nations specialized agencies — to address the current imbalance between assessed and voluntary resources dedicated to the implementation of normative mandates. The review should determine whether the current policy of zero real growth can allow United Nations agencies to deliver on global mandates.
- Review the functioning and continuing relevance of existing regional structures in addressing regional needs, taking into account the different needs of regions and the emergence of strong regional and subregional institutions. The review should also consider options for streamlining and consolidation.

Intergovernmental structures

Economic and Social Council

57. The General Assembly is the highest intergovernmental body for formulating policy on economic, social and related matters. The Economic and Social Council is the main body for coordination, policy review, policy dialogue and recommendations on economic and social development and for the review and follow-up of the internationally agreed development goals.

58. The Council's mandate has been far greater than its exercise of it. Despite many attempts to strengthen its role, the Council continues to lack effectiveness and influence. Its oversight of the funds and programmes remains perfunctory and is almost non-existent for the specialized agencies. The Council needs to improve its operational and coordination functions with regard to the entire system.

59. Much can be done to improve the Council within its current mandate, but it will require new forms of functioning. Leaders at the 2005 World Summit took steps to enable the Council to play an effective policy coordination role as envisaged in the Charter of the United Nations. The Panel believes that the vision for the Council in the 2005 Summit should be faithfully implemented, and that the Council should be further empowered through the involvement in its work of Member States at the highest possible political level.

Recommendation: A Global Leaders Forum of the Economic and Social Council should be established. The Forum would comprise the leaders of half its members, rotating on the basis of equitable geographic representation, with the participation of the executive heads of the major international economic and financial institutions. Its meetings could be preceded by a preparatory meeting of ministers for foreign affairs and economic, social and related ministries.

Box 3

Role of the Global Leaders Forum

- Provide leadership and guidance to the international community on development and global public goods related issues.
- Develop a long-term strategic policy framework to secure consistency in the policy goals of the major international organizations.
- Promote consensus-building among Governments on integrated solutions for global economic, social and environmental issues.

Sustainable Development Board

60. The Panel believes that a new governance mechanism is required to provide oversight for the One United Nations at the country level. Current board structures of the United Nations system provide only for individual funds, programmes and agencies to report separately to their respective boards for their country, regional and global work. There is a need to provide operational guidance and direction to the separate organizations for the coherence and effectiveness of the United Nations system at the country level. The Panel recommends the establishment of a

Sustainable Development Board, reporting to the Economic and Social Council. It will be responsible for operational coherence and coordination, and system-wide implementation of policies, for allocations of voluntary funding and for performance of the One United Nations at the country level.

61. Individual boards should continue to consider issues that require particular agency focus, including those relating to multi-year funding frameworks that reflect the approved strategic focus of each agency. The Sustainable Development Board will review the consolidated One Country Programme, which will include components developed by individual organizations, reflecting the policies and directives of their respective boards.

Recommendation: A Sustainable Development Board should be established.

Reporting to the Economic and Social Council, the Board would provide the decision-making and monitoring framework for implementation of One United Nations at the country level. The Board would be responsible for oversight of the implementation of the pilot programme to create unified United Nations country programmes.

Recommendation: Meetings of the Sustainable Development Board should supersede the joint meeting of the boards of UNDP/UNFPA/gender entity, WFP and UNICEF.

After three years the effectiveness of the Board should be assessed. This assessment should include consideration of the scope for integrating the boards of UNDP/UNFPA and UNICEF as segments of the Sustainable Development Board, rather than maintaining them as stand-alone boards.

Milestone: Member States should agree on the composition and mandate of the Sustainable Development Board by September 2007, and the Board should convene its first session by June 2008. The new bodies necessary to support the Board (Development Policy and Operations Group, including the Development Finance and Performance Unit and the Independent Evaluation Unit) should have been established by June 2007. By 2010 an independent assessment of the Board's effectiveness should be commissioned.

Box 4

Role and mandate of the Sustainable Development Board

- **Endorse One Country Programmes and approve related allocations** of voluntary donor finance from the Millennium Development Goal funding mechanism (see box 6). Following an inclusive planning process by the United Nations country team, in line with the principle of country ownership, and approval of the programme by the country, the Sustainable Development Board will endorse unified country programmes and approve the allocation of voluntary funds. It would ensure agency alignment with jointly agreed United Nations priorities.
- **Maintain a strategic overview of the system** to drive coordination and joint planning between all funds, programmes and agencies to monitor overlaps and gaps.
- **Review the implementation of global analytical and normative work of the United Nations in relation to the One United Nations**

at the country level, to progress towards the internationally agreed development goals and to provide strategic guidance on the policy and analytical work of United Nations sustainable development activities.

- **Oversee the management of the funding mechanism for the Millennium Development Goals**, which will coordinate donor resources and consolidate allocations. The Board's decisions, particularly on allocations, will be informed by strategic policy and operational advice provided by the Development Policy and Operations Group, under the leadership of the Development Coordinator. To fulfil this role the Group requires an internal Development Finance and Performance Unit to manage voluntary donor finance and monitor system-wide performance (see chap. III.B).
- **Review the performance of the resident coordinator system**, taking all necessary steps to strengthen coherence and delivery. This will include monitoring the implementation and delivery of efficiencies, results-based management and the harmonization of business practices. It will also cover the provision of common services to all funds, programmes and specialized agencies in the field.
- **Consider and comment on the implementation of the strategic plans of funds, programmes and specialized agencies** with a role in delivering the Millennium Development Goals, the other internationally agreed goals and normative activities relating to sustainable development, particularly in the context of the One Country Programme. The Board would assess and strengthen system-wide operational and normative coherence, performance and effectiveness of United Nations system-wide sustainable development activities. There should be additional discretionary funding available to the Board to provide incentives for good performance of Headquarters of funds, programmes and specialized agencies and to fund programmatic gaps and priorities.
- **Commission periodic strategic reviews of One Country Programmes**. The Board will ensure that the One Country Programmes are aligned with national development plans, have full country ownership established through inclusive consultative processes and are focused on internationally agreed development goals. Strategic reviews will be prepared for the Board's consideration under the direction of the Development Coordinator. The Board should provide clear guidance and directions to relevant stakeholders to implement the recommendations of such reviews.
- **Consider and act on independent evaluation, risk management and audit findings**, submitted by the new Independent Evaluation Unit, established by the Secretary-General and reporting to the Board. This Unit will strengthen evaluation across the development system and provide timely, independent performance information to improve the system and its processes (see chap. III.B).

Membership and reporting

The Economic and Social Council should establish the Board and determine its membership in line with experience gained from the composition of the executive boards of the funds, programmes and specialized agencies. The Board will comprise a subset of Member States on the basis of equitable geographic representation. Senior staff from development, planning, finance and foreign ministries, with the appropriate skills and competencies, should represent Member States. The Board should convene at the ministerial level when required. It should enable major non-United Nations intergovernmental organizations with a key role in the international development architecture to fully participate in its meetings. The Board's decisions should be communicated to all relevant United Nations intergovernmental bodies. Executive heads of United Nations agencies, or their deputies, with significant operational and normative programmes, should take part as ex officio members. When allocating funding for a One Country Programme, a high-level representative from that country should be invited. The Board should invite independent experts, senior officials of the Bretton Woods institutions and NGOs to participate in discussions and to inform the Board's decision-making, when necessary.

Organizational structures

62. A more coherent development system would unify and integrate the global analytical and normative work of the United Nations, with regional perspectives and country level interventions, and maximize synergies between them. It would create a mechanism to deploy the multidimensional perspectives of the United Nations in support of policy advice and technical services to all countries. This would help the United Nations to secure its place as a unique, credible and complementary partner in the international development architecture. Through consolidation, priority-setting and the elimination of duplication, a reconfigured development system will improve performance and increase cost-effectiveness. It will significantly increase managerial accountability and effectiveness without creating a large centralized bureaucracy. And at the country level, it would provide the framework for One United Nations.

United Nations System Chief Executives Board for Coordination

63. CEB, established in 2000, has led to some improvement in inter-agency coordination. The High-level Committees on Programmes and Management have developed more coherent approaches to system-wide themes and coordinated approaches to reform business processes. But the Board's potential has been underexploited and its decision-making role has been underused. An effective results-oriented CEB as a counterpart to a better functioning Economic and Social Council would enhance coherence throughout the system.

Recommendation: CEB should review its functions, in the light of experience gained since its establishment five years ago, with a view to improving its performance and accountability for system-wide coherence.

Development Policy and Operations Group

64. The Panel believes that a Development Policy and Operations Group should be established for organizational coherence, within the CEB framework, to unify and integrate the United Nations global analytical and normative work with regional perspectives and country operations. The Group would provide vision to bring together economic, social and environmental policies and activities into an integrated whole. It would subsume the current United Nations Development Group and the Executive Committee on Economic and Social Affairs. It would be served by a secretariat comprising talented officials from all parts of the United Nations system.

65. The Panel proposes that the Secretary-General appoint the UNDP Administrator as the Development Coordinator to chair the Development Policy and Operations Group. The Panel also proposes that the Group comprise the executive heads of United Nations funds, programmes, regional commissions, specialized agencies and the United Nations Secretariat. The Panel proposes that the Chair of the Group be supported by the head of the Department of Economic and Social Affairs, acting in the capacity of United Nations chief economist, and an executive head of a United Nations specialized agency with a significant operational portfolio, serving on a rotating basis. An Executive Committee consisting of the heads of United Nations funds, programmes and specialized agencies with significant portfolios and those with major cross-cutting mandates would be formed, including the Head of the Department of Economic and Social Affairs. The Development Coordinator would report and be accountable to the Sustainable Development Board.

Recommendation: The Secretary-General should appoint the UNDP Administrator as the Development Coordinator to chair the Development Policy and Operations Group that would support One United Nations at the country level. The Development Coordinator would report and be accountable to the Sustainable Development Board on the implementation of the One United Nations. A Development Finance and Performance Review Unit should be established to support the Development Policy and Operations Group.

Box 5

The role of the Development Policy and Operations Group

- Provide an inclusive forum for strategic decision-making, improve the effectiveness of the United Nations operational activities at the country level, build system-wide ownership of the resident coordinator system and enable member agencies to work collectively and deliver as One United Nations at the country level.
- Provide a framework to link normative, analytical and technical expertise to support nationally owned and led development programmes.
- Provide knowledge networking, sharing best practices and technical expertise to support regional and subregional programming.
- Create an incentive system for coherence, efficiency, cost-effectiveness and networking in deploying United Nations resources.

- Support the Development Coordinator in reporting to the Sustainable Development Board.

The Development Finance and Performance Unit, under the Development Policy and Operations Group, would

- Act as a coordinating clearing house and database of all United Nations funding sources and spending to assist the Sustainable Development Board with strategic financial planning and allocations.
- Provide advice to the Board on country and regional financial allocations and allocations for global policy work.
- Provide advice to the Board on setting and delivering efficiency measures to maximize investment in programming, based on internal country and regional performance reports and audits.
- Provide a common internal audit system for all United Nations sustainable development activities.
- Provide an annual performance and financial report on all United Nations sustainable development activities.

Regional structures and coordination

66. The regional economic commissions were established to promote economic and social development in their regions. And United Nations funds, programmes and agencies have developed regional mechanisms to provide technical and management support to their country offices. The result is a broad regional presence for the United Nations, providing a vast potential of assets and expertise, but increasing duplication, fragmentation and incoherence.

67. Over time, certain regional commissions have continued to meet regional needs while others have lost focus in applying their comparative strength in conducting regional analysis, developing policy frameworks and norms and supporting regional integration efforts and activities — instead devoting attention to operational activities at the country level. Strong institutional arrangements are now needed to ensure complementarities and build a genuine culture of cooperation among all United Nations organizations active in each region, as well as between the United Nations and non-United Nations regional entities.

Recommendation: United Nations entities at the regional level should be reconfigured and the United Nations regional setting should be reorganized around two interrelated sets of functions:

- Focusing on analytical and normative work, as well as activities of a transboundary nature. The regional commissions would act as a catalyst for these functions, using, inter alia, their convening power at both the intergovernmental and Secretariat levels.
- Focusing on coordinating the servicing of the United Nations country teams. Being responsible for managing the resident coordinator system, UNDP would act as the catalyst for these functions.

Recommendation: Regional offices of United Nations entities should be co-located and the definition of regions among all United Nations entities should be standardized to ensure consistency and coherence in the work of the United Nations at the regional level.

Coherence at the national level

68. Global development issues are interconnected, but in national Governments, responsibilities usually fall within separate line ministries (for trade, aid, debt, agriculture, environment, labour employment, health and education). As the global economy becomes more integrated, so will the linkages among these issues. Without coherent policy and leadership within national governments, disparate policies and fragmented implementation will undermine the effectiveness of multilateral organizations. Greater coherence within governmental structures, particularly for donors, can ensure coherence of policy development and implementation, both bilaterally and through multilateral institutions.

69. National Governments must also do more to ensure coherence and exercise good donorship in accordance with the mutual obligations of donors and recipients as set out in the Monterrey Consensus and the Paris Declaration on Aid Effectiveness. A candid international examination should be made of the developed countries' policy choices and the fulfilment of their commitments, including that by the Development Assistance Committee of the Organization for Economic Cooperation and Development.

Recommendation: At the national level, Governments should establish an “all-of-government” approach to international development to ensure coordination in the positions taken by their representatives in the decision-making structures of all relevant organizations, including the Bretton Woods institutions and the World Trade Organization. Pursuing consistent policies in the different settings can ensure that all relevant governing bodies effectively promote system-wide coherence to achieve internationally agreed goals.

Recommendation: The United Nations should establish benchmarks by 2008 to ensure the implementation of principles of good multilateral donorship, so that the funding provided at headquarters and at the country level do not undermine the coherence of development efforts and funding of the United Nations development system.

Relations with the World Bank and the International Monetary Fund

70. System-wide coherence at the United Nations cannot be discussed in a vacuum. It needs to be placed in a broader contextual framework of a dynamic international setting in which there are a large number of other relevant international actors and efforts. Today's consensus on the international development agenda is a result of the internationally agreed development goals and of platforms for their implementation through nationally owned development strategies and support by the donor community. This adds to the need for credible engagement of the United Nations with other development actors, since the success of this common agenda can be realized only through coherence in implementation.

71. Given the universality of the United Nations and the complementary role of the Organization and the Bretton Woods institutions in economic, social and related

fields, there is an urgent need for a more credible and meaningful engagement between the United Nations system and the international financial institutions. This is needed to secure policy consistency and enable countries to achieve their development objectives. The United Nations and the Bretton Woods institutions were established with the intention that they would work together in a complementary way. Over time both the World Bank and the United Nations institutions have gradually expanded their roles so that there is increasing overlap and duplication in their work. There is a balance to be struck between healthy competition and inefficient overlap and unfilled gaps. The Bretton Woods institutions and the United Nations need to work more closely together to remove unnecessary duplication, and to build on their respective strengths.

Recommendation: As a matter of urgency the Secretary-General, the President of the World Bank and the Executive Director of IMF should set up a process to review, update and conclude formal agreements on their respective roles and relations at the global and country level. These reviews must be periodically updated as well as assessed. This process should be undertaken on the basis of the enhanced performance, strengthened delivery and more influential role that the United Nations will have if our reforms are implemented.

- *Global level.* The participation of the Bretton Woods institutions in the annual spring meetings of the Economic and Social Council and the biennial high-level dialogue of the General Assembly should be more substantive. The focus should be on areas of common interest and on concrete measures to promote policy consistency to achieve the internationally agreed development goals. The United Nations status and participation in the Development Committee should be enhanced. Joint research and staff exchanges and peer reviews should become regular. The sharing of information and opinions on draft reports and strategic documents should be improved.
- *Country level.* The United Nations, the World Bank and IMF should cooperate closely in supporting countries on their national development strategies, including poverty reduction strategies and Millennium Development Goal strategies. Common frameworks to collect data and measure results should be developed. The World Bank and the United Nations should work jointly on needs assessments, with full national ownership. The skills and legitimacy of the United Nations in capacity-building should be fully used.
- *Post-conflict transition.* The United Nations and the World Bank should clarify the terms of collaboration in post-conflict situations and institutionalize a dialogue with clear counterparts on both sides. The United Nations should take the lead in the political and governance aspects of post-conflict issues, including deteriorating governance, and on electoral issues, as well as in supporting and funding early recovery when the capacity and processes are not in place yet to have a regular development process. The World Bank should be involved early in these processes and can assist in setting up multi-donor trust funds and more regular funding based on nationally owned recovery and development strategies.

Recommendation: To review cooperation within the international development structure, and to ensure policy consistency and coordination, an annual meeting should be chaired by the Secretary-General, with the participation of the President of the World Bank, the Managing Director of IMF, the

Development Coordinator and relevant heads of agencies, funds and programmes, including the Directors-General of the World Health Organization (WHO), the Food and Agriculture Organization of the United Nations (FAO), the International Labour Organization (ILO), the United Nations Educational, Scientific and Cultural Organization (UNESCO) and others, depending on the issue under discussion.

Engaging civil society organizations and the private sector

72. Progress towards the internationally agreed development goals has improved through the active engagement of the United Nations with different actors at various levels, including partnerships with Governments, civil society and the private sector.

73. Civil society organizations can drive the United Nations development agenda forward. They are indispensable partners in delivering services to the poor, and they can catalyse action within countries, mobilize broad-based movements and hold leaders accountable for their commitments. In crisis, post-conflict and post-disaster countries, national and international NGOs are vital implementing partners — without them, United Nations humanitarian assistance could not be delivered.

74. The private sector has a vital role in generating new investments, creating full and productive employment, contributing to financing for development and managing natural resources and the environment. Coalitions of private foundations and public-private alliances have emerged as some of the more dynamic means of transferring financial and technical resources to realize sustainable development goals. They are also important platforms to promote corporate social responsibility and accountability.

75. While Governments remain the primary interlocutors for country-level engagement with the United Nations, civil society and private sector inputs into the preparation of the One Country Programme are important to ensure full national ownership and relevance. United Nations country teams should work with Governments to support an enabling environment for productive employment and enterprise development, and to encourage knowledge development, partnerships, corporate social responsibility, skills transfer and public-private networking across regions.

76. While the relationship between the United Nations and civil society is as old as the Charter, United Nations cooperation with civil society organizations and the private sector needs to be systematized and upgraded to enable these partnerships to contribute more effectively to the implementation of internationally agreed development goals.

Recommendation: The capacity of the resident coordinator's office to advocate, promote and broker partnerships between Government and relevant civil society organizations and the private sector should be enhanced to build stakeholder consensus and realize country-specific goals as embodied in the national development plans.

B. Funding the United Nations system for results

For coherent action to help achieve the Millennium Development Goals and other internationally agreed development goals, the United Nations needs sustained funding for the One Country Programme, as well as secure core funding for United Nations entities that have a demonstrable commitment to reform. Donors should increasingly pool their contributions at country or headquarters level, based on the performance of the United Nations in pilot cases.

77. For development at the country level, the role of the United Nations is not that of a major financial resource provider, but that of convener, policy adviser, commodity provider and capacity-builder. Exceptions are post-conflict situations, where the United Nations plays a major role, often with trust fund resources. The total ODA channelled through the United Nations annually is approximately US\$ 10 billion.

78. To make the One Country Programme a success and to tackle global challenges, United Nations funding practices and mechanisms need urgent review. Current practices for funding the United Nations are fragmented and unpredictable. They constrain the United Nations and recipient countries from making strategic choices for the use of funds and in contributing to the Millennium Development Goals and other internationally agreed goals. The Development Coordinator should convene a meeting of the Development Policy and Operations Group with major donors to discuss and elaborate the practical changes required in donor practices to fund the One Country Programmes.

79. There is too much earmarked funding and too little funding for the core budget of United Nations organizations. Moreover, funding is unpredictable, and burden-sharing procedures are unclear. So United Nations organizations are only to some extent masters of their own budgets, with donor priorities rather than multilateral mandates determining some of their actions. Even in specialized agencies, assessed contributions have not increased for years, leaving them to rely on voluntary funding for core activities.

80. Current funding practices also lead to competition and fragmentation, often with relatively small budgets per agency at the country level, while the common programme is left with insufficient resources. A review of 10 United Nations country teams found on average that only 40 per cent of their resources are mobilized through core resources. United Nations organizations have to put considerable effort into fund-raising. Some argue that the resident coordinator system should be funded through assessed contributions, in line with an agreed contributions scale, which is how the United Nations Secretariat, peacekeeping operations and core specialized agency budgets are funded.

81. Sustained and consolidated funding is the key to reversing the fragmentation of the United Nations system. More secure funding has to go hand in hand with better performance, oversight, accountability, efficiency and results. That is why the Panel devoted considerable attention to governance and management and recommends steps to resolve them, based on the following principles:

- United Nations organizations that have a demonstrable commitment to reform, effectiveness and working together need sufficient sustained core funding —

or, where applicable, assessed funding — to fulfil their missions. There should also be sufficient funding for supporting and strengthening the resident coordinator system.

- There should be one budgetary framework for the One Country Programme, reflecting all contributions. Donors should increasingly pool their contributions at the country or headquarters level, based on United Nations performance in pilot cases. They should increasingly refrain from funding country-level interventions by the United Nations system outside the One Country Programme.
- While pursuing greater coherence, diversity has brought the United Nations system many resource mobilization opportunities and successful brands, allowing both donors and recipient countries a degree of choice. Some diversity in the system is thus to be welcomed.

Recommendation: Funding for the One Country Programmes should be predictable and multi-year. The five One Country Programme pilots should be funded by pooled country-level funding. Subject to continuous positive assessment, demonstrated effectiveness and proven results, they should be expanded to 20 One Country Programmes by 2009, 40 by 2010 and all other appropriate country programmes by 2012. Following the five pilots, the One Country Programmes will also be funded by voluntary contributions to a consolidated funding mechanism, the Millennium Development Goal funding mechanism (see box 6).

Recommendation: There should be full core funding for individual United Nations organizations committed to reform.

- There should be full core funding for individual funds and programmes demonstrably committed to reform, effectiveness and working together, through strengthened and improved multi-year funding frameworks, with strategic priorities, related funding priorities and robust indicators. By 2008 funds and programmes should align their multi-year funding cycles to facilitate strategic coordination.
- There should also be a review of assessed funding of the specialized agencies, to enable them to continue their essential work on global norms and standards and assess whether the current policies of zero real growth is adequate.
- The strengthened resident coordinator system should be fully funded. Resources earmarked for supporting the system should continue to be managed separately from UNDP programme resources.

Box 6

Funding the United Nations system for results

Full funding for the One Country Programme

At the country-level, contributions to the One Country Programme should be consolidated within a single budgetary framework, which would not constitute a legal constraint on the spending authority of funds, programmes and specialized agencies. The one budgetary framework brings together all contributions to the One Country Programme. To fund the One Country Programme through this single

budgetary framework, the Panel recommends the following funding sources:

- The five pilots of the One Country Programme should be funded by pooling funding in the country. For donor contributions to each pilot, a country-level Millennium Development Goal strategy support fund should be established, to be administered by the resident coordinator, in line with national priorities. In principle, funding from all sources for the One Country Programme should flow through these country funds. Donors would be strongly encouraged to contribute through these funds.
- A Millennium Development Goal funding mechanism should be established following the five pilots. This voluntary mechanism would coordinate overall resource flows enabling global oversight of funding available for contributions to the One Country Programme. The mechanism should be governed by the Sustainable Development Board under the supervision of the development coordinator. Donors are strongly encouraged to make funds available to this mechanism at the central or country level. United Nations organizations could also contribute core funding for the One Country Programme within the framework of this mechanism.

Recommendation: The United Nations should drive reform by channelling reform savings back into the system through mechanisms, such as an empowerment fund. This fund would demonstrate to the world's poorest citizens, communities and local entrepreneurs that United Nations savings will be invested directly in their empowerment. It would be financed with minimal overhead through efficiency cost savings resulting from reforming, consolidating and streamlining United Nations functions and organizations, as recommended by the task force to be established by the Secretary-General (see chap. III.A). This fund could redirect savings from efficiency reforms back to country-level strategies (One Country Programme) with a special emphasis on helping countries achieve the Millennium Development Goals.

C. Reforming United Nations system business practices: building institutions of public trust

Business practices for resource planning, human resources, common services and evaluation must achieve full compatibility as major drivers of coherence in the United Nations system. There should be greater opportunities for staff mobility and a system-wide agreement on results-based management as well as an independent United Nations system-wide evaluation mechanism and common evaluation methodologies and benchmarking. The United Nations must systematically examine opportunities and possibilities for joint services.

82. The business practices, processes and culture of the United Nations system have evolved in an incremental and ad hoc manner over 60 years, in response to

specific situations and agency needs. This has widened the disconnection between organizations of the system, contributed to inefficiency and hindered the development of a common management culture that is accountable and results-oriented. To boost public trust, the United Nations needs to demonstrate more transparency and accountability.

83. There is no central management authority in the United Nations to implement common rules and practices. So individual organizations pursue various initiatives, without incentives to harmonize for the benefit of the United Nations system as a whole. Without explicit commitment from organizational leaders, common services cannot work. We believe the time has come to establish a process leading to a common framework for business practices in the United Nations. This will transform the way the United Nations works, build a culture of collaboration, improve the system's effectiveness in achieving organization-wide programmatic results and lead to significant savings. Harmonized business practices will enhance the United Nations system's capacity to deliver the One Country Programmes. Savings from efficiency gains will be redirected to these programmes.

84. Harmonizing systems in itself does not achieve coherence. Needed first is an agreement on standards, to ensure that value is added in pursuing change. Using internationally recognized standards would facilitate the simplification and harmonization of business practices within the United Nations system.

85. Public trust will be reinforced through measurable results. Evaluations throughout the system use different measurement criteria, which are often too narrowly defined by quantifiable terms, rather than by measurements of longer term impact.

86. Attracting and retaining the most qualified staff for an effective and independent civil service is not possible with a human resource system based on different performance evaluation systems, entitlements and contracts. To encourage mobility and cross-fertilization and to prepare staff for positions of greater responsibility, the system's appraisals must be based on performance, not seniority. A competitive and incentive-based system is required. The International Civil Service Commission has become a politicized body that represents the interests of Member States, rather than operational priorities. It is too slow and needs substantial change.

87. Current governance mechanisms need to be modernized. Without an overarching management system to drive change, there can be no management control and little progress towards coherence. For CEB to work more effectively, the United Nations agencies must first commit to the need for its revised terms of reference.

Recommendation: CEB, chaired by the Secretary-General, should lead efforts to improve management efficiency, transparency and accountability of the United Nations system. It should be used more effectively in its principal role as a high-level decision-making forum in the United Nations system on substantive and management issues. CEB reporting and transparency to intergovernmental structures should be improved.

Recommendation: The business practices of the United Nations system should be harmonized:

- International Public Sector Accounting Standards, which will be implemented across the entire United Nations system by 2010, must provide an important basis for simplifying and harmonizing business practices.
- To break down barriers to programmatic and administrative collaboration, enterprise resource planning standards, and data warehouses for reporting, should be harmonized across the system by 2010. Entities currently selecting enterprise resource planning systems (including the United Nations Secretariat) should base their selection on data-sharing compatibility and interconnectivity.
- Improvements in results-based management, results-based budgeting, evaluation and other measures to increase transparency and accountability should be in place by 2008. This should include harmonizing the principles, terms and methods of results-based management and the audit procedures across the United Nations system.
- A system-wide security management system based on common policies, standards and operating procedures should be established at the country level, particularly for humanitarian affairs.

Recommendation: Evaluation mechanisms should be established for transparency and accountability. A United Nations system-wide independent evaluation mechanism should be established by 2008, and taking into account the evolving role of the Office of Internal Oversight Services, to monitor how system-wide goals are being delivered. A separate system to enable peer reviews across organizations should also be developed. A common evaluation methodology should be applied across the United Nations system by 2010 to permit benchmarking and inter-agency comparisons and facilitate exchanges of best practices. Standardized information and data related to United Nations activities, programme delivery, budgets, staffing and cost-effectiveness should be transparent and publicly available. Harmonizing systems and methodologies will provide Member States with a more transparent overview of United Nations system results and financial figures by area of interest and type of activity.

Recommendation: Human resource policies and practices should be updated and harmonized. An authoritative and independent external evaluation to reform the International Civil Service Commission should be carried out in 2007. Human resource management policies and contractual arrangements should be simplified, harmonized and updated in line with an emphasis on results, performance management systems and accountability frameworks. Recruitment and promotion policies should be underpinned by the principle of “meritocracy with equity and representation” and developed to improve staff capabilities and ensure a culture of management for results.

Human resource policies must enable mobility of the staff across the system and the transferability of pensions. Host countries should be encouraged to enable the employment of spouses of United Nations staff. A fundamental overhaul of staff training and career development programmes should be carried out by 2010 to ensure that, at all levels of the system, staff serving the United Nations are motivated and have appropriate professional skills. The United Nations System Staff College should have the capacity to provide executive leadership training to senior United Nations managers. This would enable more effective management of change

processes and contribute to a common management culture in the United Nations system.

Recommendation: Executives should be selected according to clear criteria, and for limited terms. All appointments or elections to executive positions in United Nations organizations should be in line with clear and effective criteria, limited to two terms of four or five years.

Recommendation: Change should be managed at the highest levels. The overall management of reform of business practices should be invested in the Secretary-General, in his capacity as chairman of CEB, assisted by a bureau of staff specialists as part of the CEB machinery. All chief executives in the United Nations system should develop plans to reform the business practices in their organizations together with resource requirements for investing in change processes.

88. The Panel is of the view that implementing the reforms necessary to enable the United Nations to deliver as one will require time and energy. A dedicated team will be needed at a senior level within in the United Nations system to ensure that progress is being made on the changes being recommended.

Recommendation: The Panel recommends that the Secretary-General appoint a senior member of his staff and provide the necessary resources to form a senior change management team. The team would be responsible for tracking and supporting implementation, and reporting regularly to the Secretary-General and Member States on progress to implement the recommendations of the High-level Panel on United Nations System-wide Coherence, in the areas of development, humanitarian assistance and the environment.

Annex I

Terms of reference of the Panel, issued on 15 February 2006

Background

1. In the Outcome document adopted at the 2005 World Summit in New York global leaders called for much stronger system-wide coherence across the various development-related agencies, funds and programmes of the United Nations. In addition to supporting current, ongoing reforms at building a more effective, coherent and better-performing United Nations country presence, it specifically invited the Secretary-General to “launch work to further strengthen the management and coordination of United Nations operational activities”. They also called for such work to be focused on ensuring that the United Nations maximized its contribution to achieving internationally agreed development goals, including the Millennium Development Goals, including proposals for “more tightly managed entities” in the field of development, humanitarian assistance and the environment.

2. The Secretary-General intends to commission a small panel, supported by Adnan Amin, United Nations Environment Programme (UNEP), as Executive Director, and appropriate research and analytical capacity from inside and outside the United Nations system, to develop concrete and comprehensive analysis and recommendations in this regard. The Secretary-General is determined to ensure that while this work is under way, existing reform initiatives endorsed in the Outcome document, including those for a strengthened role for special representatives of the Secretary-General and resident coordinators, and the strengthening of the United Nations country team through a common management programming and monitoring framework should continue. The Secretary-General considers that the outcome of this exercise would provide an important complement to the ongoing reform deliberations in the General Assembly.

Timeline

3. The Panel will seek to consult on an interim basis with the United Nations System Chief Executives Board for Coordination (CEB) at its meeting in April 2006. This would allow for further consultation with member states at the Economic and Social Council in July 2006 and for the full study to be completed by the next session of the General Assembly to allow for embarking on possible implementation in 2007.

Scope

4. As set out in the Outcome document, the three elements of the study will need to have slightly different scope:

(a) In the field of humanitarian assistance significant progress has been made in recent years in providing more coordinated response to emergencies at the country level. The Outcome document also commits the General Assembly to strengthening the coordination of humanitarian and disaster relief assistance of the United Nations and separate follow-up work is already under way in this regard.

However, the growing scale and scope of disasters, particularly natural disasters, underlines the importance of improving the timeliness and predictability of humanitarian funding, mainly by improving the Central Emergency Response Fund, in part through a thorough evaluation of lessons learned from recent experience. This part of the study will also need to focus on ways of developing and improving mechanisms for the use of emergency standby capacities for a timely response to humanitarian emergencies;

(b) In the field of environmental activities, two separate issues need to be addressed. First, in the normative area, a full assessment should be made of how the United Nations can best provide more comprehensive and coherent management and monitoring of the growing range of multilateral environmental agreements. This should include the development of stronger scientific and analytic capacity in monitoring, assessing and reporting on critical environmental trends. Second is the need for better integration of the environmental perspective within the broad principle of sustainable development in United Nations country-level activities and in particular capacity-building and technology support undertaken by the entire United Nations system. The General Assembly may launch its own deliberations on the issue of international environmental governance issues in early 2006 and it would be important to ensure that these efforts are complementary;

(c) In development, despite wide-ranging reforms over the past five years strengthening the role of the resident coordinator and the United Nations country team, developing and donor countries alike remain concerned that, overall, United Nations development at the country level remains overly fragmented and supply-driven. The Outcome document commits all countries to map out their own national strategies to meet international conference goals, including the Millennium Development Goals. In this context, the study will need to analyse how the United Nations system as a whole can be better reoriented to provide more efficient, coherent demand-driven support to national partners by building on its core normative, technical assistance and capacity-building strengths to partner with the longer-term financing and other support brought by the World Bank and other international partners. In this regard, it will be particularly important to consider how to strengthen linkages between the normative work and the operational activities of the system. It will also need to examine how this work can support and complement the wider role the Outcome document envisages for the Economic and Social Council in ensuring follow-up and assessing progress of the outcomes of the major United Nations conferences and summits, including the internationally agreed development goals; and playing a major role in the overall coordination of funds, programmes and agencies, ensuring coherence among them and avoiding duplication of mandates and activities.

5. In all three areas, the study will need to encompass both organizational and funding issues, ranging from the duplication and overlap of work products across United Nations agencies, funds and programmes to prospects for joint, multi-year funding and programming arrangements. The broad issue of more predictable financing of the United Nations system — from the consolidated appeals process to the growth in non-core funding of funds and programmes to the appropriate role of assessed contributions — and its impact on existing systems and proposed reform will need to be a central element.

6. The overarching aim of the study is to seek recommendations on a process of rationalization that will maximize the available resources for relief and development programmes in the United Nations system while minimizing overhead and administrative costs. As such, the study will need to explore ways of fully exploiting synergies between the normative and analytical institutions and departments of the United Nations, such as the Department of Economic and Social Affairs and the United Nations Conference on Trade and Development (UNCTAD), and operational agencies. It will also need to address how the United Nations system works and can best exercise its comparative advantages with international partners, including the Bretton Woods institutions, the European Commission and other regional actors, donors, civil society and the private sector. While the primary focus will be on increasing impact at the country level, in making concrete proposals for improved management, coordination and effectiveness, it will need to make findings with regard to work both at United Nations headquarters, regional and country level.

7. In terms of recommendations, the study should seek to identify a short, medium and longer-term vision and benchmarks, thus laying a platform for an actionable plan of implementation rather than open-ended proposals. Change may need to occur in phases, with first initial proposals for rationalization of the current system without major structural changes; then proposals for preliminary restructuring of the current system to minimize duplication and overlap; and finally recommendations for comprehensive revitalization and restructuring of the United Nations operational role in environment, humanitarian and development work.

Consultation

8. The Outcome document calls for greater coordination between the governing boards of various operational agencies so as to ensure a more coherent policy in assigning mandates and allocating resources throughout the system. In this spirit — and to ensure wide acceptance and subsequent implementation of the findings — it will be essential for the Panel to consult widely with all stakeholders, including the management and governing boards of relevant agencies, funds and programmes, prior to submission of their final report to the Secretary-General.

Additional request from the Secretary-General: gender equality

9. In addition, the Secretary-General called upon the High-level Panel on United Nations System-wide Coherence in the areas of development, humanitarian assistance and the environment to review contribution of the United Nations system to achieving gender equality and to make recommendations on how gender equality perspectives can be better integrated into the work of the United Nations. In his recent report on the mandate review, the Secretary-General states that there is a need to move towards “improved clarity on institutional responsibilities and more concerted action in relation to gender equality. There is a need to assess the progress made across the system, the gaps and challenges remaining, and ways to improve outcomes”. He requested the Panel “to include in its work an assessment of how gender equality, including through gender mainstreaming, can be better and more fully addressed in the work of the United Nations, particularly in its operational activities on the ground” (A/60/733, para. 131).

Excerpt from General Assembly resolution 60/1

10. General Assembly resolution 60/1 states, in part:

168. We recognize that the United Nations brings together a unique wealth of expertise and resources on global issues. We commend the extensive experience and expertise of the various development-related organizations, agencies, funds and programmes of the United Nations system in their diverse and complementary fields of activity and their important contributions to the achievement of the Millennium Development Goals and the other development objectives established by various United Nations conferences.

169. We support stronger system-wide coherence by implementing the following measures:

Policy

- Strengthening linkages between the normative work of the United Nations system and its operational activities
- Coordinating our representation on the governing boards of the various development and humanitarian agencies so as to ensure that they pursue a coherent policy in assigning mandates and allocating resources throughout the system
- Ensuring that the main horizontal policy themes, such as sustainable development, human rights and gender, are taken into account in decision-making throughout the United Nations

Operational activities

- Implementing current reforms aimed at a more effective, efficient, coherent, coordinated and better-performing United Nations country presence with a strengthened role for the senior resident official, whether special representative, resident coordinator or humanitarian coordinator, including appropriate authority, resources and accountability, and a common management, programming and monitoring framework
- Inviting the Secretary-General to launch work to further strengthen the management and coordination of United Nations operational activities so that they can make an even more effective contribution to the achievement of the internationally agreed development goals, including the Millennium Development Goals, including proposals for consideration by Member States for more tightly managed entities in the fields of development, humanitarian assistance and the environment

Humanitarian assistance

- Upholding and respecting the humanitarian principles of humanity, neutrality, impartiality and independence and ensuring that humanitarian actors have safe and unhindered access to populations in need in conformity with the relevant provisions of international law and national laws

- Supporting the efforts of countries, in particular developing countries, to strengthen their capacities at all levels in order to prepare for and respond rapidly to natural disasters and mitigate their impact
- Strengthening the effectiveness of the United Nations humanitarian response, inter alia, by improving the timeliness and predictability of humanitarian funding, in part by improving the Central Emergency Revolving Fund
- Further developing and improving, as required, mechanisms for the use of emergency standby capacities, under the auspices of the United Nations, for a timely response to humanitarian emergencies

Environmental activities

- Recognizing the need for more efficient environmental activities in the United Nations system, with enhanced coordination, improved policy advice and guidance, strengthened scientific knowledge, assessment and cooperation, better treaty compliance, while respecting the legal autonomy of the treaties, and better integration of environmental activities in the broader sustainable development framework at the operational level, including through capacity-building, we agree to explore the possibility of a more coherent institutional framework to address this need, including a more integrated structure, building on existing institutions and internationally agreed instruments, as well as the treaty bodies and the specialized agencies

Annex II

Panel members

Shaukat Aziz, Pakistan (Co-Chair)
Prime Minister, Pakistan

Luísa Dias Diogo, Mozambique (Co-Chair)
Prime Minister, Mozambique

Jens Stoltenberg, Norway (Co-Chair)
Prime Minister, Norway

Gordon Brown, MP, United Kingdom of Great Britain and Northern Ireland
Chancellor of the Exchequer

Mohamed T. El-Ashry, Egypt
Senior Fellow, United Nations Foundation and Former Chairman and Chief
Executive Officer, Global Environment Facility

Robert Greenhill, Canada
President, Canadian International Development Agency

Ruth Jacoby, Sweden
Ambassador of Sweden to Germany
Ministry of Foreign Affairs, Sweden
Former Director-General for Development Cooperation

Ricardo Lagos, Chile
Former President, Republic of Chile

Louis Michel, Belgium
European Commissioner for Development and Humanitarian Aid

Benjamin W. Mkapa, United Republic of Tanzania
Former President, United Republic of Tanzania

Jean-Michel Severino, France
Director General, French Development Agency

Josette S. Sheeran, United States of America
Under Secretary for Economic, Business and Agricultural Affairs, United States
Department of State

Keizo Takemi, Japan
Senior Vice-Minister of Health, Labour and Welfare
Former State Secretary for Foreign Affairs of Japan

Ex officio

Lennart Båge
President, International Fund for Agricultural Development

Kemal Derviş
Administrator, United Nations Development Programme

Annex III

Panel secretariat

Adnan Z. Amin (Executive Director)

Koen Davidse (Research Director)

Moustapha Soumaré (Research Director)

Kai Buchholz

Mohamed El-Farnawany

Fabienne Fon Sing

Treena Huang

Maike Jansen

Ruth McCoy

Zazie Schafer

Annex IV

Consultative process

1. To ensure that its deliberations were informed by a broad range of perspectives from all key stakeholders, the Panel agreed that it was essential to undertake a wide-ranging, but focused consultative process, in accordance with the scope of the study outlined in the Panel's terms of reference. Members considered that an inclusive consultative process was important not only to enrich the work of the Panel, but also to ensure the engagement and commitment of concerned stakeholders, a fundamental step to developing relevant and realistic recommendations and making sure that the Panel's work would lead to genuine reform.
2. The consultative process resulted in the development of an analytical base and options for consideration by the Panel. Consultations drew on research and analytical capacity from inside and outside the United Nations system, and enabled contacts with Member States, the United Nations system, intergovernmental forums, international financial institutions, academia and civil society organizations.
3. Several Panel members participated in a series of consultations at the regional and country level, in Africa, Asia, Arab States and Latin America and the Caribbean. Each consultation undertook a broad assessment of experience from six countries within that region, bringing together United Nations country teams, Government representatives, regional organizations, donors and civil society. The objectives of these consultations included enhancing understanding among Panel members of the expected role of the United Nations at country level, canvassing information on good practices as well as major challenges to the United Nations country level coherence and allowing for the integration of the views of practitioners from each region into the overall deliberations of the Panel. In addition, one Panel member undertook country visits to Indonesia, Cambodia and Thailand to analyse challenges to a coherent and effective United Nations at the country level, identify good practices and assess the country level aspects of the issues to be addressed by the Panel.
4. Similarly, a number of thematic consultations were held on the environment, the resident coordinator system, the transition from relief to development, international financial institutions, business practices and funding. These consultations allowed for interaction between Panel members and key stakeholders, including experts, the United Nations system and civil society organizations — and for building an understanding of key challenges and the type of recommendations that could be put forward. A rich consultation was also held with civil society organizations, particularly focusing on sustainable development, gender equality, gender mainstreaming and human rights.
5. Panel members held consultative meetings with intergovernmental forums (the General Assembly and the Economic and Social Council), as well as smaller briefings for regional groupings (the Group of 77 and China, the European Union, the African Group and the Latin America and Caribbean Group). Panel members were also sensitive to their responsibility to build on the United Nations system's own experience and aspirations, meeting with United Nations system organizations, through the United Nations System Chief Executives Board for Coordination (CEB), as well as smaller groupings of organizations (in Rome, Vienna and Geneva), and the regional commissions.

6. The consultative process also benefited from meetings that aimed to provide input to the Panel's work, including consultations hosted by permanent missions to the United Nations (Egypt and France) and United Nations inter-agency bodies (the CEB High-Level Committees on Programmes and Management). In addition, members of the Secretariat held a large number of bilateral meetings with Government representatives (from various ministries and/or permanent missions to the United Nations), United Nations system organizations and civil society organizations.

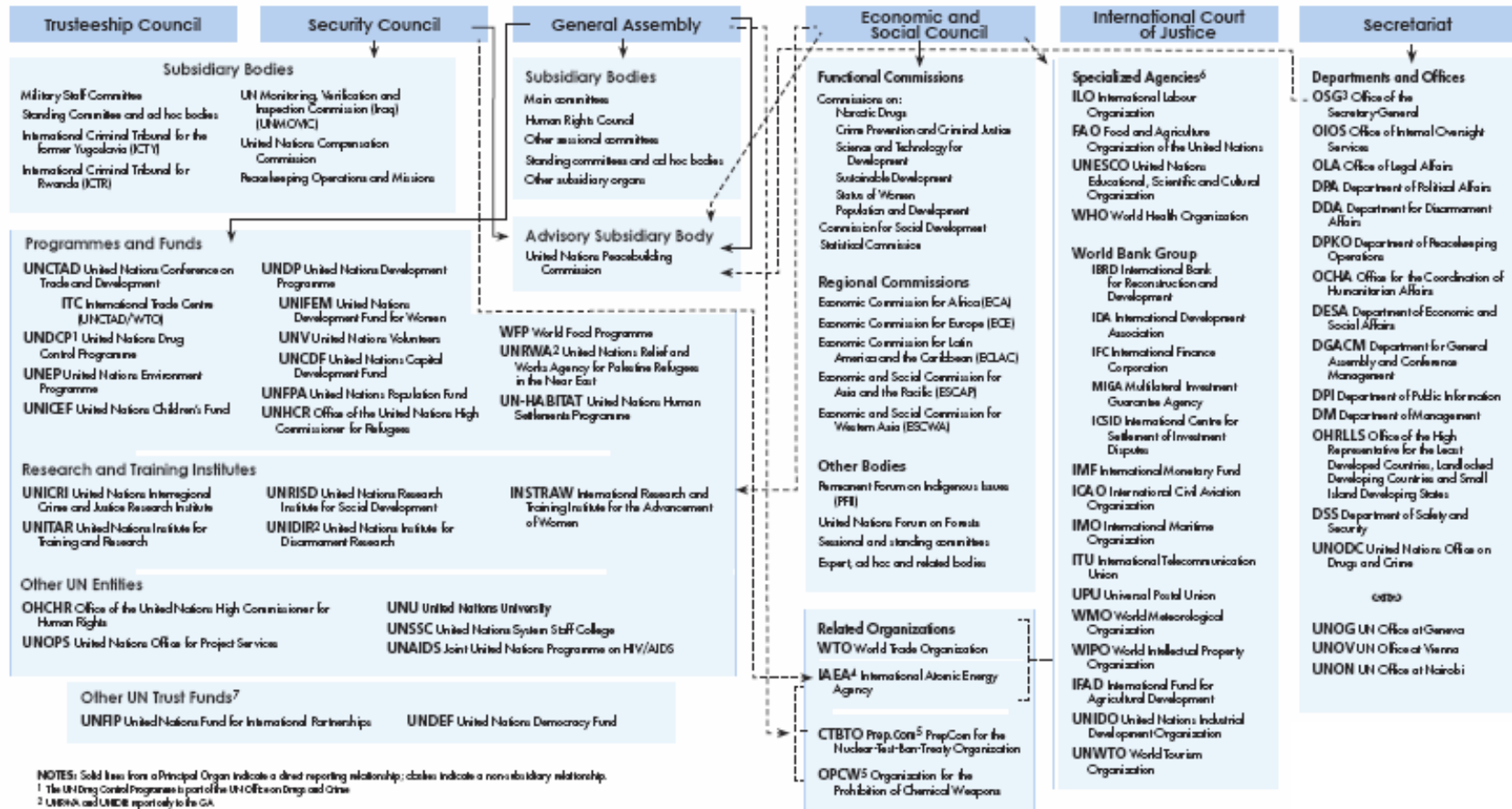
7. Furthermore, papers were commissioned that fed into the consultative process, including those on gender, business practices, funding, humanitarian assistance, the transition from relief to development and the United Nations institutional architecture.

Panel meetings and consultations, 2006

<i>Meeting</i>	<i>Date</i>	<i>Venue</i>
First Panel meeting	4 and 5 April	New York
Meeting with the General Assembly	6 April	New York
Meeting with the United Nations System Chief Executives Board for Coordination	7 and 8 April	Segovia
Consultation on the environment	4 and 5 May	Nairobi
Regional consultation for Africa	8 and 9 May	Maputo
Consultation on the resident coordinator system	15 May	Vienna
Consultation on transition from relief to development	19 May	Rome
Meeting with executive heads of Rome-based agencies	20 May	Rome
Regional consultation for Asia	24 and 25 May	Islamabad
Second Panel meeting	1 and 2 June	Geneva
Meeting with executive heads of Geneva-based agencies	3 June	Geneva
Regional consultation for Arab States	20 and 21 June	Cairo
Consultation with international financial institutions	26 June	Washington, D.C.
Consultation on business practices	26 June	Washington, D.C.
Consultation on funding	29 June	London

<i>Meeting</i>	<i>Date</i>	<i>Venue</i>
Meeting of Sherpas in preparation for the third Panel meeting	30 June	London
Consultation with civil society organizations	2 July	Geneva
Third Panel meeting	3 and 4 July	Geneva
Dialogue with the Economic and Social Council	4 July	Geneva
Meeting with the regional commissions	4 July	Geneva
Regional consultation for Latin America and the Caribbean	28 and 29 July	Bridgetown
Meeting of Sherpas in preparation for the fourth Panel meeting	17 and 18 August	New York
Fourth Panel meeting	31 August and 1 September	Oslo

The United Nations system



NOTES: Solid lines from a Principal Organ indicate a direct reporting relationship; dashed lines indicate a non-subsidiary relationship.
 1. The UN Drug Control Programme is part of the UN Office on Drugs and Crime.
 2. UNRWA and UNRWA report only to the GA.
 3. The United Nations Office of the High Commissioner for Human Rights and the United Nations Children's Office report directly to the Secretary-General.
 4. IAEA reports to the Security Council and the General Assembly (GA).
 5. The CTBTO Prep.Con and OPCW report to the GA.
 6. Specialized agencies are autonomous organizations working with the UN and each other through the coordinating machinery of the ECOSOC at the intergovernmental level, and through the Chief Executive Board for coordination (CEB) at the inter-organizational level.
 7. UNRFP is an autonomous trust fund operating under the leadership of the United Nations Deputy Secretary-General. UNDEF's advisory board recommends funding proposals for approval by the Secretary-General.

Acknowledgements

The members of the High-Level Panel on United Nations System-Wide Coherence in the areas of development, humanitarian assistance and the environment would like to express sincere appreciation to their respective aides and advisers for their substantive contributions and dedication.

The Panel's work was made possible by generous financial contributions to a dedicated trust fund. In this regard, the Panel expresses its deep gratitude to the Governments of Belgium, Canada, Denmark, Finland, France, Germany, Ireland, Japan, Luxembourg, the Netherlands, Norway, Sweden, the United Kingdom of Great Britain and Northern Ireland and the United States of America.

Contributions in-kind supporting the work of the Panel secretariat were gratefully received from the International Labour Organization (ILO), the Netherlands Ministry of Foreign Affairs, the United Nations System Chief Executives Board for Coordination (CEB) secretariat, the United Nations Development Group office, the United Nations Development Programme, the United Nations Environment Programme (UNEP), the United Nations Population Fund (UNFPA) and the World Food Programme (WFP). Particularly appreciation is extended to UNEP for its generous gesture in providing office space for the Panel secretariat.

The Panel would also like to extend its gratitude to the Governments and United Nations organizations that hosted consultations and meetings, including: the Governments of Austria, Barbados, Egypt, Italy, Kenya, Mozambique, Norway, Pakistan, Spain and the United Kingdom; the Permanent Missions to the United Nations of Egypt, France and Norway in New York; UNEP, ILO, the United Nations Industrial Development Organization, the United Nations Foundation, the United Nations Office at Geneva, the World Bank, WFP, the World Health Organization, the World Tourism Organization and relevant resident coordinators and United Nations country teams, in particular those in Barbados, Egypt, Mozambique and Pakistan.

The Panel's work also benefited greatly from the views of a large number of Government, United Nations organization and civil society representatives and individual experts who provided valuable perspectives to the Panel in the course of its consultative process, in particular Donald Skerrett, who donated his time and expertise in the area of business practices. UNFPA kindly made available the services of Brendan O'Brien to support country-level consultations. The Panel's work was further enriched by the many insightful written contributions that it received.

The Panel would like to express its deep appreciation to the Secretary-General for having entrusted the members of the Panel with such an important task, and having brought together a remarkable mixture of perspectives and experience in order to formulate recommendations that we hope will effect a major and lasting change on the enhanced functioning of the United Nations system. We would also like to thank the Deputy Secretary-General for his valuable support throughout this process.

Finally, the Panel expresses its sincere appreciation to members of the Panel secretariat for their extensive substantive and administrative support and commitment.

All of these contributions are much appreciated and gratefully acknowledged.



General Assembly

Distr.: General
24 October 2005

Sixtieth session
Agenda items 46 and 120

Resolution adopted by the General Assembly

[without reference to a Main Committee (A/60/L.1)]

60/1. 2005 World Summit Outcome

The General Assembly

Adopts the following 2005 World Summit Outcome:

2005 World Summit Outcome

I. Values and principles

1. We, Heads of State and Government, have gathered at United Nations Headquarters in New York from 14 to 16 September 2005.
2. We reaffirm our faith in the United Nations and our commitment to the purposes and principles of the Charter of the United Nations and international law, which are indispensable foundations of a more peaceful, prosperous and just world, and reiterate our determination to foster strict respect for them.
3. We reaffirm the United Nations Millennium Declaration,¹ which we adopted at the dawn of the twenty-first century. We recognize the valuable role of the major United Nations conferences and summits in the economic, social and related fields, including the Millennium Summit, in mobilizing the international community at the local, national, regional and global levels and in guiding the work of the United Nations.
4. We reaffirm that our common fundamental values, including freedom, equality, solidarity, tolerance, respect for all human rights, respect for nature and shared responsibility, are essential to international relations.
5. We are determined to establish a just and lasting peace all over the world in accordance with the purposes and principles of the Charter. We rededicate ourselves to support all efforts to uphold the sovereign equality of all States, respect their territorial integrity and political independence, to refrain in our international relations from the threat or use of force in any manner inconsistent with the purposes and principles of the United Nations, to uphold resolution of disputes by

¹ See resolution 55/2.

peaceful means and in conformity with the principles of justice and international law, the right to self-determination of peoples which remain under colonial domination and foreign occupation, non-interference in the internal affairs of States, respect for human rights and fundamental freedoms, respect for the equal rights of all without distinction as to race, sex, language or religion, international cooperation in solving international problems of an economic, social, cultural or humanitarian character and the fulfilment in good faith of the obligations assumed in accordance with the Charter.

6. We reaffirm the vital importance of an effective multilateral system, in accordance with international law, in order to better address the multifaceted and interconnected challenges and threats confronting our world and to achieve progress in the areas of peace and security, development and human rights, underlining the central role of the United Nations, and commit ourselves to promoting and strengthening the effectiveness of the Organization through the implementation of its decisions and resolutions.

7. We believe that today, more than ever before, we live in a global and interdependent world. No State can stand wholly alone. We acknowledge that collective security depends on effective cooperation, in accordance with international law, against transnational threats.

8. We recognize that current developments and circumstances require that we urgently build consensus on major threats and challenges. We commit ourselves to translating that consensus into concrete action, including addressing the root causes of those threats and challenges with resolve and determination.

9. We acknowledge that peace and security, development and human rights are the pillars of the United Nations system and the foundations for collective security and well-being. We recognize that development, peace and security and human rights are interlinked and mutually reinforcing.

10. We reaffirm that development is a central goal in itself and that sustainable development in its economic, social and environmental aspects constitutes a key element of the overarching framework of United Nations activities.

11. We acknowledge that good governance and the rule of law at the national and international levels are essential for sustained economic growth, sustainable development and the eradication of poverty and hunger.

12. We reaffirm that gender equality and the promotion and protection of the full enjoyment of all human rights and fundamental freedoms for all are essential to advance development and peace and security. We are committed to creating a world fit for future generations, which takes into account the best interests of the child.

13. We reaffirm the universality, indivisibility, interdependence and interrelatedness of all human rights.

14. Acknowledging the diversity of the world, we recognize that all cultures and civilizations contribute to the enrichment of humankind. We acknowledge the importance of respect and understanding for religious and cultural diversity throughout the world. In order to promote international peace and security, we commit ourselves to advancing human welfare, freedom and progress everywhere, as well as to encouraging tolerance, respect, dialogue and cooperation among different cultures, civilizations and peoples.

15. We pledge to enhance the relevance, effectiveness, efficiency, accountability and credibility of the United Nations system. This is our shared responsibility and interest.

16. We therefore resolve to create a more peaceful, prosperous and democratic world and to undertake concrete measures to continue finding ways to implement the outcome of the Millennium Summit and the other major United Nations conferences and summits so as to provide multilateral solutions to problems in the four following areas:

- Development
- Peace and collective security
- Human rights and the rule of law
- Strengthening of the United Nations

II. Development

17. We strongly reiterate our determination to ensure the timely and full realization of the development goals and objectives agreed at the major United Nations conferences and summits, including those agreed at the Millennium Summit that are described as the Millennium Development Goals, which have helped to galvanize efforts towards poverty eradication.

18. We emphasize the vital role played by the major United Nations conferences and summits in the economic, social and related fields in shaping a broad development vision and in identifying commonly agreed objectives, which have contributed to improving human life in different parts of the world.

19. We reaffirm our commitment to eradicate poverty and promote sustained economic growth, sustainable development and global prosperity for all. We are encouraged by reductions in poverty in some countries in the recent past and are determined to reinforce and extend this trend to benefit people worldwide. We remain concerned, however, about the slow and uneven progress towards poverty eradication and the realization of other development goals in some regions. We commit ourselves to promoting the development of the productive sectors in developing countries to enable them to participate more effectively in and benefit from the process of globalization. We underline the need for urgent action on all sides, including more ambitious national development strategies and efforts backed by increased international support.

Global partnership for development

20. We reaffirm our commitment to the global partnership for development set out in the Millennium Declaration,¹ the Monterrey Consensus² and the Johannesburg Plan of Implementation.³

21. We further reaffirm our commitment to sound policies, good governance at all levels and the rule of law, and to mobilize domestic resources, attract international

² Monterrey Consensus of the International Conference on Financing for Development (*Report of the International Conference on Financing for Development, Monterrey, Mexico, 18-22 March 2002* (United Nations publication, Sales No. E.02.II.A.7), chap. I, resolution 1, annex).

³ Plan of Implementation of the World Summit on Sustainable Development (*Report of the World Summit on Sustainable Development, Johannesburg, South Africa, 26 August-4 September 2002* (United Nations publication, Sales No. E.03.II. A.1 and corrigendum), chap I, resolution 2, annex).

flows, promote international trade as an engine for development and increase international financial and technical cooperation for development, sustainable debt financing and external debt relief and to enhance the coherence and consistency of the international monetary, financial and trading systems.

22. We reaffirm that each country must take primary responsibility for its own development and that the role of national policies and development strategies cannot be overemphasized in the achievement of sustainable development. We also recognize that national efforts should be complemented by supportive global programmes, measures and policies aimed at expanding the development opportunities of developing countries, while taking into account national conditions and ensuring respect for national ownership, strategies and sovereignty. To this end, we resolve:

(a) To adopt, by 2006, and implement comprehensive national development strategies to achieve the internationally agreed development goals and objectives, including the Millennium Development Goals;

(b) To manage public finances effectively to achieve and maintain macroeconomic stability and long-term growth and to make effective and transparent use of public funds and ensure that development assistance is used to build national capacities;

(c) To support efforts by developing countries to adopt and implement national development policies and strategies through increased development assistance, the promotion of international trade as an engine for development, the transfer of technology on mutually agreed terms, increased investment flows and wider and deeper debt relief, and to support developing countries by providing a substantial increase in aid of sufficient quality and arriving in a timely manner to assist them in achieving the internationally agreed development goals, including the Millennium Development Goals;

(d) That the increasing interdependence of national economies in a globalizing world and the emergence of rule-based regimes for international economic relations have meant that the space for national economic policy, that is, the scope for domestic policies, especially in the areas of trade, investment and industrial development, is now often framed by international disciplines, commitments and global market considerations. It is for each Government to evaluate the trade-off between the benefits of accepting international rules and commitments and the constraints posed by the loss of policy space. It is particularly important for developing countries, bearing in mind development goals and objectives, that all countries take into account the need for appropriate balance between national policy space and international disciplines and commitments;

(e) To enhance the contribution of non-governmental organizations, civil society, the private sector and other stakeholders in national development efforts, as well as in the promotion of the global partnership for development;

(f) To ensure that the United Nations funds and programmes and the specialized agencies support the efforts of developing countries through the common country assessment and United Nations Development Assistance Framework process, enhancing their support for capacity-building;

(g) To protect our natural resource base in support of development.

Financing for development

23. We reaffirm the Monterrey Consensus² and recognize that mobilizing financial resources for development and the effective use of those resources in developing countries and countries with economies in transition are central to a global partnership for development in support of the achievement of the internationally agreed development goals, including the Millennium Development Goals. In this regard:

(a) We are encouraged by recent commitments to substantial increases in official development assistance and the Organization for Economic Cooperation and Development estimate that official development assistance to all developing countries will now increase by around 50 billion United States dollars a year by 2010, while recognizing that a substantial increase in such assistance is required to achieve the internationally agreed goals, including the Millennium Development Goals, within their respective time frames;

(b) We welcome the increased resources that will become available as a result of the establishment of timetables by many developed countries to achieve the target of 0.7 per cent of gross national product for official development assistance by 2015 and to reach at least 0.5 per cent of gross national product for official development assistance by 2010 as well as, pursuant to the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010,⁴ 0.15 per cent to 0.20 per cent for the least developed countries no later than 2010, and urge those developed countries that have not yet done so to make concrete efforts in this regard in accordance with their commitments;

(c) We further welcome recent efforts and initiatives to enhance the quality of aid and to increase its impact, including the Paris Declaration on Aid Effectiveness, and resolve to take concrete, effective and timely action in implementing all agreed commitments on aid effectiveness, with clear monitoring and deadlines, including through further aligning assistance with countries' strategies, building institutional capacities, reducing transaction costs and eliminating bureaucratic procedures, making progress on untying aid, enhancing the absorptive capacity and financial management of recipient countries and strengthening the focus on development results;

(d) We recognize the value of developing innovative sources of financing, provided those sources do not unduly burden developing countries. In that regard, we take note with interest of the international efforts, contributions and discussions, such as the Action against Hunger and Poverty, aimed at identifying innovative and additional sources of financing for development on a public, private, domestic or external basis to increase and supplement traditional sources of financing. Some countries will implement the International Finance Facility. Some countries have launched the International Finance Facility for immunization. Some countries will implement in the near future, utilizing their national authorities, a contribution on airline tickets to enable the financing of development projects, in particular in the health sector, directly or through financing of the International Finance Facility. Other countries are considering whether and to what extent they will participate in these initiatives;

⁴ A/CONF.191/13, chap. II.

(e) We acknowledge the vital role the private sector can play in generating new investments, employment and financing for development;

(f) We resolve to address the development needs of low-income developing countries by working in competent multilateral and international forums, to help them meet, inter alia, their financial, technical and technological requirements;

(g) We resolve to continue to support the development efforts of middle-income developing countries by working, in competent multilateral and international forums and also through bilateral arrangements, on measures to help them meet, inter alia, their financial, technical and technological requirements;

(h) We resolve to operationalize the World Solidarity Fund established by the General Assembly and invite those countries in a position to do so to make voluntary contributions to the Fund;

(i) We recognize the need for access to financial services, in particular for the poor, including through microfinance and microcredit.

Domestic resource mobilization

24. In our common pursuit of growth, poverty eradication and sustainable development, a critical challenge is to ensure the necessary internal conditions for mobilizing domestic savings, both public and private, sustaining adequate levels of productive investment, increasing human capacity, reducing capital flight, curbing the illicit transfer of funds and enhancing international cooperation for creating an enabling domestic environment. We undertake to support the efforts of developing countries to create a domestic enabling environment for mobilizing domestic resources. To this end, we therefore resolve:

(a) To pursue good governance and sound macroeconomic policies at all levels and support developing countries in their efforts to put in place the policies and investments to drive sustained economic growth, promote small and medium-sized enterprises, promote employment generation and stimulate the private sector;

(b) To reaffirm that good governance is essential for sustainable development; that sound economic policies, solid democratic institutions responsive to the needs of the people and improved infrastructure are the basis for sustained economic growth, poverty eradication and employment creation; and that freedom, peace and security, domestic stability, respect for human rights, including the right to development, the rule of law, gender equality and market-oriented policies and an overall commitment to just and democratic societies are also essential and mutually reinforcing;

(c) To make the fight against corruption a priority at all levels and we welcome all actions taken in this regard at the national and international levels, including the adoption of policies that emphasize accountability, transparent public sector management and corporate responsibility and accountability, including efforts to return assets transferred through corruption, consistent with the United Nations Convention against Corruption.⁵ We urge all States that have not done so to consider signing, ratifying and implementing the Convention;

(d) To channel private capabilities and resources into stimulating the private sector in developing countries through actions in the public, public/private and

⁵ Resolution 58/4, annex.

private spheres to create an enabling environment for partnership and innovation that contributes to accelerated economic development and hunger and poverty eradication;

(e) To support efforts to reduce capital flight and measures to curb the illicit transfer of funds.

Investment

25. We resolve to encourage greater direct investment, including foreign investment, in developing countries and countries with economies in transition to support their development activities and to enhance the benefits they can derive from such investments. In this regard:

(a) We continue to support efforts by developing countries and countries with economies in transition to create a domestic environment conducive to attracting investments through, inter alia, achieving a transparent, stable and predictable investment climate with proper contract enforcement and respect for property rights and the rule of law and pursuing appropriate policy and regulatory frameworks that encourage business formation;

(b) We will put into place policies to ensure adequate investment in a sustainable manner in health, clean water and sanitation, housing and education and in the provision of public goods and social safety nets to protect vulnerable and disadvantaged sectors of society;

(c) We invite national Governments seeking to develop infrastructure projects and generate foreign direct investment to pursue strategies with the involvement of both the public and private sectors and, where appropriate, international donors;

(d) We call upon international financial and banking institutions to consider enhancing the transparency of risk rating mechanisms. Sovereign risk assessments, made by the private sector should maximize the use of strict, objective and transparent parameters, which can be facilitated by high-quality data and analysis;

(e) We underscore the need to sustain sufficient and stable private financial flows to developing countries and countries with economies in transition. It is important to promote measures in source and destination countries to improve transparency and the information about financial flows to developing countries, particularly countries in Africa, the least developed countries, small island developing States and landlocked developing countries. Measures that mitigate the impact of excessive volatility of short-term capital flows are important and must be considered.

Debt

26. We emphasize the high importance of a timely, effective, comprehensive and durable solution to the debt problems of developing countries, since debt financing and relief can be an important source of capital for development. To this end:

(a) We welcome the recent proposals of the Group of Eight to cancel 100 per cent of the outstanding debt of eligible heavily indebted poor countries owed to the International Monetary Fund, the International Development Association and African Development Fund and to provide additional resources to ensure that the financing capacity of the international financial institutions is not reduced;

(b) We emphasize that debt sustainability is essential for underpinning growth and underline the importance of debt sustainability to the efforts to achieve national development goals, including the Millennium Development Goals, recognizing the key role that debt relief can play in liberating resources that can be directed towards activities consistent with poverty eradication, sustained economic growth and sustainable development;

(c) We further stress the need to consider additional measures and initiatives aimed at ensuring long-term debt sustainability through increased grant-based financing, cancellation of 100 per cent of the official multilateral and bilateral debt of heavily indebted poor countries and, where appropriate, and on a case-by-case basis, to consider significant debt relief or restructuring for low- and middle-income developing countries with an unsustainable debt burden that are not part of the Heavily Indebted Poor Countries Initiative, as well as the exploration of mechanisms to comprehensively address the debt problems of those countries. Such mechanisms may include debt for sustainable development swaps or multicreditor debt swap arrangements, as appropriate. These initiatives could include further efforts by the International Monetary Fund and the World Bank to develop the debt sustainability framework for low-income countries. This should be achieved in a fashion that does not detract from official development assistance resources, while maintaining the financial integrity of the multilateral financial institutions.

Trade

27. A universal, rule-based, open, non-discriminatory and equitable multilateral trading system, as well as meaningful trade liberalization, can substantially stimulate development worldwide, benefiting countries at all stages of development. In that regard, we reaffirm our commitment to trade liberalization and to ensure that trade plays its full part in promoting economic growth, employment and development for all.

28. We are committed to efforts designed to ensure that developing countries, especially the least-developed countries, participate fully in the world trading system in order to meet their economic development needs, and reaffirm our commitment to enhanced and predictable market access for the exports of developing countries.

29. We will work towards the objective, in accordance with the Brussels Programme of Action,⁴ of duty-free and quota-free market access for all least developed countries' products to the markets of developed countries, as well as to the markets of developing countries in a position to do so, and support their efforts to overcome their supply-side constraints.

30. We are committed to supporting and promoting increased aid to build productive and trade capacities of developing countries and to taking further steps in that regard, while welcoming the substantial support already provided.

31. We will work to accelerate and facilitate the accession of developing countries and countries with economies in transition to the World Trade Organization consistent with its criteria, recognizing the importance of universal integration in the rules-based global trading system.

32. We will work expeditiously towards implementing the development dimensions of the Doha work programme.⁶

Commodities

33. We emphasize the need to address the impact of weak and volatile commodity prices and support the efforts of commodity-dependent countries to restructure, diversify and strengthen the competitiveness of their commodity sectors.

Quick-impact initiatives

34. Given the need to accelerate progress immediately in countries where current trends make the achievement of the internationally agreed development goals unlikely, we resolve to urgently identify and implement country-led initiatives with adequate international support, consistent with long-term national development strategies, that promise immediate and durable improvements in the lives of people and renewed hope for the achievement of the development goals. In this regard, we will take such actions as the distribution of malaria bed nets, including free distribution, where appropriate, and effective anti-malarial treatments, the expansion of local school meal programmes, using home-grown foods where possible, and the elimination of user fees for primary education and, where appropriate, health-care services.

Systemic issues and global economic decision-making

35. We reaffirm the commitment to broaden and strengthen the participation of developing countries and countries with economies in transition in international economic decision-making and norm-setting, and to that end stress the importance of continuing efforts to reform the international financial architecture, noting that enhancing the voice and participation of developing countries and countries with economies in transition in the Bretton Woods institutions remains a continuous concern.

36. We reaffirm our commitment to governance, equity and transparency in the financial, monetary and trading systems. We are also committed to open, equitable, rule-based, predictable and non-discriminatory multilateral trading and financial systems.

37. We also underscore our commitment to sound domestic financial sectors, which make a vital contribution to national development efforts, as an important component of an international financial architecture that is supportive of development.

38. We further reaffirm the need for the United Nations to play a fundamental role in the promotion of international cooperation for development and the coherence, coordination and implementation of development goals and actions agreed upon by the international community, and we resolve to strengthen coordination within the United Nations system in close cooperation with all other multilateral financial, trade and development institutions in order to support sustained economic growth, poverty eradication and sustainable development.

39. Good governance at the international level is fundamental for achieving sustainable development. In order to ensure a dynamic and enabling international

⁶ See A/C.2/56/7, annex.

economic environment, it is important to promote global economic governance through addressing the international finance, trade, technology and investment patterns that have an impact on the development prospects of developing countries. To this effect, the international community should take all necessary and appropriate measures, including ensuring support for structural and macroeconomic reform, a comprehensive solution to the external debt problem and increasing the market access of developing countries.

South-South cooperation

40. We recognize the achievements and great potential of South-South cooperation and encourage the promotion of such cooperation, which complements North-South cooperation as an effective contribution to development and as a means to share best practices and provide enhanced technical cooperation. In this context, we note the recent decision of the leaders of the South, adopted at the Second South Summit and contained in the Doha Declaration⁷ and the Doha Plan of Action,⁸ to intensify their efforts at South-South cooperation, including through the establishment of the New Asian-African Strategic Partnership and other regional cooperation mechanisms, and encourage the international community, including the international financial institutions, to support the efforts of developing countries, inter alia, through triangular cooperation. We also take note with appreciation of the launching of the third round of negotiations on the Global System of Trade Preferences among Developing Countries as an important instrument to stimulate South-South cooperation.

41. We welcome the work of the United Nations High-Level Committee on South-South Cooperation and invite countries to consider supporting the Special Unit for South-South Cooperation within the United Nations Development Programme in order to respond effectively to the development needs of developing countries.

42. We recognize the considerable contribution of arrangements such as the Organization of Petroleum Exporting Countries Fund initiated by a group of developing countries, as well as the potential contribution of the South Fund for Development and Humanitarian Assistance, to development activities in developing countries.

Education

43. We emphasize the critical role of both formal and informal education in the achievement of poverty eradication and other development goals as envisaged in the Millennium Declaration,¹ in particular basic education and training for eradicating illiteracy, and strive for expanded secondary and higher education as well as vocational education and technical training, especially for girls and women, the creation of human resources and infrastructure capabilities and the empowerment of those living in poverty. In this context, we reaffirm the Dakar Framework for Action adopted at the World Education Forum in 2000⁹ and recognize the importance of the United Nations Educational, Scientific and Cultural Organization strategy for the eradication of poverty, especially extreme poverty, in supporting the Education for

⁷ A/60/111, annex I.

⁸ Ibid., annex II.

⁹ See United Nations Educational, Scientific and Cultural Organization, *Final Report of the World Education Forum, Dakar, Senegal, 26-28 April 2000* (Paris, 2000).

All programmes as a tool to achieve the millennium development goal of universal primary education by 2015.

44. We reaffirm our commitment to support developing country efforts to ensure that all children have access to and complete free and compulsory primary education of good quality, to eliminate gender inequality and imbalance and to renew efforts to improve girls' education. We also commit ourselves to continuing to support the efforts of developing countries in the implementation of the Education for All initiative, including with enhanced resources of all types through the Education for All fast-track initiative in support of country-led national education plans.

45. We commit ourselves to promoting education for peace and human development.

Rural and agricultural development

46. We reaffirm that food security and rural and agricultural development must be adequately and urgently addressed in the context of national development and response strategies and, in this context, will enhance the contributions of indigenous and local communities, as appropriate. We are convinced that the eradication of poverty, hunger and malnutrition, particularly as they affect children, is crucial for the achievement of the Millennium Development Goals. Rural and agricultural development should be an integral part of national and international development policies. We deem it necessary to increase productive investment in rural and agricultural development to achieve food security. We commit ourselves to increasing support for agricultural development and trade capacity-building in the agricultural sector in developing countries. Support for commodity development projects, especially market-based projects, and for their preparation under the Second Account of the Common Fund for Commodities should be encouraged.

Employment

47. We strongly support fair globalization and resolve to make the goals of full and productive employment and decent work for all, including for women and young people, a central objective of our relevant national and international policies as well as our national development strategies, including poverty reduction strategies, as part of our efforts to achieve the Millennium Development Goals. These measures should also encompass the elimination of the worst forms of child labour, as defined in International Labour Organization Convention No. 182, and forced labour. We also resolve to ensure full respect for the fundamental principles and rights at work.

Sustainable development: managing and protecting our common environment

48. We reaffirm our commitment to achieve the goal of sustainable development, including through the implementation of Agenda 21¹⁰ and the Johannesburg Plan of Implementation.³ To this end, we commit ourselves to undertaking concrete actions and measures at all levels and to enhancing international cooperation, taking into account the Rio principles.¹¹ These efforts will also promote the integration of the

¹⁰ *Report of the United Nations Conference on Environment and Development, Rio de Janeiro, 3-14 June 1992* (United Nations publication, Sales No. E.93.I.8 and corrigenda), vol. I: *Resolutions adopted by the Conference*, resolution 1, annex II.

¹¹ *Ibid.*, annex I.

three components of sustainable development – economic development, social development and environmental protection – as interdependent and mutually reinforcing pillars. Poverty eradication, changing unsustainable patterns of production and consumption and protecting and managing the natural resource base of economic and social development are overarching objectives of and essential requirements for sustainable development.

49. We will promote sustainable consumption and production patterns, with the developed countries taking the lead and all countries benefiting from the process, as called for in the Johannesburg Plan of Implementation. In that context, we support developing countries in their efforts to promote a recycling economy.

50. We face serious and multiple challenges in tackling climate change, promoting clean energy, meeting energy needs and achieving sustainable development, and we will act with resolve and urgency in this regard.

51. We recognize that climate change is a serious and long-term challenge that has the potential to affect every part of the globe. We emphasize the need to meet all the commitments and obligations we have undertaken in the United Nations Framework Convention on Climate Change¹² and other relevant international agreements, including, for many of us, the Kyoto Protocol.¹³ The Convention is the appropriate framework for addressing future action on climate change at the global level.

52. We reaffirm our commitment to the ultimate objective of the Convention: to stabilize greenhouse gas concentrations in the atmosphere at a level that prevents dangerous anthropogenic interference with the climate system.

53. We acknowledge that the global nature of climate change calls for the widest possible cooperation and participation in an effective and appropriate international response, in accordance with the principles of the Convention. We are committed to moving forward the global discussion on long-term cooperative action to address climate change, in accordance with these principles. We stress the importance of the eleventh session of the Conference of the Parties to the Convention, to be held in Montreal in November 2005.

54. We acknowledge various partnerships that are under way to advance action on clean energy and climate change, including bilateral, regional and multilateral initiatives.

55. We are committed to taking further action through practical international cooperation, inter alia:

(a) To promote innovation, clean energy and energy efficiency and conservation; improve policy, regulatory and financing frameworks; and accelerate the deployment of cleaner technologies;

(b) To enhance private investment, transfer of technologies and capacity-building to developing countries, as called for in the Johannesburg Plan of Implementation, taking into account their own energy needs and priorities;

(c) To assist developing countries to improve their resilience and integrate adaptation goals into their sustainable development strategies, given that adaptation to the effects of climate change due to both natural and human factors is a high

¹² United Nations, *Treaty Series*, vol. 1771, No. 30822.

¹³ FCCC/CP/1997/7/Add.1, decision 1/CP.3, annex.

priority for all nations, particularly those most vulnerable, namely, those referred to in article 4.8 of the Convention;

(d) To continue to assist developing countries, in particular small island developing States, least developed countries and African countries, including those that are particularly vulnerable to climate change, in addressing their adaptation needs relating to the adverse effects of climate change.

56. In pursuance of our commitment to achieve sustainable development, we further resolve:

(a) To promote the United Nations Decade of Education for Sustainable Development and the International Decade for Action, “Water for Life”;

(b) To support and strengthen the implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa,¹⁴ to address causes of desertification and land degradation, as well as poverty resulting from land degradation, through, inter alia, the mobilization of adequate and predictable financial resources, the transfer of technology and capacity-building at all levels;

(c) That the States parties to the Convention on Biological Diversity¹⁵ and the Cartagena Protocol on Biosafety¹⁶ should support the implementation of the Convention and the Protocol, as well as other biodiversity-related agreements and the Johannesburg commitment for a significant reduction in the rate of loss of biodiversity by 2010. The States parties will continue to negotiate within the framework of the Convention on Biological Diversity, bearing in mind the Bonn Guidelines,¹⁷ an international regime to promote and safeguard the fair and equitable sharing of benefits arising out of the utilization of genetic resources. All States will fulfil commitments and significantly reduce the rate of loss of biodiversity by 2010 and continue ongoing efforts towards elaborating and negotiating an international regime on access to genetic resources and benefit-sharing;

(d) To recognize that the sustainable development of indigenous peoples and their communities is crucial in our fight against hunger and poverty;

(e) To reaffirm our commitment, subject to national legislation, to respect, preserve and maintain the knowledge, innovations and practices of indigenous and local communities embodying traditional lifestyles relevant to the conservation and sustainable use of biological diversity, promote their wider application with the approval and involvement of the holders of such knowledge, innovations and practices and encourage the equitable sharing of the benefits arising from their utilization;

(f) To work expeditiously towards the establishment of a worldwide early warning system for all natural hazards with regional nodes, building on existing national and regional capacity such as the newly established Indian Ocean Tsunami Warning and Mitigation System;

¹⁴ United Nations, *Treaty Series*, vol. 1954, No. 33480

¹⁵ *Ibid.*, vol. 1760, No. 30619.

¹⁶ UNEP/CBD/ExCOP/1/3 and Corr.1, part two, annex.

¹⁷ UNEP/CBD/COP/6/20, annex I, decision VI/24A.

(g) To fully implement the Hyogo Declaration¹⁸ and the Hyogo Framework for Action 2005–2015¹⁹ adopted at the World Conference on Disaster Reduction, in particular those commitments related to assistance for developing countries that are prone to natural disasters and disaster-stricken States in the transition phase towards sustainable physical, social and economic recovery, for risk-reduction activities in post-disaster recovery and for rehabilitation processes;

(h) To assist developing countries' efforts to prepare integrated water resources management and water efficiency plans as part of their national development strategies and to provide access to safe drinking water and basic sanitation in accordance with the Millennium Declaration¹ and the Johannesburg Plan of Implementation,³ including halving by 2015 the proportion of people who are unable to reach or afford safe drinking water and who do not have access to basic sanitation;

(i) To accelerate the development and dissemination of affordable and cleaner energy efficiency and energy conservation technologies, as well as the transfer of such technologies, in particular to developing countries, on favourable terms, including on concessional and preferential terms, as mutually agreed, bearing in mind that access to energy facilitates the eradication of poverty;

(j) To strengthen the conservation, sustainable management and development of all types of forests for the benefit of current and future generations, including through enhanced international cooperation, so that trees and forests may contribute fully to the achievement of the internationally agreed development goals, including those contained in the Millennium Declaration, taking full account of the linkages between the forest sector and other sectors. We look forward to the discussions at the sixth session of the United Nations Forum on Forests;

(k) To promote the sound management of chemicals and hazardous wastes throughout their life cycle, in accordance with Agenda 21 and the Johannesburg Plan of Implementation, aiming to achieve that by 2020 chemicals are used and produced in ways that lead to the minimization of significant adverse effects on human health and the environment using transparent and science-based risk assessment and risk management procedures, by adopting and implementing a voluntary strategic approach to international management of chemicals, and to support developing countries in strengthening their capacity for the sound management of chemicals and hazardous wastes by providing technical and financial assistance, as appropriate;

(l) To improve cooperation and coordination at all levels in order to address issues related to oceans and seas in an integrated manner and promote integrated management and sustainable development of the oceans and seas;

(m) To achieve significant improvement in the lives of at least 100 million slum-dwellers by 2020, recognizing the urgent need for the provision of increased resources for affordable housing and housing-related infrastructure, prioritizing slum prevention and slum upgrading, and to encourage support for the United Nations Habitat and Human Settlements Foundation and its Slum Upgrading Facility;

¹⁸ A/CONF.206/6 and Corr.1, chap. I, resolution 1.

¹⁹ Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters (A/CONF.206/6 and Corr.1, chap. I, resolution 2).

(n) To acknowledge the invaluable role of the Global Environment Facility in facilitating cooperation with developing countries; we look forward to a successful replenishment this year along with the successful conclusion of all outstanding commitments from the third replenishment;

(o) To note that cessation of the transport of radioactive materials through the regions of small island developing States is an ultimate desired goal of small island developing States and some other countries and recognize the right of freedom of navigation in accordance with international law. States should maintain dialogue and consultation, in particular under the aegis of the International Atomic Energy Agency and the International Maritime Organization, with the aim of improved mutual understanding, confidence-building and enhanced communication in relation to the safe maritime transport of radioactive materials. States involved in the transport of such materials are urged to continue to engage in dialogue with small island developing States and other States to address their concerns. These concerns include the further development and strengthening, within the appropriate forums, of international regulatory regimes to enhance safety, disclosure, liability, security and compensation in relation to such transport.

HIV/AIDS, malaria, tuberculosis and other health issues

57. We recognize that HIV/AIDS, malaria, tuberculosis and other infectious diseases pose severe risks for the entire world and serious challenges to the achievement of development goals. We acknowledge the substantial efforts and financial contributions made by the international community, while recognizing that these diseases and other emerging health challenges require a sustained international response. To this end, we commit ourselves to:

(a) Increasing investment, building on existing mechanisms and through partnership, to improve health systems in developing countries and those with economies in transition with the aim of providing sufficient health workers, infrastructure, management systems and supplies to achieve the health-related Millennium Development Goals by 2015;

(b) Implementing measures to increase the capacity of adults and adolescents to protect themselves from the risk of HIV infection;

(c) Fully implementing all commitments established by the Declaration of Commitment on HIV/AIDS²⁰ through stronger leadership, the scaling up of a comprehensive response to achieve broad multisectoral coverage for prevention, care, treatment and support, the mobilization of additional resources from national, bilateral, multilateral and private sources and the substantial funding of the Global Fund to Fight AIDS, Tuberculosis and Malaria as well as of the HIV/AIDS component of the work programmes of the United Nations system agencies and programmes engaged in the fight against HIV/AIDS;

(d) Developing and implementing a package for HIV prevention, treatment and care with the aim of coming as close as possible to the goal of universal access to treatment by 2010 for all those who need it, including through increased resources, and working towards the elimination of stigma and discrimination, enhanced access to affordable medicines and the reduction of vulnerability of

²⁰ Resolution S-26/2, annex.

persons affected by HIV/AIDS and other health issues, in particular orphaned and vulnerable children and older persons;

(e) Ensuring the full implementation of our obligations under the International Health Regulations adopted by the fifty-eighth World Health Assembly in May 2005,²¹ including the need to support the Global Outbreak Alert and Response Network of the World Health Organization;

(f) Working actively to implement the “Three Ones” principles in all countries, including by ensuring that multiple institutions and international partners all work under one agreed HIV/AIDS framework that provides the basis for coordinating the work of all partners, with one national AIDS coordinating authority having a broad-based multisectoral mandate, and under one agreed country-level monitoring and evaluation system. We welcome and support the important recommendations of the Global Task Team on Improving AIDS Coordination among Multilateral Institutions and International Donors;

(g) Achieving universal access to reproductive health by 2015, as set out at the International Conference on Population and Development, integrating this goal in strategies to attain the internationally agreed development goals, including those contained in the Millennium Declaration, aimed at reducing maternal mortality, improving maternal health, reducing child mortality, promoting gender equality, combating HIV/AIDS and eradicating poverty;

(h) Promoting long-term funding, including public-private partnerships where appropriate, for academic and industrial research as well as for the development of new vaccines and microbicides, diagnostic kits, drugs and treatments to address major pandemics, tropical diseases and other diseases, such as avian flu and severe acute respiratory syndrome, and taking forward work on market incentives, where appropriate through such mechanisms as advance purchase commitments;

(i) Stressing the need to urgently address malaria and tuberculosis, in particular in the most affected countries, and welcoming the scaling up, in this regard, of bilateral and multilateral initiatives.

Gender equality and empowerment of women

58. We remain convinced that progress for women is progress for all. We reaffirm that the full and effective implementation of the goals and objectives of the Beijing Declaration and Platform for Action²² and the outcome of the twenty-third special session of the General Assembly is an essential contribution to achieving the internationally agreed development goals, including those contained in the Millennium Declaration, and we resolve to promote gender equality and eliminate pervasive gender discrimination by:

(a) Eliminating gender inequalities in primary and secondary education by the earliest possible date and at all educational levels by 2015;

(b) Guaranteeing the free and equal right of women to own and inherit property and ensuring secure tenure of property and housing by women;

²¹ World Health Assembly resolution 58.3.

²² *Report of the Fourth World Conference on Women, Beijing, 4-15 September 1995* (United Nations publication, Sales No. E.96.IV.13), chap. I, resolution 1, annexes I and II.

- (c) Ensuring equal access to reproductive health;
- (d) Promoting women's equal access to labour markets, sustainable employment and adequate labour protection;
- (e) Ensuring equal access of women to productive assets and resources, including land, credit and technology;
- (f) Eliminating all forms of discrimination and violence against women and the girl child, including by ending impunity and by ensuring the protection of civilians, in particular women and the girl child, during and after armed conflicts in accordance with the obligations of States under international humanitarian law and international human rights law;
- (g) Promoting increased representation of women in Government decision-making bodies, including through ensuring their equal opportunity to participate fully in the political process.

59. We recognize the importance of gender mainstreaming as a tool for achieving gender equality. To that end, we undertake to actively promote the mainstreaming of a gender perspective in the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and social spheres, and further undertake to strengthen the capabilities of the United Nations system in the area of gender.

Science and technology for development

60. We recognize that science and technology, including information and communication technology, are vital for the achievement of the development goals and that international support can help developing countries to benefit from technological advancements and enhance their productive capacity. We therefore commit ourselves to:

- (a) Strengthening and enhancing existing mechanisms and supporting initiatives for research and development, including through voluntary partnerships between the public and private sectors, to address the special needs of developing countries in the areas of health, agriculture, conservation, sustainable use of natural resources and environmental management, energy, forestry and the impact of climate change;
- (b) Promoting and facilitating, as appropriate, access to and the development, transfer and diffusion of technologies, including environmentally sound technologies and corresponding know-how, to developing countries;
- (c) Assisting developing countries in their efforts to promote and develop national strategies for human resources and science and technology, which are primary drivers of national capacity-building for development;
- (d) Promoting and supporting greater efforts to develop renewable sources of energy, such as solar, wind and geothermal;
- (e) Implementing policies at the national and international levels to attract both public and private investment, domestic and foreign, that enhances knowledge, transfers technology on mutually agreed terms and raises productivity;
- (f) Supporting the efforts of developing countries, individually and collectively, to harness new agricultural technologies in order to increase agricultural productivity through environmentally sustainable means;

(g) Building a people-centred and inclusive information society so as to enhance digital opportunities for all people in order to help bridge the digital divide, putting the potential of information and communication technologies at the service of development and addressing new challenges of the information society by implementing the outcomes of the Geneva phase of the World Summit on the Information Society and ensuring the success of the second phase of the Summit, to be held in Tunis in November 2005; in this regard, we welcome the establishment of the Digital Solidarity Fund and encourage voluntary contributions to its financing.

Migration and development

61. We acknowledge the important nexus between international migration and development and the need to deal with the challenges and opportunities that migration presents to countries of origin, destination and transit. We recognize that international migration brings benefits as well as challenges to the global community. We look forward to the high-level dialogue of the General Assembly on international migration and development to be held in 2006, which will offer an opportunity to discuss the multidimensional aspects of international migration and development in order to identify appropriate ways and means to maximize their development benefits and minimize their negative impacts.

62. We reaffirm our resolve to take measures to ensure respect for and protection of the human rights of migrants, migrant workers and members of their families.

63. We reaffirm the need to adopt policies and undertake measures to reduce the cost of transferring migrant remittances to developing countries and welcome efforts by Governments and stakeholders in this regard.

Countries with special needs

64. We reaffirm our commitment to address the special needs of the least developed countries and urge all countries and all relevant organizations of the United Nations system, including the Bretton Woods institutions, to make concerted efforts and adopt speedy measures for meeting in a timely manner the goals and targets of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001–2010.⁴

65. We recognize the special needs of and challenges faced by landlocked developing countries and therefore reaffirm our commitment to urgently address those needs and challenges through the full, timely and effective implementation of the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries²³ and the São Paulo Consensus adopted at the eleventh session of the United Nations Conference on Trade and Development.²⁴ We encourage the work undertaken by United Nations regional commissions and organizations towards establishing a time-cost methodology for indicators to measure the progress in implementation of the Almaty Programme of Action. We also recognize the special difficulties and concerns of landlocked developing countries in their efforts to integrate their economies into the

²³ *Report of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation, Almaty, Kazakhstan, 28 and 29 August 2003 (A/CONF.202/3), annex I.*

²⁴ TD/412, part II.

multilateral trading system. In this regard, priority should be given to the full and timely implementation of the Almaty Declaration²⁵ and the Almaty Programme of Action.²³

66. We recognize the special needs and vulnerabilities of small island developing States and reaffirm our commitment to take urgent and concrete action to address those needs and vulnerabilities through the full and effective implementation of the Mauritius Strategy adopted by the International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States,²⁶ the Barbados Programme of Action²⁷ and the outcome of the twenty-second special session of the General Assembly.²⁸ We further undertake to promote greater international cooperation and partnership for the implementation of the Mauritius Strategy through, inter alia, the mobilization of domestic and international resources, the promotion of international trade as an engine for development and increased international financial and technical cooperation.

67. We emphasize the need for continued, coordinated and effective international support for achieving the development goals in countries emerging from conflict and in those recovering from natural disasters.

Meeting the special needs of Africa

68. We welcome the substantial progress made by the African countries in fulfilling their commitments and emphasize the need to carry forward the implementation of the New Partnership for Africa's Development²⁹ to promote sustainable growth and development and deepen democracy, human rights, good governance and sound economic management and gender equality and encourage African countries, with the participation of civil society and the private sector, to continue their efforts in this regard by developing and strengthening institutions for governance and the development of the region, and also welcome the recent decisions taken by Africa's partners, including the Group of Eight and the European Union, in support of Africa's development efforts, including commitments that will lead to an increase in official development assistance to Africa of 25 billion dollars per year by 2010. We reaffirm our commitment to address the special needs of Africa, which is the only continent not on track to meet any of the goals of the Millennium Declaration by 2015, to enable it to enter the mainstream of the world economy, and resolve:

(a) To strengthen cooperation with the New Partnership for Africa's Development by providing coherent support for the programmes drawn up by African leaders within that framework, including by mobilizing internal and

²⁵ *Report of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation, Almaty, Kazakhstan, 28 and 29 August 2003 (A/CONF.202/3), annex II.*

²⁶ *Report of the International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, Port Louis, Mauritius, 10-14 January 2005 (United Nations publication, Sales No. E.05.II.A.4 and corrigendum), chap. I, resolution 1, annex II.*

²⁷ *Report of the Global Conference on the Sustainable Development of Small Island Developing States, Bridgetown, Barbados, 25 April-6 May 1994 (United Nations publication, Sales No. E.94.I.18 and corrigenda), chap. I, resolution 1, annex II.*

²⁸ Resolution S-22/2, annex.

²⁹ A/57/304, annex.

external financial resources and facilitating approval of such programmes by the multilateral financial institutions;

(b) To support the African commitment to ensure that by 2015 all children have access to complete, free and compulsory primary education of good quality, as well as to basic health care;

(c) To support the building of an international infrastructure consortium involving the African Union, the World Bank and the African Development Bank, with the New Partnership for Africa's Development as the main framework, to facilitate public and private infrastructure investment in Africa;

(d) To promote a comprehensive and durable solution to the external debt problems of African countries, including through the cancellation of 100 per cent of multilateral debt consistent with the recent Group of Eight proposal for the heavily indebted poor countries, and, on a case-by-case basis, where appropriate, significant debt relief, including, inter alia, cancellation or restructuring for heavily indebted African countries not part of the Heavily Indebted Poor Countries Initiative that have unsustainable debt burdens;

(e) To make efforts to fully integrate African countries in the international trading system, including through targeted trade capacity-building programmes;

(f) To support the efforts of commodity-dependent African countries to restructure, diversify and strengthen the competitiveness of their commodity sectors and decide to work towards market-based arrangements with the participation of the private sector for commodity price-risk management;

(g) To supplement the efforts of African countries, individually and collectively, to increase agricultural productivity, in a sustainable way, as set out in the Comprehensive Africa Agriculture Development Programme of the New Partnership for Africa's Development as part of an African "Green Revolution";

(h) To encourage and support the initiatives of the African Union and subregional organizations to prevent, mediate and resolve conflicts with the assistance of the United Nations, and in this regard welcomes the proposals from the Group of Eight countries to provide support for African peacekeeping;

(i) To provide, with the aim of an AIDS-, malaria- and tuberculosis-free generation in Africa, assistance for prevention and care and to come as close as possible to achieving the goal of universal access by 2010 to HIV/AIDS treatment in African countries, to encourage pharmaceutical companies to make drugs, including antiretroviral drugs, affordable and accessible in Africa and to ensure increased bilateral and multilateral assistance, where possible on a grant basis, to combat malaria, tuberculosis and other infectious diseases in Africa through the strengthening of health systems.

III. Peace and collective security

69. We recognize that we are facing a whole range of threats that require our urgent, collective and more determined response.

70. We also recognize that, in accordance with the Charter, addressing such threats requires cooperation among all the principal organs of the United Nations within their respective mandates.

71. We acknowledge that we are living in an interdependent and global world and that many of today's threats recognize no national boundaries, are interlinked and

must be tackled at the global, regional and national levels in accordance with the Charter and international law.

72. We therefore reaffirm our commitment to work towards a security consensus based on the recognition that many threats are interlinked, that development, peace, security and human rights are mutually reinforcing, that no State can best protect itself by acting entirely alone and that all States need an effective and efficient collective security system pursuant to the purposes and principles of the Charter.

Pacific settlement of disputes

73. We emphasize the obligation of States to settle their disputes by peaceful means in accordance with Chapter VI of the Charter, including, when appropriate, by the use of the International Court of Justice. All States should act in accordance with the Declaration on Principles of International Law concerning Friendly Relations and Cooperation among States in accordance with the Charter of the United Nations.³⁰

74. We stress the importance of prevention of armed conflict in accordance with the purposes and principles of the Charter and solemnly renew our commitment to promote a culture of prevention of armed conflict as a means of effectively addressing the interconnected security and development challenges faced by peoples throughout the world, as well as to strengthen the capacity of the United Nations for the prevention of armed conflict.

75. We further stress the importance of a coherent and integrated approach to the prevention of armed conflicts and the settlement of disputes and the need for the Security Council, the General Assembly, the Economic and Social Council and the Secretary-General to coordinate their activities within their respective Charter mandates.

76. Recognizing the important role of the good offices of the Secretary-General, including in the mediation of disputes, we support the Secretary-General's efforts to strengthen his capacity in this area.

Use of force under the Charter of the United Nations

77. We reiterate the obligation of all Member States to refrain in their international relations from the threat or use of force in any manner inconsistent with the Charter. We reaffirm that the purposes and principles guiding the United Nations are, inter alia, to maintain international peace and security, to develop friendly relations among nations based on respect for the principles of equal rights and self-determination of peoples and to take other appropriate measures to strengthen universal peace, and to that end we are determined to take effective collective measures for the prevention and removal of threats to the peace and for the suppression of acts of aggression or other breaches of the peace, and to bring about by peaceful means, in conformity with the principles of justice and international law, the adjustment or settlement of international disputes or situations that might lead to a breach of the peace.

78. We reiterate the importance of promoting and strengthening the multilateral process and of addressing international challenges and problems by strictly abiding

³⁰ Resolution 2625 (XXV), annex.

by the Charter and the principles of international law, and further stress our commitment to multilateralism.

79. We reaffirm that the relevant provisions of the Charter are sufficient to address the full range of threats to international peace and security. We further reaffirm the authority of the Security Council to mandate coercive action to maintain and restore international peace and security. We stress the importance of acting in accordance with the purposes and principles of the Charter.

80. We also reaffirm that the Security Council has primary responsibility in the maintenance of international peace and security. We also note the role of the General Assembly relating to the maintenance of international peace and security in accordance with the relevant provisions of the Charter.

Terrorism

81. We strongly condemn terrorism in all its forms and manifestations, committed by whomever, wherever and for whatever purposes, as it constitutes one of the most serious threats to international peace and security.

82. We welcome the Secretary-General's identification of elements of a counter-terrorism strategy. These elements should be developed by the General Assembly without delay with a view to adopting and implementing a strategy to promote comprehensive, coordinated and consistent responses, at the national, regional and international levels, to counter terrorism, which also takes into account the conditions conducive to the spread of terrorism. In this context, we commend the various initiatives to promote dialogue, tolerance and understanding among civilizations.

83. We stress the need to make every effort to reach an agreement on and conclude a comprehensive convention on international terrorism during the sixtieth session of the General Assembly.

84. We acknowledge that the question of convening a high-level conference under the auspices of the United Nations to formulate an international response to terrorism in all its forms and manifestations could be considered.

85. We recognize that international cooperation to fight terrorism must be conducted in conformity with international law, including the Charter and relevant international conventions and protocols. States must ensure that any measures taken to combat terrorism comply with their obligations under international law, in particular human rights law, refugee law and international humanitarian law.

86. We reiterate our call upon States to refrain from organizing, financing, encouraging, providing training for or otherwise supporting terrorist activities and to take appropriate measures to ensure that their territories are not used for such activities.

87. We acknowledge the important role played by the United Nations in combating terrorism and also stress the vital contribution of regional and bilateral cooperation, particularly at the practical level of law enforcement cooperation and technical exchange.

88. We urge the international community, including the United Nations, to assist States in building national and regional capacity to combat terrorism. We invite the Secretary-General to submit proposals to the General Assembly and the Security Council, within their respective mandates, to strengthen the capacity of the United

Nations system to assist States in combating terrorism and to enhance the coordination of United Nations activities in this regard.

89. We stress the importance of assisting victims of terrorism and of providing them and their families with support to cope with their loss and their grief.

90. We encourage the Security Council to consider ways to strengthen its monitoring and enforcement role in counter-terrorism, including by consolidating State reporting requirements, taking into account and respecting the different mandates of its counter-terrorism subsidiary bodies. We are committed to cooperating fully with the three competent subsidiary bodies in the fulfilment of their tasks, recognizing that many States continue to require assistance in implementing relevant Security Council resolutions.

91. We support efforts for the early entry into force of the International Convention for the Suppression of Acts of Nuclear Terrorism³¹ and strongly encourage States to consider becoming parties to it expeditiously and acceding without delay to the twelve other international conventions and protocols against terrorism and implementing them.

Peacekeeping

92. Recognizing that United Nations peacekeeping plays a vital role in helping parties to conflict end hostilities and commending the contribution of United Nations peacekeepers in that regard, noting improvements made in recent years in United Nations peacekeeping, including the deployment of integrated missions in complex situations, and stressing the need to mount operations with adequate capacity to counter hostilities and fulfil effectively their mandates, we urge further development of proposals for enhanced rapidly deployable capacities to reinforce peacekeeping operations in crises. We endorse the creation of an initial operating capability for a standing police capacity to provide coherent, effective and responsive start-up capability for the policing component of the United Nations peacekeeping missions and to assist existing missions through the provision of advice and expertise.

93. Recognizing the important contribution to peace and security by regional organizations as provided for under Chapter VIII of the Charter and the importance of forging predictable partnerships and arrangements between the United Nations and regional organizations, and noting in particular, given the special needs of Africa, the importance of a strong African Union:

(a) We support the efforts of the European Union and other regional entities to develop capacities such as for rapid deployment, standby and bridging arrangements;

(b) We support the development and implementation of a ten-year plan for capacity-building with the African Union.

³¹ Resolution 59/290, annex.

94. We support implementation of the 2001 Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects.³²

95. We urge States parties to the Anti-Personnel Mine Ban Convention³³ and Amended Protocol II to the Convention on Certain Conventional Weapons³⁴ to fully implement their respective obligations. We call upon States in a position to do so to provide greater technical assistance to mine-affected States.

96. We underscore the importance of the recommendations of the Adviser to the Secretary-General on Sexual Exploitation and Abuse by United Nations Peacekeeping Personnel,³⁵ and urge that those measures adopted in the relevant General Assembly resolutions based upon the recommendations be fully implemented without delay.

Peacebuilding

97. Emphasizing the need for a coordinated, coherent and integrated approach to post-conflict peacebuilding and reconciliation with a view to achieving sustainable peace, recognizing the need for a dedicated institutional mechanism to address the special needs of countries emerging from conflict towards recovery, reintegration and reconstruction and to assist them in laying the foundation for sustainable development, and recognizing the vital role of the United Nations in that regard, we decide to establish a Peacebuilding Commission as an intergovernmental advisory body.

98. The main purpose of the Peacebuilding Commission is to bring together all relevant actors to marshal resources and to advise on and propose integrated strategies for post-conflict peacebuilding and recovery. The Commission should focus attention on the reconstruction and institution-building efforts necessary for recovery from conflict and support the development of integrated strategies in order to lay the foundation for sustainable development. In addition, it should provide recommendations and information to improve the coordination of all relevant actors within and outside the United Nations, develop best practices, help to ensure predictable financing for early recovery activities and extend the period of attention by the international community to post-conflict recovery. The Commission should act in all matters on the basis of consensus of its members.

99. The Peacebuilding Commission should make the outcome of its discussions and recommendations publicly available as United Nations documents to all relevant bodies and actors, including the international financial institutions. The Peacebuilding Commission should submit an annual report to the General Assembly.

100. The Peacebuilding Commission should meet in various configurations. Country-specific meetings of the Commission, upon invitation of the Organizational

³² See *Report of the United Nations Conference on the Illicit Trade in Small Arms and Light Weapons in All Its Aspects, New York, 9-20 July 2001* (A/CONF.192/15), chap. IV, para. 24.

³³ Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-personnel Mines and on Their Destruction (United Nations, *Treaty Series*, vol. 2056, No. 35597).

³⁴ Amended Protocol II to the Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects (CCW/CONF.I/16 (Part I), annex B).

³⁵ A/59/710, paras. 68-93.

Committee referred to in paragraph 101 below, should include as members, in addition to members of the Organizational Committee, representatives from:

- (a) The country under consideration;
- (b) Countries in the region engaged in the post-conflict process and other countries that are involved in relief efforts and/or political dialogue, as well as relevant regional and subregional organizations;
- (c) The major financial, troop and civilian police contributors involved in the recovery effort;
- (d) The senior United Nations representative in the field and other relevant United Nations representatives;
- (e) Such regional and international financial institutions as may be relevant.

101. The Peacebuilding Commission should have a standing Organizational Committee, responsible for developing its procedures and organizational matters, comprising:

- (a) Members of the Security Council, including permanent members;
- (b) Members of the Economic and Social Council, elected from regional groups, giving due consideration to those countries that have experienced post-conflict recovery;
- (c) Top providers of assessed contributions to the United Nations budgets and voluntary contributions to the United Nations funds, programmes and agencies, including the standing Peacebuilding Fund, that are not among those selected in (a) or (b) above;
- (d) Top providers of military personnel and civilian police to United Nations missions that are not among those selected in (a), (b) or (c) above.

102. Representatives from the World Bank, the International Monetary Fund and other institutional donors should be invited to participate in all meetings of the Peacebuilding Commission in a manner suitable to their governing arrangements, in addition to a representative of the Secretary-General.

103. We request the Secretary-General to establish a multi-year standing Peacebuilding Fund for post-conflict peacebuilding, funded by voluntary contributions and taking due account of existing instruments. The objectives of the Peacebuilding Fund will include ensuring the immediate release of resources needed to launch peacebuilding activities and the availability of appropriate financing for recovery.

104. We also request the Secretary-General to establish, within the Secretariat and from within existing resources, a small peacebuilding support office staffed by qualified experts to assist and support the Peacebuilding Commission. The office should draw on the best expertise available.

105. The Peacebuilding Commission should begin its work no later than 31 December 2005.

Sanctions

106. We underscore that sanctions remain an important tool under the Charter in our efforts to maintain international peace and security without recourse to the use of force, and resolve to ensure that sanctions are carefully targeted in support of clear

objectives, to comply with sanctions established by the Security Council and to ensure that sanctions are implemented in ways that balance effectiveness to achieve the desired results against the possible adverse consequences, including socio-economic and humanitarian consequences, for populations and third States.

107. Sanctions should be implemented and monitored effectively with clear benchmarks and should be periodically reviewed, as appropriate, and remain for as limited a period as necessary to achieve their objectives and should be terminated once the objectives have been achieved.

108. We call upon the Security Council, with the support of the Secretary-General, to improve its monitoring of the implementation and effects of sanctions, to ensure that sanctions are implemented in an accountable manner, to review regularly the results of such monitoring and to develop a mechanism to address special economic problems arising from the application of sanctions in accordance with the Charter.

109. We also call upon the Security Council, with the support of the Secretary-General, to ensure that fair and clear procedures exist for placing individuals and entities on sanctions lists and for removing them, as well as for granting humanitarian exemptions.

110. We support efforts through the United Nations to strengthen State capacity to implement sanctions provisions.

Transnational crime

111. We express our grave concern at the negative effects on development, peace and security and human rights posed by transnational crime, including the smuggling of and trafficking in human beings, the world narcotic drug problem and the illicit trade in small arms and light weapons, and at the increasing vulnerability of States to such crime. We reaffirm the need to work collectively to combat transnational crime.

112. We recognize that trafficking in persons continues to pose a serious challenge to humanity and requires a concerted international response. To that end, we urge all States to devise, enforce and strengthen effective measures to combat and eliminate all forms of trafficking in persons to counter the demand for trafficked victims and to protect the victims.

113. We urge all States that have not yet done so to consider becoming parties to the relevant international conventions on organized crime and corruption and, following their entry into force, to implement them effectively, including by incorporating the provisions of those conventions into national legislation and by strengthening criminal justice systems.

114. We reaffirm our unwavering determination and commitment to overcome the world narcotic drug problem through international cooperation and national strategies to eliminate both the illicit supply of and demand for illicit drugs.

115. We resolve to strengthen the capacity of the United Nations Office on Drugs and Crime, within its existing mandates, to provide assistance to Member States in those tasks upon request.

Women in the prevention and resolution of conflicts

116. We stress the important role of women in the prevention and resolution of conflicts and in peacebuilding. We reaffirm our commitment to the full and effective implementation of Security Council resolution 1325 (2000) of 31 October 2000 on

women and peace and security. We also underline the importance of integrating a gender perspective and of women having the opportunity for equal participation and full involvement in all efforts to maintain and promote peace and security, as well as the need to increase their role in decision-making at all levels. We strongly condemn all violations of the human rights of women and girls in situations of armed conflict and the use of sexual exploitation, violence and abuse, and we commit ourselves to elaborating and implementing strategies to report on, prevent and punish gender-based violence.

Protecting children in situations of armed conflict

117. We reaffirm our commitment to promote and protect the rights and welfare of children in armed conflicts. We welcome the significant advances and innovations that have been achieved over the past several years. We welcome in particular the adoption of Security Council resolution 1612 (2005) of 26 July 2005. We call upon States to consider ratifying the Convention on the Rights of the Child³⁶ and the Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict.³⁷ We also call upon States to take effective measures, as appropriate, to prevent the recruitment and use of children in armed conflict, contrary to international law, by armed forces and groups, and to prohibit and criminalize such practices.

118. We therefore call upon all States concerned to take concrete measures to ensure accountability and compliance by those responsible for grave abuses against children. We also reaffirm our commitment to ensure that children in armed conflicts receive timely and effective humanitarian assistance, including education, for their rehabilitation and reintegration into society.

IV. Human rights and the rule of law

119. We recommit ourselves to actively protecting and promoting all human rights, the rule of law and democracy and recognize that they are interlinked and mutually reinforcing and that they belong to the universal and indivisible core values and principles of the United Nations, and call upon all parts of the United Nations to promote human rights and fundamental freedoms in accordance with their mandates.

120. We reaffirm the solemn commitment of our States to fulfil their obligations to promote universal respect for and the observance and protection of all human rights and fundamental freedoms for all in accordance with the Charter, the Universal Declaration of Human Rights³⁸ and other instruments relating to human rights and international law. The universal nature of these rights and freedoms is beyond question.

Human rights

121. We reaffirm that all human rights are universal, indivisible, interrelated, interdependent and mutually reinforcing and that all human rights must be treated in a fair and equal manner, on the same footing and with the same emphasis. While the significance of national and regional particularities and various historical, cultural and religious backgrounds must be borne in mind, all States, regardless of their

³⁶ United Nations, *Treaty Series*, vol. 1577, No. 27531.

³⁷ Resolution 54/263, annex I.

³⁸ Resolution 217 A (III).

political, economic and cultural systems, have the duty to promote and protect all human rights and fundamental freedoms.

122. We emphasize the responsibilities of all States, in conformity with the Charter, to respect human rights and fundamental freedoms for all, without distinction of any kind as to race, colour, sex, language or religion, political or other opinion, national or social origin, property, birth or other status.

123. We resolve further to strengthen the United Nations human rights machinery with the aim of ensuring effective enjoyment by all of all human rights and civil, political, economic, social and cultural rights, including the right to development.

124. We resolve to strengthen the Office of the United Nations High Commissioner for Human Rights, taking note of the High Commissioner's plan of action, to enable it to effectively carry out its mandate to respond to the broad range of human rights challenges facing the international community, particularly in the areas of technical assistance and capacity-building, through the doubling of its regular budget resources over the next five years with a view to progressively setting a balance between regular budget and voluntary contributions to its resources, keeping in mind other priority programmes for developing countries and the recruitment of highly competent staff on a broad geographical basis and with gender balance, under the regular budget, and we support its closer cooperation with all relevant United Nations bodies, including the General Assembly, the Economic and Social Council and the Security Council.

125. We resolve to improve the effectiveness of the human rights treaty bodies, including through more timely reporting, improved and streamlined reporting procedures and technical assistance to States to enhance their reporting capacities and further enhance the implementation of their recommendations.

126. We resolve to integrate the promotion and protection of human rights into national policies and to support the further mainstreaming of human rights throughout the United Nations system, as well as closer cooperation between the Office of the United Nations High Commissioner for Human Rights and all relevant United Nations bodies.

127. We reaffirm our commitment to continue making progress in the advancement of the human rights of the world's indigenous peoples at the local, national, regional and international levels, including through consultation and collaboration with them, and to present for adoption a final draft United Nations declaration on the rights of indigenous peoples as soon as possible.

128. We recognize the need to pay special attention to the human rights of women and children and undertake to advance them in every possible way, including by bringing gender and child-protection perspectives into the human rights agenda.

129. We recognize the need for persons with disabilities to be guaranteed full enjoyment of their rights without discrimination. We also affirm the need to finalize a comprehensive draft convention on the rights of persons with disabilities.

130. We note that the promotion and protection of the rights of persons belonging to national or ethnic, religious and linguistic minorities contribute to political and social stability and peace and enrich the cultural diversity and heritage of society.

131. We support the promotion of human rights education and learning at all levels, including through the implementation of the World Programme for Human Rights Education, as appropriate, and encourage all States to develop initiatives in this regard.

Internally displaced persons

132. We recognize the Guiding Principles on Internal Displacement³⁹ as an important international framework for the protection of internally displaced persons and resolve to take effective measures to increase the protection of internally displaced persons.

Refugee protection and assistance

133. We commit ourselves to safeguarding the principle of refugee protection and to upholding our responsibility in resolving the plight of refugees, including through the support of efforts aimed at addressing the causes of refugee movement, bringing about the safe and sustainable return of those populations, finding durable solutions for refugees in protracted situations and preventing refugee movement from becoming a source of tension among States. We reaffirm the principle of solidarity and burden-sharing and resolve to support nations in assisting refugee populations and their host communities.

Rule of law

134. Recognizing the need for universal adherence to and implementation of the rule of law at both the national and international levels, we:

(a) Reaffirm our commitment to the purposes and principles of the Charter and international law and to an international order based on the rule of law and international law, which is essential for peaceful coexistence and cooperation among States;

(b) Support the annual treaty event;

(c) Encourage States that have not yet done so to consider becoming parties to all treaties that relate to the protection of civilians;

(d) Call upon States to continue their efforts to eradicate policies and practices that discriminate against women and to adopt laws and promote practices that protect the rights of women and promote gender equality;

(e) Support the idea of establishing a rule of law assistance unit within the Secretariat, in accordance with existing relevant procedures, subject to a report by the Secretary-General to the General Assembly, so as to strengthen United Nations activities to promote the rule of law, including through technical assistance and capacity-building;

(f) Recognize the important role of the International Court of Justice, the principal judicial organ of the United Nations, in adjudicating disputes among States and the value of its work, call upon States that have not yet done so to consider accepting the jurisdiction of the Court in accordance with its Statute and consider means of strengthening the Court's work, including by supporting the Secretary-General's Trust Fund to Assist States in the Settlement of Disputes through the International Court of Justice on a voluntary basis.

³⁹ E/CN.4/1998/53/Add.2, annex.

Democracy

135. We reaffirm that democracy is a universal value based on the freely expressed will of people to determine their own political, economic, social and cultural systems and their full participation in all aspects of their lives. We also reaffirm that while democracies share common features, there is no single model of democracy, that it does not belong to any country or region, and reaffirm the necessity of due respect for sovereignty and the right of self-determination. We stress that democracy, development and respect for all human rights and fundamental freedoms are interdependent and mutually reinforcing.

136. We renew our commitment to support democracy by strengthening countries' capacity to implement the principles and practices of democracy and resolve to strengthen the capacity of the United Nations to assist Member States upon their request. We welcome the establishment of a Democracy Fund at the United Nations. We note that the advisory board to be established should reflect diverse geographical representation. We invite the Secretary-General to help to ensure that practical arrangements for the Democracy Fund take proper account of existing United Nations activity in this field.

137. We invite interested Member States to give serious consideration to contributing to the Fund.

Responsibility to protect populations from genocide, war crimes, ethnic cleansing and crimes against humanity

138. Each individual State has the responsibility to protect its populations from genocide, war crimes, ethnic cleansing and crimes against humanity. This responsibility entails the prevention of such crimes, including their incitement, through appropriate and necessary means. We accept that responsibility and will act in accordance with it. The international community should, as appropriate, encourage and help States to exercise this responsibility and support the United Nations in establishing an early warning capability.

139. The international community, through the United Nations, also has the responsibility to use appropriate diplomatic, humanitarian and other peaceful means, in accordance with Chapters VI and VIII of the Charter, to help to protect populations from genocide, war crimes, ethnic cleansing and crimes against humanity. In this context, we are prepared to take collective action, in a timely and decisive manner, through the Security Council, in accordance with the Charter, including Chapter VII, on a case-by-case basis and in cooperation with relevant regional organizations as appropriate, should peaceful means be inadequate and national authorities are manifestly failing to protect their populations from genocide, war crimes, ethnic cleansing and crimes against humanity. We stress the need for the General Assembly to continue consideration of the responsibility to protect populations from genocide, war crimes, ethnic cleansing and crimes against humanity and its implications, bearing in mind the principles of the Charter and international law. We also intend to commit ourselves, as necessary and appropriate, to helping States build capacity to protect their populations from genocide, war crimes, ethnic cleansing and crimes against humanity and to assisting those which are under stress before crises and conflicts break out.

140. We fully support the mission of the Special Adviser of the Secretary-General on the Prevention of Genocide.

Children's rights

141. We express dismay at the increasing number of children involved in and affected by armed conflict, as well as all other forms of violence, including domestic violence, sexual abuse and exploitation and trafficking. We support cooperation policies aimed at strengthening national capacities to improve the situation of those children and to assist in their rehabilitation and reintegration into society.

142. We commit ourselves to respecting and ensuring the rights of each child without discrimination of any kind, irrespective of the race, colour, sex, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status of the child or his or her parent(s) or legal guardian(s). We call upon States to consider as a priority becoming a party to the Convention on the Rights of the Child.³⁶

Human security

143. We stress the right of people to live in freedom and dignity, free from poverty and despair. We recognize that all individuals, in particular vulnerable people, are entitled to freedom from fear and freedom from want, with an equal opportunity to enjoy all their rights and fully develop their human potential. To this end, we commit ourselves to discussing and defining the notion of human security in the General Assembly.

Culture of peace and initiatives on dialogue among cultures, civilizations and religions

144. We reaffirm the Declaration and Programme of Action on a Culture of Peace⁴⁰ as well as the Global Agenda for Dialogue among Civilizations and its Programme of Action⁴¹ adopted by the General Assembly and the value of different initiatives on dialogue among cultures and civilizations, including the dialogue on interfaith cooperation. We commit ourselves to taking action to promote a culture of peace and dialogue at the local, national, regional and international levels and request the Secretary-General to explore enhancing implementation mechanisms and to follow up on those initiatives. In this regard, we also welcome the Alliance of Civilizations initiative announced by the Secretary-General on 14 July 2005.

145. We underline that sports can foster peace and development and can contribute to an atmosphere of tolerance and understanding, and we encourage discussions in the General Assembly for proposals leading to a plan of action on sport and development.

V. Strengthening the United Nations

146. We reaffirm our commitment to strengthen the United Nations with a view to enhancing its authority and efficiency, as well as its capacity to address effectively, and in accordance with the purposes and principles of the Charter, the full range of challenges of our time. We are determined to reinvigorate the intergovernmental organs of the United Nations and to adapt them to the needs of the twenty-first century.

⁴⁰ Resolutions 53/243 A and B.

⁴¹ See resolution 56/6.

147. We stress that, in order to efficiently perform their respective mandates as provided under the Charter, United Nations bodies should develop good cooperation and coordination in the common endeavour of building a more effective United Nations.

148. We emphasize the need to provide the United Nations with adequate and timely resources with a view to enabling it to carry out its mandates. A reformed United Nations must be responsive to the entire membership, faithful to its founding principles and adapted to carrying out its mandate.

General Assembly

149. We reaffirm the central position of the General Assembly as the chief deliberative, policymaking and representative organ of the United Nations, as well as the role of the Assembly in the process of standard-setting and the codification of international law.

150. We welcome the measures adopted by the General Assembly with a view to strengthening its role and authority and the role and leadership of the President of the Assembly and, to that end, we call for their full and speedy implementation.

151. We call for strengthening the relationship between the General Assembly and the other principal organs to ensure better coordination on topical issues that require coordinated action by the United Nations, in accordance with their respective mandates.

Security Council

152. We reaffirm that Member States have conferred on the Security Council primary responsibility for the maintenance of international peace and security, acting on their behalf, as provided for by the Charter.

153. We support early reform of the Security Council - an essential element of our overall effort to reform the United Nations - in order to make it more broadly representative, efficient and transparent and thus to further enhance its effectiveness and the legitimacy and implementation of its decisions. We commit ourselves to continuing our efforts to achieve a decision to this end and request the General Assembly to review progress on the reform set out above by the end of 2005.

154. We recommend that the Security Council continue to adapt its working methods so as to increase the involvement of States not members of the Council in its work, as appropriate, enhance its accountability to the membership and increase the transparency of its work.

Economic and Social Council

155. We reaffirm the role that the Charter and the General Assembly have vested in the Economic and Social Council and recognize the need for a more effective Economic and Social Council as a principal body for coordination, policy review, policy dialogue and recommendations on issues of economic and social development, as well as for implementation of the international development goals agreed at the major United Nations conferences and summits, including the Millennium Development Goals. To achieve these objectives, the Council should:

(a) Promote global dialogue and partnership on global policies and trends in the economic, social, environmental and humanitarian fields. For this purpose, the Council should serve as a quality platform for high-level engagement among

Member States and with the international financial institutions, the private sector and civil society on emerging global trends, policies and action and develop its ability to respond better and more rapidly to developments in the international economic, environmental and social fields;

(b) Hold a biennial high-level Development Cooperation Forum to review trends in international development cooperation, including strategies, policies and financing, promote greater coherence among the development activities of different development partners and strengthen the links between the normative and operational work of the United Nations;

(c) Ensure follow-up of the outcomes of the major United Nations conferences and summits, including the internationally agreed development goals, and hold annual ministerial-level substantive reviews to assess progress, drawing on its functional and regional commissions and other international institutions, in accordance with their respective mandates;

(d) Support and complement international efforts aimed at addressing humanitarian emergencies, including natural disasters, in order to promote an improved, coordinated response from the United Nations;

(e) Play a major role in the overall coordination of funds, programmes and agencies, ensuring coherence among them and avoiding duplication of mandates and activities.

156. We stress that in order to fully perform the above functions, the organization of work, the agenda and the current methods of work of the Economic and Social Council should be adapted.

Human Rights Council

157. Pursuant to our commitment to further strengthen the United Nations human rights machinery, we resolve to create a Human Rights Council.

158. The Council will be responsible for promoting universal respect for the protection of all human rights and fundamental freedoms for all, without distinction of any kind and in a fair and equal manner.

159. The Council should address situations of violations of human rights, including gross and systematic violations, and make recommendations thereon. It should also promote effective coordination and the mainstreaming of human rights within the United Nations system.

160. We request the President of the General Assembly to conduct open, transparent and inclusive negotiations, to be completed as soon as possible during the sixtieth session, with the aim of establishing the mandate, modalities, functions, size, composition, membership, working methods and procedures of the Council.

Secretariat and management reform

161. We recognize that in order to effectively comply with the principles and objectives of the Charter, we need an efficient, effective and accountable Secretariat. Its staff shall act in accordance with Article 100 of the Charter, in a culture of organizational accountability, transparency and integrity. Consequently we:

(a) Recognize the ongoing reform measures carried out by the Secretary-General to strengthen accountability and oversight, improve management

performance and transparency and reinforce ethical conduct, and invite him to report to the General Assembly on the progress made in their implementation;

(b) Emphasize the importance of establishing effective and efficient mechanisms for responsibility and accountability of the Secretariat;

(c) Urge the Secretary-General to ensure that the highest standards of efficiency, competence, and integrity shall be the paramount consideration in the employment of the staff, with due regard to the principle of equitable geographical distribution, in accordance with Article 101 of the Charter;

(d) Welcome the Secretary-General's efforts to ensure ethical conduct, more extensive financial disclosure for United Nations officials and enhanced protection for those who reveal wrongdoing within the Organization. We urge the Secretary-General to scrupulously apply the existing standards of conduct and develop a system-wide code of ethics for all United Nations personnel. In this regard, we request the Secretary-General to submit details on an ethics office with independent status, which he intends to create, to the General Assembly at its sixtieth session;

(e) Pledge to provide the United Nations with adequate resources, on a timely basis, to enable the Organization to implement its mandates and achieve its objectives, having regard to the priorities agreed by the General Assembly and the need to respect budget discipline. We stress that all Member States should meet their obligations with regard to the expenses of the Organization;

(f) Strongly urge the Secretary-General to make the best and most efficient use of resources in accordance with clear rules and procedures agreed by the General Assembly, in the interest of all Member States, by adopting the best management practices, including effective use of information and communication technologies, with a view to increasing efficiency and enhancing organizational capacity, concentrating on those tasks that reflect the agreed priorities of the Organization.

162. We reaffirm the role of the Secretary-General as the chief administrative officer of the Organization, in accordance with Article 97 of the Charter. We request the Secretary-General to make proposals to the General Assembly for its consideration on the conditions and measures necessary for him to carry out his managerial responsibilities effectively.

163. We commend the Secretary-General's previous and ongoing efforts to enhance the effective management of the United Nations and his commitment to update the Organization. Bearing in mind our responsibility as Member States, we emphasize the need to decide on additional reforms in order to make more efficient use of the financial and human resources available to the Organization and thus better comply with its principles, objectives and mandates. We call on the Secretary-General to submit proposals for implementing management reforms to the General Assembly for consideration and decision in the first quarter of 2006, which will include the following elements:

(a) We will ensure that the United Nations budgetary, financial and human resource policies, regulations and rules respond to the current needs of the Organization and enable the efficient and effective conduct of its work, and request the Secretary-General to provide an assessment and recommendations to the General Assembly for decision during the first quarter of 2006. The assessment and recommendations of the Secretary-General should take account of the measures already under way for the reform of human resources management and the budget process;

(b) We resolve to strengthen and update the programme of work of the United Nations so that it responds to the contemporary requirements of Member States. To this end, the General Assembly and other relevant organs will review all mandates older than five years originating from resolutions of the General Assembly and other organs, which would be complementary to the existing periodic reviews of activities. The General Assembly and the other organs should complete and take the necessary decisions arising from this review during 2006. We request the Secretary-General to facilitate this review with analysis and recommendations, including on the opportunities for programmatic shifts that could be considered for early General Assembly consideration;

(c) A detailed proposal on the framework for a one-time staff buyout to improve personnel structure and quality, including an indication of costs involved and mechanisms to ensure that it achieves its intended purpose.

164. We recognize the urgent need to substantially improve the United Nations oversight and management processes. We emphasize the importance of ensuring the operational independence of the Office of Internal Oversight Services. Therefore:

(a) The expertise, capacity and resources of the Office of Internal Oversight Services in respect of audit and investigations will be significantly strengthened as a matter of urgency;

(b) We request the Secretary-General to submit an independent external evaluation of the auditing and oversight system of the United Nations, including the specialized agencies, including the roles and responsibilities of management, with due regard to the nature of the auditing and oversight bodies in question. This evaluation will take place within the context of the comprehensive review of the governance arrangements. We ask the General Assembly to adopt measures during its sixtieth session at the earliest possible stage, based on the consideration of recommendations of the evaluation and those made by the Secretary-General;

(c) We recognize that additional measures are needed to enhance the independence of the oversight structures. We therefore request the Secretary-General to submit detailed proposals to the General Assembly at its sixtieth session for its early consideration on the creation of an independent oversight advisory committee, including its mandate, composition, selection process and qualification of experts;

(d) We authorize the Office of Internal Oversight Services to examine the feasibility of expanding its services to provide internal oversight to United Nations agencies that request such services in such a way as to ensure that the provision of internal oversight services to the Secretariat will not be compromised.

165. We insist on the highest standards of behaviour from all United Nations personnel and support the considerable efforts under way with respect to the implementation of the Secretary-General's policy of zero tolerance regarding sexual exploitation and abuse by United Nations personnel, both at Headquarters and in the field. We encourage the Secretary-General to submit proposals to the General Assembly leading to a comprehensive approach to victims' assistance by 31 December 2005.

166. We encourage the Secretary-General and all decision-making bodies to take further steps in mainstreaming a gender perspective in the policies and decisions of the Organization.

167. We strongly condemn all attacks against the safety and security of personnel engaged in United Nations activities. We call upon States to consider becoming parties to the Convention on the Safety of United Nations and Associated Personnel⁴² and stress the need to conclude negotiations on a protocol expanding the scope of legal protection during the sixtieth session of the General Assembly.

System-wide coherence

168. We recognize that the United Nations brings together a unique wealth of expertise and resources on global issues. We commend the extensive experience and expertise of the various development-related organizations, agencies, funds and programmes of the United Nations system in their diverse and complementary fields of activity and their important contributions to the achievement of the Millennium Development Goals and the other development objectives established by various United Nations conferences.

169. We support stronger system-wide coherence by implementing the following measures:

Policy

- Strengthening linkages between the normative work of the United Nations system and its operational activities
- Coordinating our representation on the governing boards of the various development and humanitarian agencies so as to ensure that they pursue a coherent policy in assigning mandates and allocating resources throughout the system
- Ensuring that the main horizontal policy themes, such as sustainable development, human rights and gender, are taken into account in decision-making throughout the United Nations

Operational activities

- Implementing current reforms aimed at a more effective, efficient, coherent, coordinated and better-performing United Nations country presence with a strengthened role for the senior resident official, whether special representative, resident coordinator or humanitarian coordinator, including appropriate authority, resources and accountability, and a common management, programming and monitoring framework
- Inviting the Secretary-General to launch work to further strengthen the management and coordination of United Nations operational activities so that they can make an even more effective contribution to the achievement of the internationally agreed development goals, including the Millennium Development Goals, including proposals for consideration by Member States for more tightly managed entities in the fields of development, humanitarian assistance and the environment

⁴² United Nations, *Treaty Series*, vol. 2051, No. 35457.

Humanitarian assistance

- Upholding and respecting the humanitarian principles of humanity, neutrality, impartiality and independence and ensuring that humanitarian actors have safe and unhindered access to populations in need in conformity with the relevant provisions of international law and national laws
- Supporting the efforts of countries, in particular developing countries, to strengthen their capacities at all levels in order to prepare for and respond rapidly to natural disasters and mitigate their impact
- Strengthening the effectiveness of the United Nations humanitarian response, inter alia, by improving the timeliness and predictability of humanitarian funding, in part by improving the Central Emergency Revolving Fund
- Further developing and improving, as required, mechanisms for the use of emergency standby capacities, under the auspices of the United Nations, for a timely response to humanitarian emergencies

Environmental activities

- Recognizing the need for more efficient environmental activities in the United Nations system, with enhanced coordination, improved policy advice and guidance, strengthened scientific knowledge, assessment and cooperation, better treaty compliance, while respecting the legal autonomy of the treaties, and better integration of environmental activities in the broader sustainable development framework at the operational level, including through capacity-building, we agree to explore the possibility of a more coherent institutional framework to address this need, including a more integrated structure, building on existing institutions and internationally agreed instruments, as well as the treaty bodies and the specialized agencies

Regional organizations

170. We support a stronger relationship between the United Nations and regional and subregional organizations, pursuant to Chapter VIII of the Charter, and therefore resolve:

(a) To expand consultation and cooperation between the United Nations and regional and subregional organizations through formalized agreements between the respective secretariats and, as appropriate, involvement of regional organizations in the work of the Security Council;

(b) To ensure that regional organizations that have a capacity for the prevention of armed conflict or peacekeeping consider the option of placing such capacity in the framework of the United Nations Standby Arrangements System;

(c) To strengthen cooperation in the economic, social and cultural fields.

Cooperation between the United Nations and parliaments

171. We call for strengthened cooperation between the United Nations and national and regional parliaments, in particular through the Inter-Parliamentary Union, with a view to furthering all aspects of the Millennium Declaration in all fields of the work of the United Nations and ensuring the effective implementation of United Nations reform.

Participation of local authorities, the private sector and civil society, including non-governmental organizations

172. We welcome the positive contributions of the private sector and civil society, including non-governmental organizations, in the promotion and implementation of development and human rights programmes and stress the importance of their continued engagement with Governments, the United Nations and other international organizations in these key areas.

173. We welcome the dialogue between those organizations and Member States, as reflected in the first informal interactive hearings of the General Assembly with representatives of non-governmental organizations, civil society and the private sector.

174. We underline the important role of local authorities in contributing to the achievement of the internationally agreed development goals, including the Millennium Development Goals.

175. We encourage responsible business practices, such as those promoted by the Global Compact.

Charter of the United Nations

176. Considering that the Trusteeship Council no longer meets and has no remaining functions, we should delete Chapter XIII of the Charter and references to the Council in Chapter XII.

177. Taking into account General Assembly resolution 50/52 of 11 December 1995 and recalling the related discussions conducted in the General Assembly, bearing in mind the profound cause for the founding of the United Nations and looking to our common future, we resolve to delete references to “enemy States” in Articles 53, 77 and 107 of the Charter.

178. We request the Security Council to consider the composition, mandate and working methods of the Military Staff Committee.

*8th plenary meeting
16 September 2005*



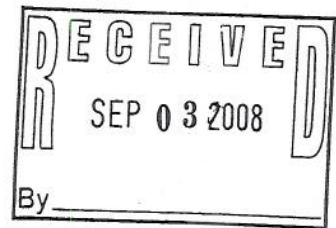
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3 September 2008

To the Permanent Representatives
of all States Members of, and States Observers to
the United Nations



System-wide Coherence

Delegations received in mid to late July the report of the Co-chairs on System-wide Coherence as well as the options paper from the Secretary-General concerning Gender Equality and the Empowerment of Women in its institutional dimension. Taken together these present a whole picture of the work that has been undertaken during the 62nd Session concerning System-wide Coherence.

In recent weeks, we have been gratified informally to receive positive reactions from many member States across all regional groups. We have been told repeatedly that the extensive work undertaken in the Assembly on System-wide Coherence during the current Session has transformed for the better the atmosphere surrounding it.

As anticipated, we believe that member States should be in a position to have a focused discussion of the options paper on Gender in open forum. By the same token, we are keen to discuss with the entire membership the manner in which we, as Co-chairs, would propose bringing the current Session's consideration of System-wide Coherence to an agreed, positive, substantive conclusion, through the adoption of a decision before the Session expires, that is effectively by 12 September at the latest.

With this in mind, we propose to hold an informal plenary consultation on the afternoon of Monday, 8 September.

We wish to renew our commitment to delegations that we will maintain, through to the end of our mandate, the transparent, balanced and inclusive manner of work that we have observed since the outset. There will be no attempted faits accomplis on our part. We are conscious that it is on this basis that we have enjoyed the trust and confidence of delegations.

/s/



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In the meantime, we will remain, as we have been from the outset, open to conferring constructively with member States as they may wish.

For ease of reference we append the Conclusions and Recommendations Section of the Co-Chairs' Report of 21 July 2008. We believe them to be balanced and equitable.

Augustine P. Mahiga
Permanent Representative of
The United Republic of Tanzania

J.P. Kavanagh
Permanent Representative of
Ireland

encl,

VIII. Conclusions /Recommendations

142. As the Co-Chairs for System-wide Coherence in the 62nd Session of the General Assembly we have sought to conduct an open, transparent, balanced and inclusive process of consultations among the entire membership. Our aim has been to present a report that by and large, will sit well with all parts of the Assembly in that all groupings of States should be able to feel that the report addresses seriously many of their principal priorities and concerns. In this way we have sought to facilitate a balanced and fair, compromise outcome to the Assembly's deliberations during the current Session.

143. The following Conclusions/ Recommendations flow from the present report overall, but are perhaps best seen in tandem with the Introductory section. The landmark 2006 High Level Panel Report, while a very important contribution to the work of the General Assembly to increase coherence across the UN System, did not launch that work. The Millennium Summit and the World Summit of 2005 as well as consensus positions of the Assembly, not least the Triennial Comprehensive Policy Reviews (TCPRs), constitute much of the bedrock for building further progress in this area.

144. Since the outset of the current, 62nd Session, the broad membership has signalled that the continuing efforts on System-wide Coherence should focus on four priority areas, viz.

- i) UN 'Delivering as One' at country level with the related aspect of Harmonisation of Business Practices.
- ii) Funding
- iii) Governance
- iv) Gender Equality and the Empowerment of Women

145. The present report should be taken together with the paper on Gender (in its institutional dimension) which is being provided by the Secretary-General in these days to member States in response to their agreed request of 16 June.

146. As for 'Delivering as One', we have sought to provide the member States with an accurate and up to date picture of the process as it is actually developing on the ground in upwards of thirty developing countries and not simply as it is perceived from afar. We have been helped in this by our on-the-ground consultations with Heads of State and Government, Cabinet Ministers, Parliamentarians, UN Country Teams, Development Partners, etc. in some eight developing countries. We have conferred at length also with UN agency Heads in New York Geneva, Rome, Paris and Vienna. We have taken careful note of the Maputo Declaration issued in May by pilot and other developing countries in which they formally request the Assembly to encourage them in the 'Delivering as One' approach that they have voluntarily embraced in partnership with the UN System.

147. Our conclusion is that the experience of 'Delivering as One' to date (i.e. half way through its second year) at country level is clearly and preponderantly positive, even if a number of challenges remain to be fully addressed in regard to each of the 'Four Ones'. We note that this view is shared by the large and growing number of developing countries which are applying the Delivering as One approach and pro-actively moving towards implementing the consensus TCPR resolution (62/208). They state that important principles are in fact being observed in practice, including National Ownership and Leadership and 'No One Size Fits All'. Through the 'Delivering as One' approach UN Country Team activities are being aligned to an unprecedented degree with the national development strategies and policies of the developing countries concerned. Assistance is being delivered with greater effectiveness, savings are being realised and greater reductions in transaction costs are clearly in prospect.

148. At the same time the picture that emerges at present is interim in nature since the independent evaluation of 'Delivering as One', as foreseen by the 2007 TCPR, will come only towards the end of 2009 and, in any event, concrete development outputs arising from a new way of doing business take longer than eighteen months to emerge definitively.

149. It seems to us clear that the Assembly ought during the 62nd Session to be in a position to give a positive political impetus to 'Delivering as One', thereby giving encouragement to those many developing countries which have voluntarily embraced this approach and to enjoin the United Nations Development System to continue to pursue it. Moving forward, it will be essential to safeguard the principles underlying 'Delivering as One', *inter alia*, and in particular, that of enhancing national ownership and leadership in the design and implementation of UN Development System support programmes at country level. The international community should by the same token be encouraged to continue to respond positively through additional commitments where the combination of strong national leadership and an empowered UN System Country Team, delivering as one, together generate a better-aligned and more effective UN programme of support.

150. For the most part, the Funds, Programmes and Specialised Agencies of the System, at leadership level, have gradually become increasingly engaged with, and supportive of the 'Delivering as One' approach. The atmosphere in which they collaborate within the Chief Executives Board (CEB) under the chairmanship of the Secretary-General has been transformed for the better as they and their collaborators continue consideration of the implications of the 'four ones' at country level, viz. One Programme, One Budgetary Framework and Fund, One Leader and One Office. At the same time, it is to be recommended that Headquarters levels across the System empower the respective country level agency representatives with much greater latitude, flexibility and encouragement to advance a more coherent and therefore more effective delivery of UN System assistance on the ground in line with the 'Delivering as One' approach.

151. In all of this, the particular situations affecting middle income countries should receive adequate attention.

152. Turning to the issue of Funding in the context of System-wide Coherence, there clearly need to be greater flows of and greater predictability in funding. In general, overall commitments made solemnly and repeatedly need to be implemented more faithfully. Commendation is due to those development partners which have made concrete contributions to advancing the 'Delivering as One' approach at the country level in response to the strategies, priorities, policies and plans of the developing countries concerned. At the same time, support for 'Delivering as One' at country level must not be at the expense of core funding to agencies through their Headquarters. Overall, there needs to be a significantly improved balance between core and non-core funding. Funds, Programmes and Specialised Agencies should be invited, if necessary through changes in statute, rules and/or regulations, to give effect to the consensus view in the General Assembly that savings realised at country level ought to be ploughed back into programmatic development work in the countries where the savings are realised. In this and in other ways, 'Delivering as One' must deliver more.

153. As for inter-governmental Governance at the central level we have detected no palpable appetite in the General Assembly for establishing new inter-governmental bodies including the putative Sustainable Development Board, which was recommended by the High Level Panel. At the same time the emerging new realities from a growing number of developing countries applying the 'Delivering as One' approach at country level will need to be accommodated and addressed more effectively by the existing Boards and not least by ECOSOC. In light of the on-going and emerging nature of the 'Delivering as One' approach, it may be necessary to continue and deepen discussion of these issues during the 63rd Session.

154. If, in that context, the Assembly focuses firstly on the functions that need to be discharged centrally and inter-governmentally towards 'Delivering as One' it will perhaps then be easier to address the question of which institutions, as these continue to adapt, are best placed to discharge the functions in question.

155. We also believe that the UN System and the Bretton Woods Institutions ought to be consistently encouraged to develop, in a pragmatic manner, a far greater degree of cooperation and collaboration in the context described in the present report. Some progress is already being made. This needs to be developed and enlarged.

156. As for Gender Equality and the Empowerment of Women we recommend that the Assembly be invited to address the matter, including in light of the Secretary-General's paper on the institutional dimension in open, in informal plenary consultations at an early opportunity, perhaps in the opening days of September. During the current Session the member States have advanced together, by agreement, in their consideration of the issue of Gender Equality and Women's Empowerment. With assistance from the Secretary-General, they have together identified critical gaps in the way the System assists member States to implement globally agreed mandates and their own internationally-made commitments in the area of Gender Equality and Women's Empowerment. With further open and genuine discussion the Assembly

may be in a position before the conclusion of its 62nd Session to signal in general terms, but nevertheless clearly, which institutional option or combination of options, perhaps as adjusted, it wishes to pursue. Detailed working through of such an agreed approach could then be taken up and completed in the 63rd Session. We have the very strong impression that no Government, whether for substantive or 'tactical' reasons would wish to stand in the way of a consensus to advance the issue of Gender Equality and Women's Empowerment through a measured but significant step forward.

157. We believe that in light of the present report and the Secretary-General's options paper on Gender Equality and Women's Empowerment (in its institutional aspect) member States ought to be equipped for decision-making during the present Session. With these substantive elements in hand, member States are also better placed to weigh the format of the Assembly's decision-making.

158. In the first instance, and on the basis of the foregoing Report and these conclusions, member States may, during UNGA62, wish to address, perhaps in a package decision, the four core priority areas which they have highlighted throughout viz.

- i) UN 'Delivering as One' at country level with the related aspect of Harmonisation of Business Practices;
- ii) Funding;
- iii) Governance; and
- iv) Gender Equality and the Empowerment of Women

159. The same decision could signal that henceforth, in the context of inter-governmental discussion on System-wide Coherence, the Assembly will focus exclusively on these priority areas and will exclude from this context the issues of Environment/Environmental Governance; Humanitarian Assistance; and Human Rights in line with the considerations set out in the present report.

160. As Co-Chairs we will remain at the disposal of the President of the General Assembly through to the conclusion of the 62nd Session in mid-September, should he desire our input in facilitating, during the closing weeks of the Session, adoption of a decision by the Assembly along these lines.

161. In conclusion we would like to express our appreciation for the kindness and support that has been extended to us in our work as Co-Chairs by the President of the General Assembly H.E. Dr. Srgjan Kerim; by H. E. Deputy Secretary-General, Dr. Ashe Rose Migiro and by all those officials of the United Nations system in New York who greatly assisted our work. We thank the member States which have so actively participated in the broad consultation process. In particular we would like to thank the Governments of the pilots and other countries which are implementing a Coherence approach and where we were received at the highest levels, as representatives of the General Assembly. These developing countries participated in the consultations in New York to share their experiences of 'Delivering as One' at country level. We would also like to thank sincerely the Resident Coordinators and the dedicated and talented members of the United Nations Country Teams in all the

countries we visited. As we have stated previously, the UN Country Teams have exhibited great professionalism in designing and now implementing the UN reforms at country level, a task that has placed great demands on these officials – since their respective Headquarters too often expect them at the same time, with little or no acknowledgement of the increased burden on them, to continue to implement in every detail the paradigm that has obtained hitherto. Thus they are called upon to operate two paradigms simultaneously. We believe that the membership will be extremely grateful to them for the commitment they have shown to the United Nations. We would like to thank the Heads of the UN Funds, Programmes and Specialised Agencies who have been so active in this consultation process. Their openness and frankness about the challenges which remain and their commitment to resolving these challenges in a collegial manner, to strengthen the System as a whole for the benefit of the people whom they all serve, is at the core of this process. We also thank the senior management of the Bretton Woods Institutions who received us in Washington D.C. Finally, we thank our own hard-working Irish and Tanzanian collaborators and colleagues as well as all others who have helped and encouraged us over the past six months.

162. It is a great honour for us both and for our countries, Ireland and the United Republic of Tanzania, to have been requested to act as Co-Chairs on this crucially important area of UN reform. For this we are deeply grateful.

Ambassador Augustine Mahiga
Permanent Representative of the
United Republic of Tanzania

Ambassador Paul Kavanagh
Permanent Representative
Ireland

21 July, 2008



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17 June 2008

Dear Mr President,

As you are aware, as Co-Chairs on System-wide Coherence, we have been holding ongoing consultations on the issue of Gender Equality and Women's Empowerment in the General Assembly. Most recently, we facilitated open informal consultations for the entire membership yesterday, Monday, 16 June.

At these consultations, member States agreed that the Co-Chairs should request the President of the General Assembly to seek from the Secretary General a paper, by mid-July, which could present a range of institutional options which would help the UN System to improve its performance in the area of Gender Equality and the Empowerment of Women. The Secretary-General could then give a comprehensive and comparative assessment of each of these options and their implications for the strengthening of the UN System with regard to Gender. We believe the paper will give a focus to the Assembly's consideration of this matter and help it to advance towards an agreed outcome.

In drawing up this paper, we would encourage the Secretary-General to take into account the specific points and questions which were made by delegations in the two sessions of open informal consultations, which took place on 16 May and 16 June respectively. We enclose, for information, a copy of our opening and concluding statements at yesterday's informal consultations.

To facilitate further consideration of this matter, it is, in our view, important that this paper of the Secretary-General should be provided to member States in the agreed time frame. You may wish accordingly to be in touch with the Secretary-General in this matter.

Yours sincerely,

Ambassador Augustine Mahiga
Permanent Representative of the United
Republic of Tanzania to the United Nations

Ambassador Paul Kavanagh
Permanent Representative of
Ireland to the United Nations



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11 June 2008

Excellency,

System-wide Coherence

You will recall at our most recent consultations on Gender, on 16 May 2008, we anticipated further open consultations on the same topic in June. We propose to hold these further, open consultations on 16 June from 10.00 to 13.00 in the Trusteeship Council Chamber.

This meeting will provide an opportunity for member States to continue discussions, specifically in light of the 'Note on the United Nations System Support to Member States on Gender Equality and Women's Empowerment' which was prepared by the Secretariat, in response to the request agreed at the most recent open consultations on 16 May. The Note was circulated to member States by the President of the General Assembly on Friday 6 June, 2008.

The Note outlines the main substantive, programmatic aspects of the work on Gender within the UN System including the major achievements, as well as the gaps and challenges which remain. At our consultations on 16 June, Deputy Secretary-General Migiro will introduce the Note which we anticipate will provide a useful basis from which to continue our discussions, with a view to achieving progress.

Yours sincerely;

Ambassador Augustine Mahiga
Permanent Representative of the
United Republic of Tanzania
to the United Nations

Ambassador Paul Kavanagh
Permanent Representative of Ireland
to the United Nations



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6 June 2008

Excellency,

Delegations will recall that in our previous statements as Co-Chairs on System-wide Coherence and in response to the interest expressed by member States, we undertook to arrange a briefing for the General Assembly members, on the work underway in connection with the harmonisation of business practices within the UN System.

Further to this request we have arranged a briefing with Ms Thoraya Obaid, in her capacity as Chairwoman of the High Level Committee on Management of the Chief Executives Board (CEB) and Mr Adnan Amin, Director of the Chief Executives Board (CEB). The purpose of the briefing would be to provide member States with an update on recent progress, specifically in light of the decisions adopted at the CEB meeting, in Berne, at the end of April. Ms Obaid will give a presentation on the work of the High Level Committee on Management (HLCM). Mr Amin will provide any further details as may be appropriate. We would envisage having a question and answer session after the presentations.

The briefing will be held on Friday 13 June between 11.00 and 1.00 in Conference Room 2.

We look forward to an informative and interactive discussion.

Yours sincerely,

Ambassador Augustine Mahiga
Permanent Representative of the
United Republic of Tanzania
to the United Nations

Ambassador Paul Kavanagh
Permanent Representative of Ireland
to the United Nations



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H.E. Mr. Srgjan Kerim
President of the General Assembly
United Nations

16 May, 2008

Dear Mr. President,

System-wide Coherence and Gender

You will be aware that at an open Consultation in the Assembly today, member States agreed that we should request the Secretary-General to provide a Note, or paper on the substantive, programmatic aspects of the work of the UN System concerning Gender Equality and the Empowerment of Women. The Secretary-General's Note would inform a continued discussion among member States on those aspects in the first part of June. A copy of our concluding remarks from the Chair at today's Assembly Consultation is enclosed for ease of reference. In light of the foregoing, you may wish to ask the Secretary-General that member States receive the requested Note, or paper by the end of May or so. Thank you again for your continued active interest in our work concerning System-wide Coherence and for all your encouragement and support.

Ambassador Augustine Mahiga
Permanent Representative of the
United Republic of Tanzania
to the United Nations

Ambassador Paul Kavanagh
Permanent Representative of Ireland
to the United Nations



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12 May 2008

System-Wide Coherence

Excellency,

You will recall from our most recent consultations on 17 April that the President of the General Assembly had invited the Secretary-General to address Member States on developments within the Chief Executive Board relevant to the proposals of the High-Level Panel on System-Wide Coherence on the Harmonisation of Business Practices across the UN Funds and Programmes and Specialised Agencies. We are pleased to be able to confirm that the Secretary-General will make a statement on the morning of 16 May to the General Assembly on a number of issues in the course of which he will share information on developments within the Chief Executive Board in relation to the Harmonisation of Business Practices.

In addition to this opportunity to learn of developments within the Chief Executive Board, the Co-Chairs propose to arrange for a further information session which would provide more detail on the work which is being undertaken. We would anticipate that this information session will take place in early June and we will confirm the date in the near future.

It will also be recalled that the co-Chairs, in response to requests from the Member States intended to arrange open consultations on the questions raised by the proposals of the High-Level Panel in relation to Gender. We are pleased to advise that these consultations will take place in the afternoon of 16 May. As indicated at the conclusion of the consultations held on 17 April, we would hope in the first instance that these discussions might focus on the programmatic aspects of Gender; that is the activities being undertaken in the field including the gaps which these reveal in the support, either normative or operational, which is available at central level. Attached is the relevant extract from the concluding remarks on 17 April.



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By way of further reference for both of these occasions please find attached the relevant extract from the Secretary-General's Report on the recommendations of the High Level Panel, as well as extracts from the report of the consultations held in 2007, both with regard to the Harmonisation of Business Practices, and Gender.

Yours sincerely,

Ambassador Augustine Mahiga
Permanent Representative of the
United Republic of Tanzania
to the United Nations

Ambassador Paul Kavanagh
Permanent Representative of Ireland
to the United Nations

We have heard today from a variety of member States that they wish to carry forward discussions relating to the recommendations of the High Level Panel Report on Gender. We have already indicated as Co-Chairs that we intend to hold open consultations on this subject in mid-May. We would hope that these discussions might focus in the first instance on the programmatic aspects of Gender; that is the activities being undertaken in the field including the gaps which these reveal in the support, either normative or operational, which is available at central level. This would be in keeping with our pragmatic approach, throughout these consultations. We will, as before, write to the membership in advance of these consultations in mid-May to suggest an appropriate orientation which may be of assistance to delegations in preparing themselves. It may be necessary to anticipate more than one consultation on Gender. At an appropriate moment we can already anticipate value in receiving elements for discussion from the Secretary General.

Extract from Co-Chair's conclusions, System-Wide Coherence consultations, 17 April 2008

Extract from Secretary-General's report on the recommendations contained in the report of the High-level Panel on United Nations System-wide Coherence, 5 April 2007

14. Progress is already being made with regard to the Panel's recommendation that the United Nations System Chief Executives Board for Coordination (CEB) undertake a review of its functioning, in the light of experience gained since its establishment five years ago, with a view to improving its performance and accountability for system-wide coherence. At the session of the CEB held during the fourth quarter of 2006, executive heads unanimously welcomed the broad thrust of the Panel's recommendations and were united in their desire to improve coherence and coordination and enact the necessary system-wide reforms. The Director-General of the International Labour Organization, Juan Somavia, and the Director-General of the World Trade Organization, Pascal Lamy, have been entrusted with the task of leading the CEB review, seeking the full engagement of all executive heads. The intention is for the first session of the CEB, which I will chair, in April 2007, to consider a preliminary set of proposals for action to strengthen the effectiveness and relevance of that body as a responsive and transparent high-level mechanism under the chairmanship of the Secretary-General, geared to advancing the overall coherence and impact of the United Nations system.

Extracts from 2007 Co-Chair's Report on consultations on System-Wide Coherence

4) Gender

All Member States of the UN recognize the importance of gender equality as a crosscutting issue in all the main areas of work of the UN including peace and security, development, environment and humanitarian assistance. Member States also recognize the urgent need to bridge the gap between policy and implementation, to mainstream gender throughout the UN system, to have greater coherence across the board in all agencies dealing with gender issues, to avoid duplication of work and to strengthen operational activities. This issue has also received great attention by interested representatives of civil society, both concerning the normative and operational dimensions. It is clear that while some delegations support the HLP's recommendation to establish a new gender architecture and the proposal to establish a post of Under-Secretary General in this context, others to varying degrees and on the basis of both substantive and procedural reasoning, either do not support the creation of a new body or favor further discussions before any decision is made.

While there is clearly enthusiasm among some Member States for creating a new gender architecture, views expressed by others during the informal consultations illustrate the concerns that will need to be faced in moving forward. Based on the briefing delivered by the Deputy Secretary General, Dr. Asha-Rose Migiro and as further expanded in her concept paper 6, we recommend that the PGA organize further informal consultations during the 62nd session to allow for more thorough discussion among Member States of the HLP's recommendations with a view to taking concrete action.

6 For further details see for example the briefing given by DSG Migiro and the concept paper (<http://www.un.org/ga/president/61/follow-up/system-wide-coherence.shtml>).

8) Business practices

Through the consultations and the multiple contacts the co-Chairs had with representatives of the different UN entities which compose the UN system, we gained a better understanding of the process of increasing fragmentation that has characterized the UN system over the more than sixty years of its history. Under the strategic leadership of the CEB and on the basis of strong commitment by the principals of the UN entities involved, a great number of areas of work have been identified and concrete work in specific areas launched.

Page 13 of 21

It is our understanding that significant progress has already been achieved on system wide harmonization of business practices with a view to implementing some of the recommendations in the HLP report. In addition some of these recommendations have

been considered or are being considered by the General Assembly, 5th Committee and in the context of the TCPR. The CEB as well as the UN Secretariat and all other relevant stakeholders are currently implementing those decisions already adopted at the inter-governmental level, as well as those that do not require inter-governmental decisions. We look forward to their early completion and implementation. Relevant bodies should remain seized. We would suggest organizing during the next session of the GA, a further stock taking briefing by the CEB, most preferably after its 2007 fall session. The aim of such a briefing would be to assess progress made in the implementation of these recommendations..



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14 April 2008

System-wide Coherence

Excellency,

As foreseen in our preliminary programme of work and in response to priorities expressed by a large number of member States, we are arranging for an open consultation on the over-arching issue of Governance to take place on this coming Thursday, 17 April 2008.

In this connection, delegations will be familiar with the report of our predecessors as Co-Chairs, the distinguished Permanent Representatives of Barbados and Luxembourg. The relevant extract is attached for ease of reference.

In addition, as indicated in our joint statement of 7 April – and in light of requests made by a number of delegations for additional clarification – we are arranging for member States to receive, also on Thursday 17 April, a briefing on the evolution of the UN Resident Coordinator system and on the role and authority of an empowered Resident Coordinator at the head of an empowered UN Country Team in those countries which are applying a ‘Delivering as One’ approach. This has an evident bearing on the institutional firewall between UNDP’s management of its programmatic role and of the Resident Coordinator system. Codes of Conduct are relevant here too.

This briefing will be provided by representatives from within the UN Development System. Those present from Funds, Programmes and Agencies would also have an opportunity to comment. Delegations will be in a position to engage in a Q&A.



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Accordingly, your Co-Chairs would intend to organise the open consultations on this coming Thursday, 17 April 2008, as follows:

- 10.00 Briefing on the Resident Coordinator System, Q&A;
and
- 15.00 Open Consultations on Governance.

As ever, we will be eager to hear the views of member States on these important issues.

Yours sincerely,

Ambassador Augustine Mahiga
Permanent Representative of the United
Republic of Tanzania to the United Nations

Ambassador Paul Kavanagh
Permanent Representative of
Ireland to the United Nations

Report of the Co-Chairs to the President of the 61st Session of the General Assembly on the Consultations on System-wide Coherence

Ambassador Christopher F. Hackett, Permanent Representative of Barbados and Ambassador Jean-Marc Hoscheit, Permanent Representative of Luxembourg

Extract on Governance and Institutional Reform :

As a corollary of a greater emphasis on the UN “delivering as one” at the country level, the issues of governance and decision-making at Headquarters level necessarily assume relevance in the debate on system-wide coherence.

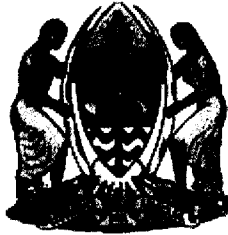
The major concerns raised by Member States over the recommendations contained in the governance component were the possible erosion of national ownership of the UN inter-governmental processes, duplication of existing mandates and functions and the absence of adequate information in support of many of the recommendations.

While it was recognized that institutional reform would be necessary to support reform at the country level some Member States expressed the view that institutional reform should be undertaken within existing frameworks such as the TCPR. It was also recognized that some of the recommendations made by the HLP could be implemented by the Secretariat themselves and did not require inter-governmental approval.

Given the high importance of the proposed recommendations and their potential implications, we believe that the Secretariat should be mandated to provide Member States with additional information in the form of a concept paper, on:

- the Sustainable Development Board, particularly in the context of a strengthened ECOSOC and the Executive Boards mainstreaming sustainable development into ECOSOC;
- the establishment of a Global Leaders Forum of ECOSOC, particularly in light of the recently established Development Cooperation Forum
- the Setting up of a Development Policy and Operations Group, chaired by the UNDP Administrator;
- the reconfiguration and co-location of UN regional offices;
- stronger links with Bretton Woods institutions, including greater clarity on respective roles at global and country level;
- an annual meeting (with Bretton Wood participation) to be chaired by the Secretary-General to review the international development structure

This paper should also provide an update on progress being made with respect to those recommendations and reforms being implemented by the Secretariat and possibly analyze to what extent change should take place at headquarters levels in order to respond in an effective and efficient way to the reforms being implemented at country level.



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9 April 2008

Excellency,

System-wide Coherence

Please find enclosed a copy of the initial and closing joint statements which we delivered at the open consultations on Funding aspects held on Monday, 7 April 2008.

As you will observe, we used the occasion to address – we hope in an attentive, fair and balanced manner – various requests for clarification which have been put to the Co-Chairs from the membership, including with regard to substance and procedure.

We would like to thank member States for the many expressions of support and encouragement which we have received from all segments of the membership. These will be of great value to us as we continue with our challenging assignment.

Yours sincerely,

Handwritten signature of Augustine Mahiga.

Ambassador Augustine Mahiga
Permanent Representative of the United
Republic of Tanzania to the United Nations

Handwritten signature of Paul Kavanagh.

Ambassador Paul Kavanagh
Permanent Representative of
Ireland to the United Nations



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4 April 2008

System-wide Coherence

Excellency,

As foreseen in our preliminary programme of work and in response to priorities repeatedly expressed by a large number of member States, we are arranging for open consultations on the overarching issue of Funding to take place on this coming Monday, 7 April. The announcement has already appeared in the UN Journal.

Delegations will have seen our joint comments on the Funding aspect in the Co-Chairs' statement at the conclusion of the previous consultations held on 28 March. A copy of these is attached for ease of reference.

In addition, delegations will have seen the report of our predecessors, the Permanent Representatives of Barbados and Luxembourg, as distributed by the President of the General Assembly, on 17 September last. That report includes an indicative or non-prescriptive list of issues which our predecessors, as Co-Chairs, felt it might be worthwhile addressing in regard to Funding. This too is attached.

We would kindly request that each member State, in its intervention on 7 April, give evidence of an effort to reach out to those States which do not necessarily share its own view of this important aspect.

We would recall that the General Assembly's Resolution (62/208) of 18 December last, on the Triennial Comprehensive Policy Review (TCPR), reflects a recently achieved consensus on the Funding issue, both as regards the 'Delivering as One' process at country level and more generally. We hope very much that during the current exercise States will fully acknowledge this far-reaching TCPR consensus and indeed endeavour to implement and build upon it.



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In line with priorities previously expressed by member States we are undertaking these consultations, as part of our ongoing efforts to look towards modalities for an agreement on how to implement greater coherence in the UN system and thereby enhance efforts towards the more effective delivery of development assistance.

The Co-Chairs would also hope to have a representative from the UN System present to answer any questions member States may have in relation to aspects of funding in System-wide Coherence pertaining to the 'Delivering as One' process which has previously been discussed.

In relation to future consultations, the Co-Chairs have, as delegations will be aware, scheduled focused consultations on Governance for 17 April. We will also hope to organise discussions on Gender and a briefing by the Secretary-General on progress in relation to Harmonisation of Business Practices.

We look forward to an informative and fruitful discussion on 7 April.

Yours sincerely,

Ambassador Augustine Mahiga
Permanent Representative of the United
Republic of Tanzania to the United Nations

Ambassador Paul Kavanagh
Permanent Representative of
Ireland to the United Nations

**Informal Consultations on System-wide Coherence
in the United Nations General Assembly
Friday, 28 March, 2008-03-28**

**Closing Remarks of the Co-chairs
delivered by H.E. Ambassador Paul Kavanagh of Ireland**

Extract

Our next open consultation will concern the over-arching issue of *Funding* and will take place on 7 April. We have repeatedly heard – most recently today from those developing countries which are leading the way in promoting a more coherent, efficient and effective United Nations System – about the need for adequacy, predictability and timeliness of funding. We will be particularly attentive to the positions of the development partners in this regard on 7 April. Then, on 17 April, we will turn to the over-arching issue of *Governance*.

Report of the Co-Chairs to the President of the 61st Session of the General Assembly on the Consultations on System-wide Coherence

Ambassador Christopher F. Hackett, Permanent Representative of Barbados and Ambassador Jean-Marc Hoscheit, Permanent Representative of Luxembourg

Extract on Funding:

‘On the issues of funding the following questions have been identified during the consultations, as of central importance:

- the issue of the quality, quantity and predictability of funding;
- the issue of a better balance to be achieved between non-core and core funding;
- the reinvestment of reform savings back into the system, notably at country level;
- the review of funding mechanisms and practices, including the alignment of budget cycles and the establishment of one budgetary framework in the pilots;
- the issue of resource mobilization, and
- the funding of a strengthened RC system.’



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20 March 2008

Excellency,

You will recall our previous letter of 26 February in which we provided a preliminary outline of a programme of work for advancing matters in relation to the mandate we have received from the President of the General Assembly concerning System-wide Coherence.

As we outlined in that letter, we propose to hold an open consultation in the General Assembly on 28 March under the auspices of the President of the General Assembly and with the participation of the Deputy Secretary-General, with regard to those aspects of the report of the High Level Panel dealing with coherence at country level.

At this consultation we hope for active participation at a high level by all member States which are involved in advancing coherence at country level, including those member States which have taken part in the pilot process of 'Delivering as One'. The open consultation will provide an opportunity for member States which are involved in enhancing coherence to share their experiences of the progress so far and the challenges which remain.

We also hope to have representatives from the UN development system in attendance to answer questions which member States may have.

Finally, the consultation will also provide an opportunity for us, as Co-Chairs, to share some of our observations from our recent visit to four pilot countries: Tanzania, Mozambique, Cape Verde and Viet Nam, as well as our observations from the recent conference on UN System-wide Coherence, hosted by UNIDO, in Vienna.

In light of the foregoing, we thought that it might be useful to focus our discussion on 28 March on some of the following key issues:

- What challenges remain to be addressed in ensuring that national priorities are delivered by the UN system at country level in the most effective way and that national leadership and implementation capacity is further strengthened? In this regard, what is the experience of Governments which have led or participated in initiatives at the national level to bring about additional coherence and effectiveness?



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- How can we replicate the good experiences that are already emerging from the pilots at country level, especially from the planning process?
- What has been the experience in establishing related One Funding Arrangements, a One Fund, pooled funding, etc.?
- Taking account of the TCPR, what progress is there in ensuring the Resident Coordinator is fully equipped to lead in an effective manner an empowered UN country team?
- What are the issues of accountability? What changes need to take place within the UN country teams and at UN Headquarters to ensure that necessary levels of accountability are in place?
- What changes may be necessary at Headquarters levels to better adapt to developments that have taken place in the field? How can initiatives led by developing countries to increase the coherence of the UNCT at the country level best be supported by headquarters and the governance structures?

The issues outlined above represent a suggested point of departure for the discussion and are by no means exhaustive. The Co-Chairs have, as delegations will be aware, scheduled focused consultations on the overarching questions of Funding and Governance respectively for 7 and 17 April. As always, as Co-Chairs, we are open to discussing any issues which member States wish to raise in relation to coherence at country level. We look forward to an informative and fruitful discussion on 28 March.

Yours sincerely,

Ambassador Augustine Mahiga
Permanent Representative of the
United Republic of Tanzania
to the United Nations

Ambassador Paul Kavanagh
Permanent Representative of Ireland
to the United Nations



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His Excellency Srjan Kerim
President of the General Assembly

4 March 2008

Excellency,

As you will be aware we, as Co-Chairs of the consultations in the General Assembly on System-wide Coherence, are participating in the High Level Meeting in Vienna on "System-Wide Coherence: The Next Steps" hosted by UNIDO on 4 and 5 March.

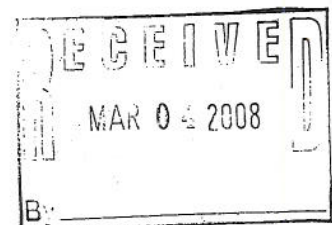
We thought you might find it of interest to have copies of the statements we made at the Opening Session of this meeting today in Vienna. We believe that, in particular, our remarks with regard to our impressions from the visits we have made to the pilot countries of Tanzania, Mozambique and Cape Verde were well received. We would be very grateful if you could arrange for circulation of the statements as you consider appropriate to the member States.

Following our participation in this meeting, we will complete our programme of visits to pilot countries with a visit to Vietnam and will return on March 12.

Yours sincerely,

Ambassador Augustine Mahiga
Permanent Representative of the
United Republic of Tanzania
to the United Nations

Ambassador Paul Kavanagh
Permanent Representative of Ireland
to the United Nations



United Nations System-wide Coherence: The Next Steps

Joint Statement by the UN General Assembly Co-Chairs on System-wide Coherence

Delivered by H.E. Ambassador Paul Kavanagh,
Permanent Representative of Ireland to the United Nations, New York

Vienna, Tuesday, 4 March 2008

Madam Deputy Secretary General,
Mr Director General,
Mr Chairman, Vice-Minister,
Excellencies, Ladies and Gentlemen,

Sincere thanks are due to UNIDO, and in particular to you Director General Yumkella, for organising this timely and well focused high level discussion on the UN System-wide Coherence.

I am sure that our deliberations will benefit a great deal from the pertinent key note statement of Deputy Secretary General Migiro.

My colleague as Co-Chair of the related effort underway in the United Nations General Assembly, Ambassador Mahiga of the United Republic of Tanzania, and I are very grateful for the opportunity to participate jointly in such a practical and results oriented gathering. From these exchanges among experts, practitioners and interested parties we hope to gain many insights.

I have been asked to focus our brief opening remarks on the consultations which are continuing in the General Assembly under the auspices of its President for the 62nd Session Dr Srjan Kerim. In doing so, I hope that you will allow me to recap some aspects of the recent history of this matter which are key to any proper understanding of the work underway in the follow up to the High Level Panel Report.

Following these remarks, Ambassador Mahiga will deliver a further joint statement focusing specifically on 'UN Delivering as One' and in

particular on the impressions which we have gathered in the course of our continuing visit to several of the pilot countries.

At the outset it is strongly to be recognised that the family of development-related organisations, Agencies and Funds and Programmes of the United Nations brings together a **unique** wealth of expertise and resources on global issues. The World Summit of 2005 expressly commended their extensive experience and expertise in diverse and complementary fields of activity as well as their important contributions to the achievement of the Millennium Development Goals and the other development objectives established by United Nations conferences. The Summit Outcome adopted unanimously by Heads of State and Government also sought to strengthen System-wide Coherence through, inter alia the following measures;

First, with regard to **policy**, it sought to strengthen linkages between the normative work of the United Nations System and its operational activities and to coordinate the representation of Member States on the governing boards of the various development and humanitarian agencies so as to ensure that they might pursue coherent policies in assigning mandates and allocating resources throughout the system; and

Secondly, with regard to **operational activities**, the outcome document sought the implementation of “current reforms” aimed at a more effective, efficient, coherent, coordinated and better-performing United Nations country presence with a strengthened role for the senior resident official, whether Special Representative, Resident Coordinator or Humanitarian Coordinator. This would include appropriate authority,

resources and accountability, and a common management, programming and monitoring framework.

The Summit also invited the Secretary-General of the day to launch work to “further strengthen” the management and coordination of United Nations operational activities so that they could make an even more effective contribution to the achievement of the internationally agreed development goals, including the Millennium Development Goals, and to make proposals for “more tightly managed entities” in the fields of development, humanitarian assistance and the environment.

These then were the parameters which were established by the 2005 World Summit for the work which was to be carried out by the High Level Panel on System-wide Coherence. I have, I hope, made the point sufficiently that the conclusions of the World Summit and the subsequent work of the High Level Panel did not come about in a vacuum as regards UN reform and renewal. The language used in the Summit Outcome Document was no accident. It pointed to a situation in which reform and renewal were already contemplated, or underway at various levels.

For example, the Summit coincided with but did not itself inspire the establishment of the Central Emergency Response Fund, a crucial element of humanitarian assistance delivery reform which, together with the cluster approach, has made the UN the key global humanitarian assistance provider. The 2004 Triennial Comprehensive Policy Review (TCPR) had already pointed the way toward significant advances in establishing a more coherent and effective UN presence at operational level.

On 9 November 2006, the High Level Panel presented its report which responded to the guidelines provided by the Summit Outcome and to the views gathered by the Panel in the course of their work. Again, I believe it is important to see the vision of the Panel as an amalgamation; of guidelines as articulated by the 2005 Summit; of tracks or directions which were already being followed under such as the TCPR and decisions on humanitarian effectiveness; and of views from groups of Member States concerning further initiatives which could bear fruit. Only by retaining in our minds the diversity of the Panel's sources, can we foresee how a response by the UN system as a whole can be planned, prioritised and given a chance of widespread acceptance.

Ladies and Gentlemen,

I do not intend to rehearse the contents of the High Level Panel report itself, nor of the subsequent report of the current Secretary-General, nor indeed of the open-ended consultations on the matter conducted last year during the 61st Session of the General Assembly by our distinguished predecessors as Co-Chairs, the Permanent Representatives in New York of Barbados and Luxembourg. I trust that colleagues and delegations will be sufficiently familiar with all of these.

I would like to recall, however, that during the current 62nd Session of the General Assembly, in the period October to December 2007, negotiations resulted in consensus agreement on the Triennial Comprehensive Policy Review (TCPR). This Review is the General Assembly's principal opportunity to discuss and offer guidelines for the operational activities of the UN's development system. For anyone not familiar with its terms I recommend a reading. Issues related to accountability, funding, gender,

the role of the CEB, are all addressed. The TCPR underscores the General Assembly's appreciation of the shift from a UN System that intervenes in a given "recipient country" to bring about a given change, and becomes much more an organisation that seeks to enhance the capacities of governments and of institutions in programme countries, whilst aligning UN System activities with the development and poverty reduction agenda of the country concerned.

With the successful adoption of the TCPR resolution, for which a great debt is owed to the Swiss facilitator, the way was clear for the General Assembly to resume its consideration of the issues highlighted by the High Level Panel Report.

On 11 January of this year, the President of the General Assembly informed the member States that he had appointed Ambassador Mahiga and myself as Co-Chairs of resumed consultations on the System-wide Coherence. The President asked us to "work towards an agreement on the modalities for implementing greater coherence across the United Nation development activities system". We were asked by the President of the Assembly to report back to him in June.

We convened the first open consultations for all member States in New York on 7 February to take stock of progress made thus far. Ambassador Mahiga outlined on that occasion our thinking with regard to how we should proceed. His statement has been distributed widely.

We indicated to member States in informal plenary format on 7 February that in our view it would be extremely difficult for the Assembly to move ahead simultaneously in a comprehensive manner in its consideration of

all aspects of the High Level Panel Report. The breadth, depth and not least the great number of recommendations contained in the Report led us to this view. At the same time, we said that we understood the reluctance of many member States to proceed on a selective basis, if the selection in question was to respond exclusively, or even preponderantly, to priorities that had been voiced in just one part of the membership.

We proposed to member States that we should take a pragmatic, empirical and transparent approach. We would concentrate in the first instance on those areas where progress has been registered over the preceding months: that is, first on 'Delivering as One' at country level, and secondly in the context of the Chief Executives Board (CEB) where the Secretary-General or the Deputy Secretary-General and their System-wide colleagues were addressing, inter alia the harmonisation of business practices. We would listen to the views of member States before determining which other specific issues we would recommend be taken up in further plenary consultations. We asked for the trust, as well as the support, of member States as we look towards a Report that we will need to write in June. It would be our firm intention to produce a report that will sit well or sufficiently well with all parts of the membership of the United Nations.

We undertook to come forward with an initial work programme that took account of the views expressed openly by member States and that was consistent with the approach we had outlined.

At the 7 February consultation it became clear that in addition to the question of Delivering as One and the work of the CEB, inter alia, on the Harmonisation of business practices and so forth, the issues of Funding,

Governance and Gender were predominant in the minds of many participating delegations. I am pleased to be able to say that in the 7 February informal consultations, the Membership signalled that it was willing to see the Co-Chairs proceed on the basis proposed and this we are doing. Accordingly, subsequent to the 7 February consultations, indeed within the past week, we have written to the membership proposing open consultations with respect to Delivering as One, (28 March) Funding (7 April), Governance (17 April) and, in due course, Gender. In early May we look forward to the Secretary-General or his senior colleague briefing the member States on progress underway at the CEB.

As I have said earlier, the next open consultation in the General Assembly, on 28 March will focus on Delivering as One. In preparation for that discussion and as foreseen, the Co-Chairs have been engaged in working visits to several of the pilot countries in this process. Ambassador Mahiga, on behalf of us both, would now bring you up to date in this regard.

As Co-Chairs, we are aware that the various topics which will be taken up in open consultations of the UN membership over the coming months and weeks ahead are both complex and challenging. This is why we have appealed to member States to refrain from simply, or even largely repeating the positions which they adopted last year – a period in which the Assembly was unable to pronounce on the contents of the High Level Panel Report. Instead, we have asked Member States to help their Co Chairs, Tanzania and Ireland, to project into the middle ground, where compromise is necessary and agreement is to be sought on a way forward acceptable to all.

Thank you

United Nations System-wide Coherence: The Next Steps
Hosted by UNIDO in Vienna, 4 and 5 March 2008
Joint Statement by the UN General Assembly Co-Chairs
Delivered by H.E. Ambassador Augustine Mahiga of the United
Republic of Tanzania
Tuesday, 4 March 2008

Mr. Deputy Secretary-General

Mr. Director General

Mr. Chairman of the Board

Mr. Chairman of the Board

United Nations System-wide Coherence: The Next Steps

In the past few days of so my colleagues as co-chair Ambassador

Joint Statement by the UN General Assembly Co-Chairs on System-wide Coherence

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delivering by H.E. Ambassador Augustine Mahiga,

Permanent Representative of the United Republic of Tanzania to the United Nations,

New York

Vienna, Tuesday, 4 March 2008

regional leadership

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**'United Nations System-wide Coherence: The Next Steps'
Hosted by UNIDO in Vienna, 4 and 5 March 2008**

**Joint Statement by the UN General Assembly Co-Chairs
Delivered by H.E. Ambassador Augustine Mahiga of the United
Republic of Tanzania
Tuesday, 4 March 2008**

Madam Deputy Secretary-General

Mr Director General

Mr Chairman Vice Minister,

Excellencies, Ladies and Gentlemen,

In the past ten days or so, my colleague as co-chair Ambassador Kavanagh of Ireland and I have visited three of the eight pilot countries, Tanzania, Mozambique and Cape Verde. In all three we have conferred with the highest levels of State and/or government. We have met with the Ministers for Foreign Affairs, coordinating Ministers and Ministers having line or sectoral responsibilities, as well as with an autonomous regional leadership, parliamentary leaders, United Nations Country Teams, Development Partners and representatives of civil society. In the coming days we will visit a fourth pilot, Vietnam. Later on, we hope to visit further pilots.

Everywhere we have gone, the national and regional authorities at all levels have been enthusiastically positive in their assessment of how the UN 'Delivering as One' project has been proceeding to date in their country or autonomous region. In Tanzania, Mozambique and Cape Verde, the UN 'Delivering as One' has been tailored to the respective circumstances of each of these countries. This is important and we are

greatly encouraged by it. It demonstrates that a 'One Size Fits All' approach is not being followed despite concerns which we had heard in the General Assembly, that the contrary might be the case. Suffice it to recall that:

Tanzania, with a population of some 40 million, is a United Republic with a semi-autonomous regional government in Zanzibar. Tanzania has been challenged, with the north western part of its territory, impacted by refugees, to make the transition from international humanitarian response to longer-term development support. It has a sizeable resident UN country team of Agencies, Funds and Programmes as well as a significant presence of bilateral and multilateral developing partners.

Mozambique, with a population of approximately 20 million, continues to recover remarkably from the pervasive effects of several decades of conflict. Mozambique is regularly challenged by intermittent floods and droughts and therefore must regularly engage in relief and recovery even as it seeks to make progress in development and democratic governance with the support of a mid-sized UN-country team and an expanding presence of development partners.

Cape Verde, with an industrious population of some 500,000, is a climatically and ecologically vulnerable archipelago of small islands with no conspicuous natural resources that has nonetheless succeeded in graduating to the group of middle income States – the latter bringing with it specific challenges which 'Delivering as One'

is being designed to address with the support of a small resident UN country team.

The widely diverse circumstances and development priorities of these countries are, as a matter of fact, being addressed in a highly differentiated manner by the UN system through 'Delivering as One'.

We asked the national and regional leadership and other authorities in all three countries which we visited, whether the 'Delivering as One' project was increasing the UN Development System's strengthening of the principles of national ownership and the governmental leadership in their development partnership. We also asked whether 'Delivering as One' was resulting in significantly greater alignment of UN System activities to their national programmes, plans and priorities. Repeatedly, all of our government interlocutors responded strongly in the affirmative on both counts. Again, we drew great encouragement from these authoritative responses, which should go a long way to allay worries and misperceptions in some quarters of the General Assembly that some extraneous priorities were being imposed on participating States through the 'Delivering as One' project. For example, a key senior official in Tanzania told us that, in Tanzania, national ownership were no longer an issue; it had been accomplished and consolidated. It was now a matter of 'managing together for results'.

Excellencies, Ladies and Gentlemen,

The Pilot process has just completed its first year. The past twelve months or so have been taken up with putting in place the necessary structures and processes for alignment with national frameworks and

priorities in each of the eight pilot countries. The year ahead will be one of implementation. Similar initiatives, in application of 'Delivering as One', are being undertaken by a number of other developing countries without their having specifically sought the designation 'pilot'.

From what we have seen to date in the pilots which we have visited, it is clear that very significant progress has been made in advancing the 'Delivering as One' project on the ground. Several of our interlocutors, both governmental and from diverse parts of the UN System, described this progress as already 'irreversible'. One Programmes, jointly prepared by the Governments concerned and the local UN Country Team have been signed, or are about to be signed. One Funding Arrangements and a One Fund to cover the 'Delivering as One' Programmes have been established, or are on the point of being established. Arrangements to assure the One Leadership of an empowered and 'firewalled' Resident Coordinator are in place, or soon will be in place. One Office arrangements, in the physical and the operational dimensions, are progressively being put in place. Following an inevitable, initial and temporary rise in transaction costs, increased efficiencies and economies of scale in time and resources have already begun to produce savings. These will increase in the period ahead.

What lies ahead now is the progressive implementation of the One Programmes with already evident 'new and additional' support forthcoming from development partners. The implementation will also be subject to ongoing monitoring and evaluation against focused and rigorous benchmarks which are currently being elaborated. Savings should be ploughed back into development and an encouraging start has

been made to this process, as one representative of the development partners aptly said, ‘‘Delivering as One’ should lead to delivering more.’

Ultimately, towards the end of 2009 the One Programmes will be subject, through the UN Evaluation Group, to an independent evaluation on the basis of which the Secretary-General will report to the General Assembly.

Accordingly, we cannot, in the period immediately ahead, reach any definitive conclusion on the implementation of ‘Delivering as One’. We can, however, confirm the political commitment of the governments concerned, the demonstrated support of development partners and the tripartite partnership which has emerged within the UN country teams in the field. We can also point to very clear benefits which have already accrued in the countries concerned and some of which I have already cited on behalf of the governments concerned. In due course, these will merit an acknowledgement and welcome on the Assembly’s part. By the same token, many challenges remain and we would like to focus on some of these today, given the limited time available to us.

Ladies and Gentlemen,

Greater flexibility is needed for the UN country teams

We have heard from pilot governments and from right across the UN Country Teams concerned that various Headquarters’ administrations have increased their engagement with the ‘Delivering as One’ process. At the same time, we have repeatedly been told, at governmental level in particular, that various Headquarters in the UN System need to replicate more fully the degree to which their representatives in the field have

embraced the process. Indeed, it has been pointed out to us, including at the highest-level of government, that further progress at country level can only bring 'Delivering as One' so far. For really decisive change to take place, it will be necessary for the various Headquarters to energise the process and effectively 'catch up with the field' in order to bring greater synergy between the field and headquarters.

It has also been repeatedly stressed to us that Headquarters can, and should, do a great deal more to give Country Teams the requisite space or enabling flexibility to progress 'Delivering as One'.

Any wholesale re-writing of financial administrative, human resources and other regulations could only come about over a lengthy period of time and following due consideration. Nonetheless, as an interim step, Headquarters administrations ought to consider taking limited interim steps (or seeking accelerated authority to do so where this is necessary) in order quickly to confer greater flexibility on their representatives in UN Country Teams.

Such greater flexibility is needed, inter alia, to address issues such as the following:

First, probably very large sums of money continue to be lost to the UN system, to the member States which pay for it, and most importantly to the countries and peoples in critical need of more development support, as a result of the continued proliferation of procurement structures. We heard from one Country Team, for example, that its members have been supplied with an extraordinary variety of laptops through almost 20 separate procurement systems. This is a micro example of unnecessary

costs being incurred to the system as a whole by fragmented procurement procedures.

Second we encountered a situation where governmental authorities responsible for a population profiled by extremely challenging economic and social indicators had placed modern air-conditioned offices at the disposal of the UN team - only for the latter to be unable to agree among themselves on the allocation of these offices, ostensibly as a result of 'inter-agency' considerations directed from various Headquarters. As a result the governmental authorities concerned, after eight months of unresolved discussion, were now contemplating withdrawing their offer of the premises in question. Such a situation should be acceptable to no one in this room.

We have observed that from country to country, representatives of the same agency can vary greatly in their commitment to the One Office. Some are enthusiastically committed to exploring the limits the possible within the existing regulations, whilst their colleagues in the next country appear listless and lacking in engagement. Whether this is due to mixed signals being received from regional and Headquarters levels we do not know, but we would suggest that individual Agencies take the necessary steps to empower and motivate their field officials behind the One office concept, so that they might, for example, emulate the Country Team in Mozambique that has devised a plan to integrate their email communications, intra-net and web access arrangements and has harmonised security and travel arrangements. Implementation of this plan will release very significant savings in Mozambique in the year ahead.

Third, we heard repeatedly from governments in the developing countries which we have visited that the UN System should do more to empower and build the capacity of national structures and mechanisms. Repeatedly, we were told that UN agencies insist, whether because of current regulations or for other reasons, on implementing directly many elements of development programmes which could be implemented instead, in a transparent and accountable manner, by the governments themselves. A move to the latter approach, we were told, would reduce costs to the UN system and with appropriate international monitoring, would help significantly to build national capacities in the countries concerned. Once again here, we would encourage UN agencies to consider embracing this approach to a greater extent. Where current regulations foreclose this option, Agencies should examine expeditiously how the regulatory framework might be adapted and made more flexible.

Fourth, we have heard it said that administrative savings in support costs often cannot be applied for the benefit of programmatic or substantive development work because of the legal frameworks which apply in a number of agencies. This is the case despite the fact that in the General Assembly the great majority of member States insist that savings realised through mechanisms such as 'Delivering as One' should precisely be ploughed back into the development account. During our visits to pilot countries we have in fact observed two cases of administrative savings, realised through the productive application of 'Delivering as One', which have been applied to programmatic development work. The first was in Mozambique where UN agencies collectively made travel savings in a joint programme initiative. These savings have already been reinvested to bring electricity to a Millennium village. The second was in Cape Verde where savings from the establishment of the Joint Office amounted

to 25% of the combined cost of the separate offices in the preceding year. These savings have also been reinvested in additional training and educational opportunities. We would suggest that all Headquarters in the System empower their respective representatives in the field, to the maximum extent possible under the existing legal framework, so as to enlarge the incidence of locally obtained administrative savings being applied in that country to the "development account". Where this is genuinely foreclosed by the current legal framework, agency administrations might consider securing quickly the necessary legal authority to confer greater latitude on their field representatives. We would be the first to urge that flexibility, desirable as it may be, ought to be consistent with legal and administrative procedures both at Headquarters and in the field.

Fifth, as the pilots enter the second phase of implementation of the 'Delivering as One' in the areas of One Programme and One Budget, the tasks will be more complex and will demand creativity and greater flexibility in managing the change. The pooling of financial, human, technical resources and knowledge will need more coordinated guidance from Headquarters to enable field operations to deliver accordingly. We trust that this meeting will be useful in making appropriate preparations to address the expected challenges and anticipated benefits, not only in 'Delivering as One' but also in the implementation of System-wide Coherence as a whole.

Excellencies, Ladies and Gentlemen,

My colleague as Co-Chair, Ambassador Kavanagh and I, of course, recognize fully the individual mandates and vitally important capacities of individual entities within the System. In our view, 'Delivering as One' will have to strike a judicious balance between the oneness of UN delivery and the strength and roles of individual agencies. These represent an enormous asset for the international community and for developing countries in particular. At the same time, reform and renewal of the UN System cannot plausibly co-exist with a 'business as usual' approach. Put another way, one cannot envisage having a UN One Programme simply as a supplement, whilst individual agencies continue to deliver all that they would have delivered in the absence of a One Programme. The full implication of this may not arise immediately in all pilots. However, such implications need to be worked through, sooner rather than later, in individual Boards as well as in the Chief Executives Board (CEB).

The President of the General Assembly has observed in this context, that the United Nations System operates in a competitive environment. In each of the countries which we visited, the System provides no more than 5 or 6 percent of the overall ODA spend. This represents an order of a magnitude much reduced from that of thirty, twenty and even ten years ago. Yet, we have heard from pilot governments – whether in large Least Developed Countries or in a small vulnerable island State recently graduated from that grouping – that the 'Delivering as One' approach makes persuasive sense to them and responds better to the pressing needs of their peoples. At the same time, in each of the three pilot countries which we have visited, a number of development partners have declared

new and additional funding to support the One Programme in each case. Indeed, we heard well-grounded estimates that the One Programme in each of those Pilots would be fully funded from such resources. While the management of the One Fund needs to be shaped and implemented with great care, and the predictability of future “new and additional” support ought to be better assured, there is in all of this the outline of a virtuous circle – to be sure for the UN itself, but more importantly for the benefit of those peoples who most need our support and who must be at the centre of our consideration.

Before closing and in the presence of so many Funds, Programmes and Agencies of the United Nations System, my colleague as co-chair Ambassador Kavanagh and I would like to recognise the great dedication and professionalism which we have encountered right across UN Country Teams which we have visited of late. In the pilot countries, these personnel have been called upon in the past year to deliver for their individual Headquarters (in terms of reporting, auditing etc.) as per the traditional ways of doing business – even as they work flat out to design ‘on the hoof’ a completely new paradigm. We trust that respective Headquarters in the System will recognise the extent of the demands which have been placed on these dedicated and talented staff and their families in a transition phase that is of such vital importance.

Thank you



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26 February 2008

Excellency,

Delegations will recall our joint statement as Co-Chairs, delivered by Ambassador Mahiga, at the open Consultations in the General Assembly on 7 February concerning System-wide Coherence, and the letter which we subsequently addressed to all delegations on 8 February. In that letter we undertook to provide a preliminary outline of a programme of work for advancing matters in relation to the mandate that we have received from the President of the General Assembly.

We propose to hold an open consultation in the General Assembly on 28 March with regard to those aspects of the report of the High Level Panel dealing with coherence at the country level. We would hope for active participation at the highest possible level by all member States which are involved in enhancing coherence with the UN development system at the country level. This would naturally include those States which have chosen to be part of the pilot process with respect to Delivering as One.

On 7 and 17 April respectively, we would foresee further open Consultations in the Assembly concerning issues related to Funding and Governance. In proposing these consultations, we are responding to the views of member States which have identified these issues as of key importance in any possible agreement on the way forward. In due course, we foresee also open consultations on the issue of Gender.

As already indicated, it is the view of the Co-Chairs that the General Assembly would benefit from information with regard to those efforts toward greater coherence which are being made under the auspices of the Secretary-General and his colleagues on the Chief Executives Board. At a mutually convenient date in early May, the Co-Chairs propose to invite the Secretary-General or his senior representative to provide a briefing to the member States on the progress being made in this context.

With respect to all of the aforementioned consultations, beginning with those of 28 March, we will provide for member States in advance of each session an indication of how the consultations might be structured and on which areas it might be most useful to focus, without prejudice to the right of all member States to raise issues as they see fit. It should also be stressed that the activities indicated in this letter are by no means meant to be exhaustive, and as Co-Chairs we remain ready to consider augmenting the current programme in accordance with views expressed to us both bilaterally and in wider settings.

In the meantime, we have begun a series of visits to some countries that chose to participate in the pilot process in the first instance: Tanzania, Mozambique, Cape Verde, and Vietnam. We will return to New York on 12 March. While away from New York, on 4-5 March, we will participate in a Conference to be hosted in Vienna, by UNIDO, which will allow the Specialised Agencies to discuss in some depth the progress that they are making in achieving greater coherence.

We look forward to sharing with you on 28 March some of the salient observations arising from our current field visits.



Ambassador Augustine Mahiga
Permanent Representative of the
United Republic of Tanzania
to the United Nations



Ambassador Paul Kavanagh
Permanent Representative of Ireland
to the United Nations



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8 January, 2008

To the Permanent Representatives
of all States Member and Observer States
of/to the United Nations

Excellency,

System-wide Coherence

As you know, the well-attended open consultation of member States that the President of the General Assembly convened yesterday in the Trusteeship Council chamber gave a positive reception to the approach that we, as Co-chairs, are pursuing in exercise of the mandate that has been conferred on us by the President.

This approach was set out in our joint statement at the beginning of yesterday's consultation. The text of our statement, which was distributed to delegations in the chamber, is attached to this letter.

Yesterday's consultation was encouraging to us, as Co-chairs. Delegations made clear where they stand on a range of important and complex issues and we listened carefully to each and every intervention. We certainly do not underestimate the challenge of moving towards agreement in the Assembly on this area of work. At the same time, we took it as positive that all interventions echoed in one way or another the sentiment that their positions could evolve in light of the manner in which further consultations proceed. We were able to detect a degree of willingness to look in a constructive way at some particularly delicate issues where agreement might be possible in due course should there be an evolution in the approach asserted last year.

/.....

As we indicated at the conclusion of yesterday's consultation, we will focus initially on the issue of Delivering as One and later on the coherence-related work being undertaken by His Excellency the Secretary-General and his colleagues across the System in the Chief Executives' Board. Having heard the priorities expressed by numerous delegations yesterday, we believe that, inter alia, we should by the same token devote full consultations to Governance and Funding related issues and, in due course, to that of Gender.

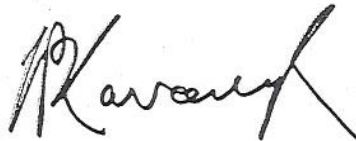
Delegations will know that we, as Co-chairs, are determined to conduct our business in a manner that is open, transparent and inclusive as well as pragmatic and empirical. We have given express assurances in this regard and we will stand by them.

We would intend to provide delegations before long with a preliminary programme of work for the coming weeks and months.

Yours sincerely,



Augustine Mahiga
Permanent Representative
Of the United Republic of Tanzania



John Paul Kavanagh
Permanent Representative
of Ireland



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Informal Meeting of the United Nations Member States on

System-Wide Coherence

New York, Thursday 7 February, 2008

Opening Statement of the Co-Chairs delivered by:

H.E. Ambassador Dr. Augustine Mahiga

Permanent Representative of the United Republic of Tanzania to the
United Nations

Mr President,

*

Excellencies,

Ladies and Gentlemen,

1. On behalf of my colleague as Co-Chair, Ambassador Kavanagh, let me at the outset thank the President of the General Assembly for having placed confidence in us and in our respective countries, the United Republic of Tanzania and Ireland, by inviting us to take on this important and challenging assignment. The President's very pertinent opening remarks have helped to set the scene for the work ahead and I am certain that delegations will wish to reflect well on what he has said.
2. Before proceeding any further, I would like to acknowledge the great endeavour deployed during the Sixty First Session of the Assembly by our distinguished predecessors as Co-Chairs, Ambassador Hackett of Barbados and Ambassador Hoscheit of Luxembourg. The Assembly is in their debt. Through the nine structured discussions in the Assembly and the myriad other consultations which they undertook, our two colleagues have thoroughly mapped the ground for necessary follow-up to the 2006 Report of the High Level Panel on System-wide Coherence. They have helped us all to understand better where divergences of view remain and also perhaps where there is some meeting of minds in this complex area. Had Ambassadors Hackett and Hoscheit not accomplished this essential stage in our work, we should have been obliged to undertake it now. We have all just heard their further wise observations.

Ladies and Gentlemen,

3. As you know, the President of the Assembly has some time ago shared with the membership his letter dated 11 January 2008 by which he launched our endeavours in the current Session. The President gave the Co-Chairs a general guideline for how to approach our task. He wrote as follows:

‘Through the consultations the Co-Chairs should work towards an agreement on the modalities for implementing greater coherence across the United Nations development activities system. This will necessitate a thorough assessment of progress made so far, in particular, the implementation of the ‘One United Nations’ pilot projects, as well as obstacles encountered and opportunities for further implementation.’

4. Delegations will also have seen the letter which Ambassador Kavanagh and I have addressed to them on 5 February 2008, in which we give a clear undertaking that in our approach we will be open and transparent, pragmatic and empirical. This, we believe, is the kind of approach that the membership would fully expect of Tanzania and Ireland. We ask for your trust as well as your support.

Dear Colleagues;

5. Your Co-Chairs believe that in our renewed endeavour we now need to move forward together, towards an agreement on the modalities for implementing greater coherence across the development activities system. We should not repeat work already accomplished work of last year. Our approach henceforth needs to reflect the fact that we are seeking to move ahead. Truly it is in the interests of all of us, and above all the interests of the United Nations itself, to emerge at the end of the current Session having made significant progress in this endeavour.

6. We are encouraged by the fact that the membership agreed the Triennial Comprehensive Policy Review by consensus, as recently as 17 December last. This agreed document embodies the Assembly's overall policy guidelines for the development system of the United Nations for the next three years. It addresses many of the issues which have been taken up in the context of System-wide Coherence. The fact that the TCPR was agreed by consensus demonstrates that even the most difficult issues are amenable to decisive progress, given political will on the part of the member States and a willingness to compromise in the interest of reaching agreement.

Ladies and Gentlemen,

7. We are aware also that progress is being registered in at least two significant areas which are of crucial importance to promoting coherence. We should all be encouraged by this.
8. First, there are the undoubted advances in implementing the Delivering as One approach in a number of developing countries, including those which have sought the designation of 'pilot'. Secondly, positive steps forward are being taken by the Secretary General and his colleagues in the Chief Executive's Board (CEB) towards eliminating internal administrative and related blockages to greater coherence in delivery. This relates not least to harmonisation of business practices. The Secretary-General and his colleagues are seeking to make similar progress on the programmatic front.
9. Turning first to Delivering as One, we are now one year on from when the first pilots embraced this approach. Their experience has been accumulating. It will be 2009 before we have any definitive evaluation of the effectiveness of this approach in delivering development assistance. Nevertheless, important lessons are already being learned and interim evaluations – including by the developing countries themselves - are in progress.

10. Many of us will have heard the most interesting statements made by several pilot countries recently in the UNDP Board and in the Joint meeting of the four Boards. It is increasingly evident that their experience so far with Delivering as One, has been preponderantly positive, even as they pointed to a number of outstanding challenges. Those who heard the pilots speak will have been particularly struck, as your Co-Chairs were, by their affirmations that Delivering as One is respecting two cardinal principles: first national ownership and leadership; and second, there is no, and there cannot be any, 'one-size-fits-all'.

11. Your Co-Chairs suggest that it will be valuable for the membership as a whole, here in the General Assembly, to hear further from developing countries and their partners in question about their ongoing experience. Our understanding is that to this end, the President of the Assembly will arrange for at least one full day of discussion in the present format in mid-March. We hope that this will facilitate a full and open exchange. We should hear about progress achieved and problems encountered and, not least we should also gain a better understanding of the challenges that lie ahead, both at country level and at headquarters level.

12. In the meantime, your Co-Chairs will visit four of the pilot countries, Cape Verde, Mozambique, Tanzania and Vietnam. We are grateful to the governments of each of these countries for these most thoughtful arrangements that they are making, so that we may receive a comprehensive picture of developments on the ground. The Government of Pakistan has also very kindly indicated that it

too will be pleased for us to undertake a similar visit to that country at a mutually convenient time. We are grateful for that.

13. Let me make clear that as a result of our upcoming working visits, Ambassador Kavanagh and I will not purport to reach definitive conclusions in our own minds as to how 'Delivering as One' is proceeding. However, we will draw on the impressions which we gather there at the present stage to help inform the subsequent open discussion in the Assembly, in which all States will have an opportunity to participate.

Ladies and Gentlemen,

14. As for the advances which are being pursued in the framework of the Chief Executives Board (CEB) under the chairmanship of His Excellency the Secretary General, I mentioned that these relate in considerable measure, though far from exclusively, to Harmonisation of Business Practices across the entire System. All of the Specialised Agencies are involved in this endeavour.

15. Your Co-Chairs have been in touch with the office of the Secretary-General and we are informed that the Secretariat, at senior-most levels, will provide an extensive briefing on these matters to member States in the present format in or about April. There will, on that occasion be ample opportunity for delegations to express their views and to engage in an inter-active dialogue in this context.

16. I should mention that your Co-Chairs have accepted an invitation from the Director General of the United Nations Industrial Development Organisation (UNIDO), Mr Kandeh Yumkella to attend a conference in Vienna on 4 and 5 March 2008. This meeting will bring together the Specialised Agencies of the United Nations for an in-depth discussion of the progress they are making in achieving greater coherence.

Ladies and Gentlemen

17. It will be clear from the foregoing that your Co-Chairs are keen to bring to the attention of delegations developments which are, as we speak, taking place elsewhere in regard to important aspects of System-wide Coherence. Our aim is threefold: First, to enrich the discussion among States here through the provision of latest empirical data; secondly, to take stock of progress achieved to date and thirdly to help throw light on the challenges which certainly remain to be addressed.

18. I said earlier that Tanzania and Ireland would be open and transparent in their approach to this Co-Chairmanship. My colleague Ambassador Kavanagh and I mean what we say in this regard. There will be no attempted faits accomplis on our watch.

19. We have as you know been mandated by the President of the Assembly to report to him in June, and in the meantime to work towards an agreement in the Assembly on the modalities for

implementing greater coherence across the United Nations development activities system.

20. Your Co-Chairs have been taking soundings with a wide range of member States and with interested parties in the System, including the Deputy Secretary-General who has particular responsibility in this area. We have met at length with the President and with our predecessors. We have reviewed the work of the last year.

21. In light of this activity and taking account of the variety of interests and priorities among the membership; being ever mindful of the interest of the United Nations as a whole, and; above all, with a constant eye to those people in developing countries who most need effective delivery of development assistance through the United Nations System – your Co-Chairs are strongly of the view that a pragmatic approach is the best, indeed it is the only feasible way to try to move ahead in our work.

22. We believe that as a practical proposition, it would be extremely difficult to seek to move ahead on all aspects of the High Level Panel Report at the same time. The breadth, depth and not least the great numbers of recommendations contained in that report lead us to this view. A fair reading of the discussions that have taken place in the Assembly to date would appear to sustain this impression.

23. At the same time, we understand entirely the reluctance of many member States to proceed on a selective basis, if the selection in question were to respond exclusively, or even preponderantly to

priorities that have been voiced in just one part of the membership. We believe that a successful Co-Chairmanship will be able to proceed effectively only if all parts of the membership can have confidence that the manner of addressing issues will be balanced and fair.

24. We have noted the great divergence of views among the membership in last year's discussions, both concerning substance and procedure. In a sense, various sections of the membership constructed negotiating lines and defended these stoutly. The Co-Chairs cannot be expected to join one side or another behind its line.

25. Looking therefore to the future, your Co-Chairs will continue, over the coming months, to conduct consultations, in plenary, group and bilateral formats.

26. We will listen very carefully to the views that delegations will express today, in the current more positive environment that we have described. Subsequently, and in light of what we hear, we will try to bring forward a more detailed orientation or an initial programme of work.

27. It is clear to us for example that further along we will need to take up a number of demanding topics. We have heard mention for example of funding and governance – related aspects.

28. By the same token, we will need to weigh how we are to dispose of cross-cutting issues. The gender issue not least has been underlined to us by some members. In this connection, once again we need to be pragmatic. Some of these issues are being actively addressed elsewhere. Some are the subject of very deep divisions and will not easily yield an agreed approach in the near term. Some may be amenable to progress after a little time during the current Session, but provided the approach taken last year is modified substantially with the acceptance of all concerned.

29. Your Co-Chairs will now be keen to hear the views of member States. We acknowledge the fact that delegations have strongly-held positions on many of the issues in question and that these have been comprehensively set out already. We would appeal, however, that delegations try to help the Co-Chairs foresee where the middle ground may lie on such issues. Only in the middle ground is agreement to be found. We ask that delegations indicate that they are willing to see their positions evolve in the pursuit of a fair and balanced outcome. We believe that there is something to gain for everyone and for all groups. Our common aim is to deliver development more effectively through the United Nations, especially for those most in need of it.

Thank you Mr President.



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United Nations System-wide Coherence: Gender

Joint Statement by the UN General Assembly Co-Chairs on System-wide Coherence

Opening Statement

Delivered by

H.E. Ambassador Paul Kavanagh

**Permanent Representative of Ireland
to the United Nations, New York**

at Informal Consultations in the General Assembly

16 June 2008

Check against delivery

Excellencies, Distinguished Delegates,

- On behalf of my colleague as Co-Chair, Ambassador Augustine Mahiga of Tanzania and on my own behalf I would like to welcome you to these resumed informal consultations on Gender Equality and Women's Empowerment.
- As delegations will recall, detailed discussion on this subject began at our previous informal consultations on May 16 last. We called that meeting in response to the many requests from a cross-regional group of member States who had indicated to us at the beginning of our Co-Chairmanship in February, that Gender Equality and Women's Empowerment was an issue upon which they place great importance and would like to discuss further.
- At our consultations last month, we heard from many quarters that within the United Nations System there is a need to address gaps in coherence, authority, accountability and resources which hinder the work of the UN in relation to Gender Equality and Women's Empowerment.
- Delegations suggested to us that the Secretary-General be asked to provide a note to give more information on the work of the UN in relation to Gender Equality and Women's Empowerment, specifically the gaps and challenges which hinder the United Nations System's ability to deliver on this important area which is a priority for all member States. This it was felt would provide a useful basis from which to continue discussions.
- In response to this request, your Co-Chairs forwarded a letter to the Secretary-General and asked him to produce a note on the programmatic and substantive work underway with the UN System on Gender Equality and Women's Empowerment, in order that delegations could be fully informed of the issue before continuing discussions.
- On June 6 last, the Secretary General provided the membership with a 'Note on the United Nations System Support to Member States on Gender Equality and Women's Empowerment'.
- We are very grateful for the Secretary-General and his colleagues for preparing this note and for their continued support.
- We are particularly grateful to the Deputy Secretary-General who has been leading this work on behalf of the Secretary-General and who is here with us today to introduce the Note.

Distinguished delegates,

- Delegations will be aware that the Co-Chairs have continued throughout this process to take an open and pragmatic approach. We have responded at each stage to the broad wishes of the membership. We have given assurance that there will be no a priori decisions, no faits accomplis and no pre-determined outcomes.
- In relation to Gender Equality and the Empowerment of Women, the broad membership has accepted that we should, all together, in the first instance have an appreciation of the current state of the work of the UN System with regard to Gender. Member States gave their own extensive views of the programmatic aspect at the open consultations on 16 May and it was agreed that the Secretary-General, having heard the views of member States in plenary, should prepare a paper – not on the question of institutional arrangements – but exclusively on the substantive, programmatic aspects. It was agreed that only at a subsequent stage, would the process take up the matter of institutional arrangements.
- Now, we have received the Secretary-General's paper, dated 6 June, concerning the programmatic aspects of Gender. It appears to us to echo many of the points raised by member States from the floor here on 16 May.
- In today's consultations we will want to hear the views of member States on the analysis contained in the Secretary-General's paper and any further comments that delegations may have on the programmatic aspect.
- Only in light of this would we be in a position to move, in a non-prescriptive manner, to the next phase – where we would take up the issue of institutional arrangements. Delegations will recall that we have been keen to give a full airing to the programmatic aspects, so that when we do come to take up the institutional aspect, our work in that phase will be solidly rooted in a broad appreciation of the strengths and weaknesses of the current System. Put another way, we very much share the approach that “form follows substance”.
- And so, distinguished delegates, your Co-chairs look forward to deepening our shared analysis of the UN's work on this important matter today, and to hearing the views of member States on how to proceed in light of the information provided to us by the UN System.
- Without further delay, therefore, I would like to give the floor to her Excellency the Deputy Secretary-General.

System-wide Coherence Informal Consultations

Gender Equality and Women's Empowerment

Closing Remarks by the Co-Chairs

Delivered by H.E. Ambassador Augustine Mahiga

Monday, 16 June 2008

Deputy Secretary-General, Excellencies, Distinguished Delegates,

- We have heard loud and clear today a message from across the broad membership, both in representative group and individual national statements, a strong desire to address effectively the manifest weaknesses of the UN system in the area of Gender Equality and the Empowerment of Women. We detect an unmistakable, and broad-based momentum in this direction.
- Delegations will recall that at the very outset of 2008, the Co-chairs asked for guidance from the broad membership as to which specific issues need to be addressed in this process. In response, the membership signalled on 7 February – and consistently since then – that, along with Delivering as One and the related area of Harmonisation of Business Practices, Funding, Development and Governance – Gender was to be among the priority issues which need to be addressed in this context.
- Our opening remarks today have set out the context. We have the Secretary-General's paper of 6 June concerning the substantive, programmatic aspects of Gender. This paper was drafted, taking into account the substantive comments on this aspect made by

member States on 16 May. Today, we have heard the views of delegations on the Secretary-General's paper and their further substantive comments.

- Your Co-chairs believe that – in light of all of the foregoing – we are now in a position to ask the Secretary-General to bring forward, by mid-July, a second paper. This would focus on the institutional dimension of Gender. The Secretary-General could be asked to present, in a non-prescriptive manner, a range of institutional options which would help the UN System to improve its performance in the area of Gender Equality and the Empowerment of Women. The Secretary-General could give a comprehensive and comparative assessment of each of the options and their implications for strengthening of the UN system with regard to Gender. Clearly, in drafting this second paper, the Secretary-General would take account of the views and questions raised by member States on 16 May as well as those expressed today. We believe the paper will give a focus to the Assembly's consideration of this matter and help it to advance towards an agreed outcome.

Distinguished delegates,

- We have once again today heard from member States views on how the General Assembly should ultimately move to decide on issues arising from our consultations. In other words, States have views on the format or construct of the decision-making phase.
- Your Co-chairs believe that we can continue, for the time being, to address the substantive issue of Gender without prejudice to how, ultimately, the Assembly would approach the decision-making stage. We believe that the member States will be much better

equipped to take up the matter of decision making once they have a clearer picture of the substantive elements that are in play.

- The Co-chairs will need to move to bring forward their report on the process to the President of the Assembly. We have also heard today that there would be a desire among member States to have all substantive elements presented together. Our intention is that by mid-July, member States would have received the Co-chairs' report and the Secretary-General's options paper on Gender. Indeed, the two would form part of a single whole substantive picture. Let me repeat that our substantive deliberations are proceeding without prejudice to the form or format of any ultimate decision-making.
- For our part, as Co-chairs, we would be available to the President to continue with our facilitation right up to the end of the current Session. We will try very hard to make as much progress as possible - and hopefully decisive progress - on a wide front, on an agreed basis, during the current 62nd Session.

Informal Consultations on System-wide Coherence
in the United Nations General Assembly

Friday, 16 May, 2008

Opening Remarks of the Co-chairs

delivered by H.E. Ambassador Augustine Mahiga of Tanzania

On behalf of my Co-chair, Ambassador Kavanagh of Ireland and on my own behalf let me welcome delegations and other representatives to this first open consultation on the issue of Gender.

As Member States will recall, on April 17 at the conclusion of our last round of consultations, the Co-Chairs observed once again that there was a widely held view among the membership that the issue of Gender was an urgent matter which required our attention. Our meeting today is therefore in response to these calls and will, I hope give us a better understanding of how gender issues are being dealt with within the UN system.

It will also be recalled that in our concluding remarks on 17 April we hoped that our consultations today might focus on the programmatic aspects of Gender; that is the activities being undertaken in the field including the gaps which these reveal in

the support, either normative or operational, which is available at central level.

In other words, we are not anticipating today a discussion of institutional or organisational architecture. That is an aspect which should be taken up at a future date and only in light of the discussion of substantive, programmatic aspects which we are beginning today.

At the outset we would like to call upon representatives of a number of those UN organisations with important roles to play in relation to Gender issues to address us with a view to providing the membership with a fuller picture of normative and programmatic activities as they stand, including how they relate to each other.

Member States will of course be aware that we are far from discussing issues related to gender equality and women's empowerment in a vacuum. It is almost thirteen years since the international community adopted the Beijing Declaration and Platform for Action. These seminal documents have stood the test of time as a global framework and a source of strategic objectives and actions. In 2000, five years later, at a Special Session of the General Assembly, governments reaffirmed their commitment to these goals and objectives contained in various subsequent resolutions and mandates. In the 2005 World

Summit Outcome Document Nations declared, at the highest levels of State and Government that:

“ We recognize the importance of gender mainstreaming as a tool for achieving gender equality. To that end, we undertake to actively promote the mainstreaming of a gender perspective in the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and social spheres, and further undertake to strengthen the capabilities of the United Nations system in the area of gender.”

Of course the focus of the General Assembly and of the System as a whole, as it must do, goes substantially beyond simple mainstreaming to include empowerment of women in decision making and leadership at all levels.

We have, therefore, a strong and enduring normative framework in which work can be carried out in realising the goals and objectives of the Beijing Platform for Action. The question arises then as to how that normative strength can be transmitted to, and measured within, operational outcomes and, ultimately, how best the UN system can organise itself to achieve this. In terms of our purpose today some relevant questions would appear to be:

Can we map out, or catalogue, existing work and initiatives to provide an adequate picture of where we

stand in regard to gender-related initiatives and challenges in the field;

Which aspects of this work, including existing initiatives for greater coordination, are going well? Are there gaps in coverage, overlaps in effort, or shortcomings of various types;

What are the priorities, commitments and responsibilities of Member States in addition to the responsibilities of the UN system;

What resources are needed to support the field in this regard?

These are meant as questions to aid our debate today and are by no means exhaustive. It may well be that Member States will have other such questions to address. Once we have a good picture of the main substantive issues arising, we might request the help of the Secretary-General and his colleagues to bring together an analysis of where we stand, taking account, of course, of the views which we hear from Member States today.

The Co-Chairs sense a widespread commitment to the objectives and actions agreed in Beijing in 1995 and reiterated on numerous occasions since then. It is therefore fully understandable why the High Level Panel sought to make recommendations which in their view would enhance the UN's ability to achieve these. It is the intention of the Co-Chairs, while fully respecting these proposals, nonetheless to ensure that the wide agreement which already exists on this important cross-cutting issue is maintained and to retain an inclusive

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sense of partnership as we step forward together on this important matter. To use a summary phrase: Gender is development. We have heard this constantly during our widespread consultations. Our purpose in advancing System-wide Coherence is to attain better and more effective delivery of development to all sections of societies in need.

I will now give the floor to the representative of UN entities working on gender matters.

SYSTEM-WIDE COHERENCE

Joint Concluding Statement of the Co-chairs
(Ambassadors Mahiga of Tanzania and Kavanagh of Ireland)

at Open Consultations in the General Assembly
Friday, 16 May, 2008

GENDER

Excellencies, distinguished delegates,

As Ambassador Mahiga recalled at the outset of our discussion, today's open Consultation on Gender have been scheduled by your Co-chairs in response to the priorities which have been articulated by member States from across all regions since the commencement of our current round of open Consultations in early February.

We welcome the strong attendance and participation on the part of so many delegations. We also welcome the valuable contributions made at the outset today by Special Adviser Mayanja and her colleagues from various Funds and Programmes.

There clearly is universal agreement that gender equality and the empowerment of women are issues which affect not only developing countries but also developed countries. Nor can there be doubt that these issues are central to achieving development, including through progress towards meeting internationally-agreed development goals, notably the Millennium Development Goals (MDGs).

There is a strong normative framework on which to draw. It includes inter alia the United Nations Charter itself, resolutions of the General Assembly, of ECOSOC and of the Security Council and the Beijing Platform for Action.

New, System-wide efforts exist to strengthen co-ordination on gender equality, including action to end sexual violence and the Secretary-General's global campaign to end violence against women. Gender-based violence affects all societies. It will, incidentally, be the principal thematic topic of the incoming Chair of the Human Security Network.

Progress is being made in translating international commitments into national strategies, policies and legislation.

Nevertheless, it is clear from what we have heard from all quarters today that within the United Nations System there is a need to address gaps in coherence, authority, accountability and resources (including the predictability aspect) – as well as other dimensions.

In order to do this, delegations have asked that the Secretary-General might provide a Note which would analyse where we stand on the questions raised in our discussion; including the gaps in coherence, authority, accountability and resources - which gaps affect the ability of the United Nations System to deliver on what is a priority matter for the entire membership.

The Co-chairs believe that there is a sufficiently broad consensus in this direction to invite the Secretary-General to provide such a Note, or paper. It would help member States to pursue, perhaps in early June, our discussion on the substantive, programmatic aspects of Gender.

As we have indicated, your Co-chairs do not at this stage intend to take up questions of organizational, or institutional architecture. We sense a need for delegations to have an opportunity to pursue for the time being a shared analysis of the situation that we will need to address, in its normative and operational dimensions and in the linkages between these two. An appreciation of demand-driven and nationally owned developments at country level would need to feature in this.

It is clear at the same time that there is an appetite shared by many member States from all regions to move, in due course, to a discussion of possible organizational implications of an emerging analysis – and the Secretary-General, in bringing forward a Note, might wish to bear this in mind. Indeed, the Secretary-General and his colleagues will, we trust, have paid close attention to the great wealth of ideas put forward in today's discussion.

Our continuing discussion of substance is of course without prejudice to the manner, format or context in which the General Assembly might reach any future decisions in this regard.

We have once again heard loud and clear the reality that the advent of new "conditionalities" for development assistance delivered through the UN System would not be accepted by the Assembly. Your Co-chairs, I need hardly add, are not thinking in terms of any such new "conditionalities".

We are now anticipating a further open Consultation on Gender some time after 9 June or so. In line with our practice, we would be in touch with delegations again in advance of that occasion. In the meantime, we will pass to the Secretary-General the request that he provide a Note along the lines we have discussed today. This note would help to inform our resumed discussion in early June.

Before closing, let me mention that – as flagged in advance to delegations – your Co-chairs have recently conferred with the Heads of Agencies, Funds and Programmes in Paris, Rome and Geneva. We have also undertaken a working visit to Albania, the sole European "Pilot" country in the context of Delivering as One. We were received well and at the highest levels in all locations, indicating once again the strong interest that exists in the ongoing work of the Assembly in this context.

Because of the shortness of time remaining to us this evening, we have placed at the back of the room copies of our intended remarks on these recent working visits. We will also circulate the text of these remarks in the normal way, through the Office of the President of the Assembly.

Thank you very much and have a nice weekend!

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Next week, beginning on 21 May, your Co-chairs will participate in an international meeting on Delivering as One hosted and organised by the government of Mozambique in Maputo. We will take the opportunity also to visit Rwanda and Malawi at the invitation of the government in each country. Further along, your Co-chairs will visit Uruguay, the sole Latin American "Pilot" country and Washington, in order to confer with the leadership at the World Bank (IBRD) and the International Monetary Fund (IMF).

END

System-wide Coherence

Remarks by the Co-Chairs
In Open Informal Consultations
Friday, 16 May, 2008

Recent Mission to Agency Heads in Paris, Rome and Geneva
and Visit to Albania

As we flagged to delegations in advance, your Co-chairs recently undertook visits to the Headquarters of various United Nations Agencies, Funds and Programmes in Paris, Rome and Geneva.

We have been able to confer directly with:

The Director General of UNESCO;

The Executive Director and her Deputy at the World Food Programme (WFP);
The President of the International Fund for Agricultural Development (IFAD);
The Deputy Director General of the Food & Agriculture Organization (FAO);

The Director General of the World Health Organization (WHO);
The Assistant Director General at the International Labour Organization (ILO);
The UN High Commissioner for Refugees;
The Secretary General of UNCTAD;
The Executive Director of UNAIDS;
The Deputy UN High Commissioner for Human Rights; and
The Director General of the UN Office in Geneva (UNOG).

We also met with the Director General of the World Trade Organization (WTO).

During the same period, we visited Albania, the sole European "Pilot country" in the context of Delivering as One. We were received by Prime Minister Berisha, Foreign Minister Basha and a number of their cabinet colleagues and we were able to confer with the UN Country Team and representatives of civil society. The government of Albania is strongly committed to the Coherence approach on the part of the UN Country Team in that country. In this context, they have a strong partnership with the Country Team. The government sees a more coherent and effective UN effort as a major contribution to advancing Albania's journey towards integration with the European Union by way of the Albania/ EU Stabilisation and Association Agreement (SAA). This perspective demonstrated once again to your Co-chairs the fact that the Delivering as One approach may be calibrated and adapted to meet the individual priorities and requirements of a very diverse range of States. Once more, we observed that the principle of "No One Size Fits All" is being upheld in practice.

Delegations will recall that, in line with the priorities which have been flagged to us since the very beginning of the year, your Co-chairs have placed significant focus on the Development aspect of Coherence.

With this in mind, from our conversations with agency Heads, we were able to draw some quite clear impressions. Among these were the following:

- there is a palpable sense of closer collaboration and cooperation among Agencies, Funds and Programmes in advancing the Delivering as One approach. Many of the agencies feel that there is now an improved mutual understanding of respective mandates, comparative advantages and identities. The benefits of Joint Programming at country level are becoming clearer. Agency Heads were keen in this context to underline their commitment to the reform effort;
- mechanisms have been put in place within the framework of the Chief Executives Board (CEB) to carry forward existing collaborative exchanges on these matters among agencies, including at the highest levels within the competency of their executive managements;
- our discussions with agency Heads took place around the time of the semi-annual meeting of the CEB which took place in Berne at which the Secretary-General and his System-wide colleagues adopted, again within their own competencies, an extensive package of steps to harmonize Business Practices. Your Co-chairs, as you will also be aware, will arrange for a fuller briefing of delegations on these steps in the first half of June;
- Agency Heads acknowledged the need for a consistent, positive message to be imparted by the various Headquarters at all levels to country and regional representatives concerning the advancement of Delivering as One and a One Programme effort that is aligned to the priorities of programme developing countries themselves in observance of the principle of national ownership. Some agencies already include among the personal performance indicators of their country and regional representatives a requirement to enhance demonstrably a united UN country Team effort. Others were very prepared to develop and incorporate such an indicator;
- Agency Heads were amenable, in light of the strong consensus in the General Assembly on this topic and to the maximum extent feasible, to develop the System's capacity together to achieve administrative savings on transaction costs at country level and to plough back these savings into development work in the countries where the savings are realised;

There remain at the same time a number of issues concerning which agency Heads see a need for further clarification as the Delivering as One process evolves. These relate *inter alia* to the role and authority of the empowered Resident Co-Ordinator, the question of representation in this regard, the selection of Resident Co-Ordinators from across the broad System, etc. They are concerned that the role of "line" ministries should be reflected by programme country Governments in the context of developing One Country Programmes. On the matter of Resident Co-ordinators, agency Heads nonetheless pointed out that the degree of collaboration and mutual accommodation across the System had improved significantly and that it was now a question of building further on significant advances already made;

The question of Funding continues to occupy several Heads of Agencies, including in regard to striking a balance between Core and non-Core funding as well as predictability of funding into the future. There is great interest not least in the disposition of development partners in this connection;and

Agency Heads observe that there is no evident intention to enlarge the number of "Pilot" countries, even as there is a growing number of Governments in developing countries which are seeking voluntarily to apply the Delivering as One approach. Some Agency Heads point in this regard to those programme countries which will commence a new UNDAF cycle this year or next.

These then are among the points which were made to your Co-chairs by agency Heads from Paris, Rome and Geneva in the past fortnight. We would like to place on record our deep appreciation for the receptiveness shown by the agency Heads concerned to the work that we, as Co-chairs, are undertaking on your behalf.

Thank you.



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United Nations System-wide Coherence: Governance

**Joint Statement by the UN General Assembly Co-Chairs
on System-wide Coherence**

**Concluding Statement
Delivered by**

H.E. Ambassador Paul Kavanagh

**Permanent Representative of Ireland
to the United Nations, New York**

at Informal Consultations in the General Assembly

Thursday, 17 April 2008

Excellencies, Ladies and Gentlemen,

On behalf of my Co-Chair, colleague and friend, Ambassador Augustine Mahiga - with whom I have been in touch during the afternoon - and on my own behalf I would thank the many delegations who have participated in today's open consultation on Governance in the context of System-wide Coherence.

As Egypt and others have stated, the issue of Governance is one of the most sensitive areas, because the proposals of the Panel were so far reaching. A number of member States have expressed the view that there should be increased coordination and collaboration involving the Bretton Woods Institutions and the UN development entities. Indeed, there is an existing consensus on the need for increased collaboration and coordination between the UN and the Bretton Woods Institutions which was outlined in the TCPR Resolution of December last. Broader considerations have also been raised in this regard - going, it has to be said, in diverging directions. As delegations are aware, your Co-Chairs hope to meet with the leadership of the World Bank and the International Monetary Fund at some stage in the coming weeks to discuss issues of mutual interest.

Member States have also voiced legitimate and pertinent concerns that any proposals for governance at the central level must avoid any kind of duplication and overlap which would add to complexity, incoherence and further fragmentation of the intergovernmental process. In this regard, we have heard many member States express caution in relation to the suggestion made in the Panel Report to establish a Sustainable Development Board and a Global Leaders Forum of ECOSOC. It will be necessary to reflect on these proposals in light of the already strengthened role of ECOSOC following the establishment of the Annual Ministerial Review and the Development Cooperation Forum.

Again, an appropriate balance would seem to be necessary to provide adequate intergovernmental oversight of development priorities and objectives while respecting the voluntary, nationally-led nature of the coherence process and the respective mandates of the Funds, Programmes and Agencies. Policy coherence has been underlined by a number of delegations this afternoon. This would seem to point

towards a continued strong role for ECOSOC as a forum for pulling together the full range of policy issues related to development. In addition the TCPR, in its existing or in a revised cycle, can clearly provide a basis for operational guidelines from the Assembly to the System.

Many member States underlined that the work that is going on at country level, work that is government-led and aligned with national priorities, must in no way be hindered by changes at central or headquarters level. We have heard this call many times at our consultations and we believe, also from what was said today, that it is of crucial importance. Any changes to the work at headquarters level should enhance the UN development system's ability to support the developing countries in implementing their national priorities and assuring greater effectiveness in the delivery of UN programmes. Any changes at headquarters level must also be flexible, so as to accord with the reality that 'No One Size Fits All'. We will need to ponder further how One Programmes approved in programme countries can be best disposed of at central level. We have heard ideas in this regard touching on both ECOSOC and the existing Boards.

Furthermore, it has also been emphasized that any changes at central level must not erode or damage the many and varied areas of expertise which the UN has developed and which are so central to its added value as a development partner. We all recognise that the role, functions and identity of the Specialised Agencies within the UN system are of great importance to those organizations, as well as to the broad membership. We look forward to discussing with their executive leadership the way in which those organisations are achieving the balance between safeguarding their own identity and capacities, while giving support to greater coherence and therefore greater effectiveness at country level as well as improving coordination at central level.

We have heard comments and questions in relation to the role of the Chief Executives Board (CEB). Specifically in relation to the harmonisation of business practices, we anticipate receiving, from the Secretary-General in mid-May, a full account of work which is ongoing under these auspices. The Co-Chairs take careful note of the need to be aware of, and respect, the competencies and mandates which exist in this area.

Harmonisation of Business Practices is, of course, a means to an end, and that end is to avoid unnecessary duplication or fragmentation and to improve support to national efforts to achieve a more coherent and a more effective development strategy.

We have heard today from a variety of member States that they wish to carry forward discussions relating to the recommendations of the High Level Panel Report on Gender. We have already indicated as Co-Chairs that we intend to hold open consultations on this subject in mid-May. We would hope that these discussions might focus in the first instance on the programmatic aspects of Gender; that is the activities being undertaken in the field including the gaps which these reveal in the support, either normative or operational, which is available at central level. This would be in keeping with our pragmatic approach, throughout these consultations. We will, as before, write to the membership in advance of these consultations in mid-May to suggest an appropriate orientation which may be of assistance to delegations in preparing themselves. It may be necessary to anticipate more than one consultation on Gender. At an appropriate moment we can already anticipate value in receiving elements for discussion from the Secretary General.

This morning we had a briefing session on the appropriate empowerment of Resident Coordinators and other country related governance issues. This afternoon we discussed, inter alia, how the intergovernmental process can be better attuned to supporting developing country governments in their coherence ambitions. These exchanges have given the Co-Chairs a sense of developments in the field and of views within the General Assembly on key issues that relate to governance. As indicated at the outset of today's consultations the Co-Chairs will seek to reflect developments on which we have been briefed and views heard from member States in their report for submission to the Assembly President after mid-June. It is obvious however that further intensive consultations with member States, in varying formats, would have to take place before our report is finalized and we have heard the views expressed once again today in that regard. Finally, I would like to express a note of appreciation for the helpful and constructive way in which delegations have approached the complex discussions this afternoon.

Thank you.



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United Nations System-wide Coherence: Governance
**Joint Statement by the UN General Assembly Co-Chairs
on System-wide Coherence**

**Opening Statement
Delivered by**

H.E. Ambassador Paul Kavanagh

**Permanent Representative of Ireland
to the United Nations, New York**

at Informal Consultations in the General Assembly

Thursday, 17 April 2008

Excellencies, Ladies and Gentlemen,

On behalf of my colleague as Co-Chair Ambassador Mahiga and on my own behalf I would like to welcome you to these open consultations on Governance aspects of the Report of the High Level Panel on System-wide Coherence.

Delegations will have heard this morning a substantial briefing from representatives of the UN Development System on issues relating to an empowered Resident Coordinator System. This morning's further briefing on developments at country level has thus helped to set the scene for the discussion that we will now have on the over-arching issue of Governance, bearing in mind that Governance responses at the centre need to correspond to, and complement, developments at country-level and vice versa. This afternoon we could perhaps consider in particular the intergovernmental aspects of the overall Governance question.

Before doing so, and since the questions are related, I would like, at this point in time, to draw some elements from the principal concerns expressed during our open consultation of 7 April on Funding.

In light of last week's consultation on Funding and of other open consultations in the course of this process, your Co-Chairs believe that there is a consensus in the General Assembly that any cost-savings which are made - including through application of 'Delivering as One' approach - should be ploughed back into programme work at country level in the countries where the savings are realised. In this connection, concerns have been voiced by States and by representatives of Agencies, Funds and Programmes that insufficient effect is being given to this, the consensus view of member States. We look forward to our calls on the executive leadership of the Specialised Agencies in Paris, Geneva and Rome, beginning next week. We will be seeking further information, inter alia, on progress in implementing this consensus provision of the Triennial Comprehensive Policy Review (TCPR) Resolution of the United Nations General Assembly. This matter needs to be actively pursued by the headquarters, regional and country levels, so that current ad hoc arrangements

for the reinvestment of savings are improved upon and appropriate arrangements are placed on a more sustainable footing.

We also noted well the support which we heard from many member States in relation to the alignment of the budget cycles of the Funds, Programmes and Agencies. This is a recommendation in the Panel report that is aimed at facilitating strategic coordination and we will also be making enquiries into progress in this regard in the course of our upcoming mission.

Another issue which has been repeatedly raised by member States and which had been highlighted in the Panel Report itself is the continuing imbalance between core and non-core funding. In the recently adopted TCPR consensus resolution (62/208) it was acknowledged that core resources continue to be the bedrock of the operational activities for development of the United Nations System - and that the share of core contributions to the UN Funds and Programmes had declined in recent years. The TCPR recognises the need to address the imbalance between core and non-core resources. It seems to be beyond question that there must be an increase in core resources if the UN, even in its current configuration and all the more so if it is to move forward, is to be able to function more efficiently, coherently and effectively. Many member States also called for a review of the policy of 'zero real growth', which was highlighted in the Panel Report as an issue of concern and which may have implications for the ability of the Specialised Agencies to fulfil their role as global standard-setters in their respective fields of mandated expertise.

We also heard from diverse parts of the membership that predictable multi-year funding is essential for the UN to be more coherent and effective. If programmes are to have a strategic focus, they must be supported by funding which is multi-annual and flexible. Heavily-earmarked funding or fragmented funding will not build a solid and effective UN, but rather encourage further fragmentation.

Concerns were also raised that the call to donors to increase pooled funding to pilots and to increasingly refrain from country level interventions outside the

One UN country programme would leave non-pilots deprived of funding. In the view of the Co-Chairs the High Level Panel could hardly have intended, through its recommendations, to leave non-pilots deprived of funding. It would seem necessary, in view of the concerns expressed, to underline explicitly that - in keeping with the voluntary nature of the 'Delivering as One' process, and with the principle that 'no one size fits all' - funding for the implementation of the High Level Panel's recommendations at country level is in addition to existing resources.

Commitment to coherence at country level may indeed involve a short term form of additionality in order to meet transaction costs etc. But it must also be accompanied, in order to be fully in accord with the Panel recommendations, by long term reinforcement of resources of a core nature. To do anything less than this would be to run the risk that the partial adoption of the High Level Panel's recommendations would actually lead to further fragmentation. In order to remove any sense of threat which could be felt by any country or Agency that non-participation in the 'Delivering as One' process might result in decreased funding, it may be necessary for development partners to give firm assurances that the dual nature of the Panel's recommendations, that is reinforcement of resources at both country and core level, will be supported. The modalities of how this parallel commitment could be achieved would seem to require further clarification.

The TCPR consensus resolution provides the bedrock upon which we might build in addressing this issue. In this regard, I recall Ambassador Mahiga's citing on 7 April of paragraph 32 of that resolution. It

Quote

'emphasises that increasing financial contributions to the United Nations development system is key to achieving the internationally agreed development goals, including the Millennium Development Goals, and in this regard recognizes the mutually reinforcing links between increased

effectiveness, efficiency and coherence of the United Nations development system, achieving concrete results in assisting developing countries to eradicate poverty and achieve sustained economic growth and sustainable development through operational activities for development and the overall resourcing of the United Nations development system’.

Unquote

This paragraph can provide us with an agreed starting point for a closer examination of how coherence in the field can be supported, but only in the context of a commitment to the reinvestment of any savings into programmes, to meeting any necessary transition costs in adopting greater coherence, and to sustained and predictable financial support to core activities in the UN development system.

In the TCPR resolution, the Assembly found a way to embrace side by side a number of concepts without embracing that of new conditionalities. In leaving behind such a concept – which clearly is not acceptable to the Assembly – we might be moving in a positive, win-win frame of mind, towards a UN system that is more efficient, more coherent, more effective and at the same time better resourced. A UN ‘Delivering as One’ would thereby truly deliver more.

Excellencies, Ladies and Gentlemen,

Let me turn now to the subject of this afternoon’s open consultation.

The High Level Panel in its consideration of Governance questions made a number of key recommendations which proposed to consolidate some functions and strengthen others. The Panel’s recommendations fell broadly into three categories, the organisational level, the regional level and the intergovernmental level.

With regard to the organisational level a substantial part of this work falls within the remit of the Secretariat and specifically the Chief Executives Board (CEB) to examine and to carry forward. As delegations will be aware the Secretary-General will address

the Assembly in mid May on Business Practices in this context. That will be an opportunity to reflect upon how the UN's managerial support systems, within their competencies, are making progress in underpinning enhanced coherence at country level.

In addition, we have heard this morning that progress has been made by the Funds and Programmes in streamlining work at the regional level. Moreover, the regional dimension is dealt with by the General Assembly in considerable detail in operative paragraphs 106-111 of the consensus TCPR Resolution. This section of the TCPR requests the United Nations development system to strengthen cooperation and coordination at the regional level, among the Funds, Programmes and Agencies as well as other Regional Commissions, with the respective Headquarters and in closer cooperation with the Resident Coordinator system, so that they may further develop their capacities to support country level development initiatives. The System is also requested to increase collaboration with other regional and subregional intergovernmental institutions and banks.

This afternoon's discussions might perhaps focus on the recommendations at intergovernmental level by the High Level Panel.

Our distinguished predecessors as Co-Chairs, during the 61st Session of the Assembly, reported that the major concerns raised by member States about the recommendations contained in the Governance component of the High Level Panel's Report related to the possible erosion of national ownership of the UN intergovernmental processes, duplication of existing mandates and functions of the Executive Boards, as well as a need for more information in support of the roles and responsibilities of the bodies proposed. The then Co-Chairs also reported that while it was recognised that institutional reform would be necessary to support reform at the country level, some member States expressed the view that institutional reform should be undertaken within existing frameworks such as the TCPR.

Delegations will be aware, of course, that since the writing of the report of our predecessors, the Annual Ministerial Review took place in Geneva in July of last year, within the context of a strengthened ECOSOC. The Development Cooperation Forum

is due to take place within the same context in July of this year. A question which delegations may wish, therefore, to consider is whether these bodies together with the TCPR can have a meaningful policy role in support of coherence at country level. This combination of policy consideration within the Annual Ministerial Review and the Development Cooperation Forum may represent a step in the direction indicated by the High Level Panel and member States may wish to consider whether this is itself a sufficient degree of progress.

With regard to the consideration of operational matters, there is a question as to whether the introduction of new bodies such as a Sustainable Development Board would have an impact on the function of existing bodies relating to development. A question which has been asked by some members of the General Assembly does appear valid: How can governance at the headquarters level be in full and supportive conformity with what is foreseen, and nationally led, at the country level? How can a One UN Plan which has been arrived at through a nationally owned and led process be suitably dealt with at central level? Member States may wish to consider whether the incremental progress which is being made with regard to joint board consideration of One UN Programmes agreed at country level addresses sufficiently the necessary balance between agreed principles of national ownership of development strategies and adequate mechanisms for intergovernmental oversight.

The High Level Panel Report also foresaw that System-wide Coherence at the United Nations could not be discussed in a vacuum. It argued that it needed to be placed in a broader contextual framework of a dynamic international setting in which there are a large number of other relevant international actors and efforts. The international development agenda was, in the Panel's view, a result of the internationally agreed development goals and of platforms for their implementation through nationally owned development strategies and support by the development partners. This would require credible engagement of the United Nations with other development actors, since the success of this common agenda could only be realized through coherence in implementation. In that context the report foresaw a closer and more systematic relationship between the United Nations and the Bretton Woods institutions and made some recommendations in this regard. Member States may wish to consider how these recommendations could be usefully pursued.

The report which our predecessors provided to the President of the General Assembly referred to those who saw a continuing role for the TCPR in respect of the General Assembly's ability to provide operational guidelines for the development system. The outcome of the recent negotiation of the TCPR would seem to indicate strong grounds for retaining that Resolution as a source of principles and guidelines for the UN development system - which nevertheless permits and indeed supports continued national ownership and direction of development strategies. Unless member States wish to indicate the contrary, the Co-Chairs would feel entitled to believe that this consensus document remains a strong frame within which the guidance which the Assembly wishes to give, both at policy and operational level, to the entire UN development system, can be achieved.

As always, the Co-Chairs are anxious to hear the views of member States and we are grateful for your ongoing participation in these consultations. As delegations indicated already, we intend to schedule a meeting in mid-May which would be attended by the Secretary-General to brief the membership on Harmonisation of Business Practices. We would also envisage in May a consultation on issues related to Gender. As indicated previously, we would intend to focus considerable energy on this issue in the latter part of our mandate. In addition to points which may be raised today relating to Governance, if member States wish to explore other matters we will, as Co-Chairs, be pleased to consider ways in which these can be addressed.

I would flag to delegations that the Co-Chairs would now envisage providing their report to the President of the General Assembly in the second half of June. The drafting of our report will be informed by the consultations that will have been undertaken in this open format, as well as by our various other contacts, and not least by the intensive consultations which we would undertake with member States in varying formats before our report is finalised. Our overall approach to our work going forward was reiterated in our joint opening and closing statements on 7 April. We are gratified that these clarifying statements were subsequently warmly welcomed by the leadership of the Coordinating Group that had previously expressed concern in this regard.

With those opening remarks, I open the floor to those delegations which would like to make an intervention.

Thank you.



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United Nations System-wide Coherence: Funding

**Joint Statement by the UN General Assembly Co-Chairs
on System-wide Coherence**

Delivered by

H.E. Ambassador Paul Kavanagh

**Permanent Representative of the Ireland
to the United Nations, New York**

at Informal Consultations in the General Assembly

Monday, 7 April 2008

Excellencies,

On behalf of my colleague, as Co-Chair, Ambassador Mahiga of the United Republic of Tanzania and on my own behalf I would like to welcome you to this Open Consultation on the question of Funding in the context of System-wide Coherence. We would like to thank you again for your active participation in these on-going consultations.

This dedicated discussion on Funding has been foreseen in our programme of work from the outset. It responds to the priorities repeatedly expressed by a large number of member States.

Delegations will have received the Co-Chairs' joint letter of 4 April 2008 which seeks to set a context for today's consultation. Once again, your Co-Chairs will be eager to hear the views of the member States.

Excellencies,

The achievement of the Millennium Development Goals, and of the other internationally agreed development goals, remains a paramount priority and is the principal frame for our efforts at greater coherence. The Millennium Development Goals are not an optional extra to our development efforts. They are solemn objectives agreed by our governments and we are, to date, not on a sufficient trajectory to meet them. As last week's High Level discussion in the General Assembly made clear, they will not be achieved without increased commitment, including financial commitment, and we cannot lose sight of that context in our discussions. Similarly, coherence is not an end in itself. Within the UN system it is a contribution to aid effectiveness which is a wider context, with a wider variety of possible approaches, which we must also keep in mind.

Without wishing to go into detail, and fully aware of the competencies of other fora, as Co-Chairs we can say that the figures for overall ODA released by the OECD-DAC last week are not an encouraging backdrop for our work. While some have legitimately argued that additional funding can follow increased coherence, in the

context of falling overall aid figures this can appear to be a hollow prospect. Inadequate funding of the UN system as a whole is a poor starting point for the journey we wish the organisation to take toward being an effective and relevant mechanism of support for national development priorities and achievement of our internationally agreed goals.

Excellencies,

Delegations will recall that the Co-Chairs on System-wide Coherence during the Sixty First Session, the distinguished Permanent Representatives of Barbados and Luxembourg, highlighted in their report to the then President of the Assembly a number of Funding-related questions which had arisen in open consultations of the membership last year. This indicative list comprised the following six elements:

- the issue of the quality, quantity and predictability of funding;
- the issue of a better balance to be achieved between non-core and core funding;
- the reinvestment of reform savings back into the system, notably at country level;
- the review of funding mechanisms and practices, including the alignment of budget cycles and the establishment of one budgetary framework in the pilots;
- the issue of resource mobilization, and
- the funding of a strengthened Resident Coordinator system.

Our predecessors as Co-Chairs reported also that these multiple issues were clearly linked to the questions of 'Delivering as One' at country level and the improvement of Business Practices. They recalled that Funding clearly plays a central role in overcoming the current fragmentation of the United Nations System and in supporting efforts to promote a more coherent and coordinated performance of the System as a whole, and a more cost-effective and improved delivery of services.

In this, the former Co-Chairs were echoing the commentary of the High-Level Panel, which itself highlighted the fact that:

Quote

‘Inadequate and unpredictable funding of the system also contributes to fragmentation, undermining the multilateral character of the United Nations. The exponential growth of extrabudgetary (non-core) versus core resources has encouraged supply-driven, rather than demand-driven approaches to assistance, undermining the principle of country ownership. Lack of donor coordination and competition for non-core resources among United Nations agencies squander significant time and effort on fund-raising, undermining the ability of the United Nations to make long-term strategic decisions that would deliver more effective results. Nor does the United Nations have a common system for its overall development funding or for measuring results transparently and systematically.’

Unquote

Who can reasonably question the merit of this commentary? It has been echoed in turn by many member States in the current Session of the Assembly when they have expressed concern for the adequacy, predictability and timeliness of funding. We have heard by the same token, the widely-held view that the promotion of coherence should not give rise to any new conditionalities.

Excellencies,

It has been repeatedly pointed out that the Assembly – in its consideration of System-wide Coherence – is no longer in the same place as it was last year. In the first instance, and as it clearly emerged from our consultations on 28 March, much has been happening in a growing number of countries which are applying a ‘Delivering as One’ approach, as they take on greater national ownership and leadership in their bilateral partnership with the United Nations System representatives in their country. Second, there is much transpiring in the area of Harmonisation of Business Practices across the System. Indeed, we hope to hear from the Secretary-General in mid-May on all that he and his senior colleagues are achieving on this front, within their own competencies. As delegations will be aware, we believe that it will be appropriate and

timely for the Assembly to express itself, if in an interim manner, on such developments during the current Session.

Of course, the major legislative development of recent months has been the adoption, by the Assembly, of resolution 62/208: the Triennial Comprehensive Policy Review (TCPR). The TCPR sets the overall strategic policy direction for UN development activities and the operational activities of the UN System for this three-year period, 2008 - 2011. The TCPR includes an extensive section on Funding for Operational Activities of the United Nations Development System. It also contains a further section on Transaction Costs and Efficiency. Through the TCPR, the Assembly has in fact declared itself on many Funding-related questions highlighted by the previous Co-Chairs on System-wide Coherence.

It is not our intention here to replicate the negotiation of the extensive consensus agreement reflected in the TCPR. Your Co-Chairs would suggest that the Assembly's time today might be best employed hearing from diverse parts of the Hall, constructive signals as to how – bearing in mind our focus on System-wide Coherence – the TCPR's Funding-related provisions can be implemented. We have already stated that we will be attentive not least to the contributions of development partners in this regard.

Nor would your Co-Chairs suggest that our consultations today should focus on the future of Overseas Development Assistance (ODA) in a global sense – the obvious read-across to overall levels of ODA spending, to which I earlier referred, notwithstanding. Discussion of global ODA will be taken up in separate and ongoing consultations on Financing for Development, under the capable leadership of our distinguished colleagues from Egypt and Norway, and no doubt also in preparation for other the High Level events related to the MDGs.

Excellencies,

Before proceeding further, it may be useful to reiterate that your Co-Chairs have observed a very strong consensus view in the Assembly that the promotion of greater coherence in the UN System is not, and must not be, a 'cost-cutting exercise'.

Equally, we have heard a strong consensus in support of the TCPR—enshrined principle that administrative and other savings arising from reduced transaction and overhead costs should be ‘ploughed back’ into development programmes in programme countries. This ought to create an entirely legitimate incentive for individual programme countries to realise for their own national development the benefits accruing for reduced transaction costs, as a result of greater coherence in the UN System activities at country level. In our contacts with Heads of Agencies, Funds and Programmes we would continue to encourage early and decisive action to realise such savings and to plough them back into development at country level.

Excellencies,

Developing countries which are leading the way in advancing greater coherence – and indeed the Deputy Secretary-General on the basis of her recent stocktaking exercise – have told the Assembly that significant progress has been made through a) agreements between United Nations Country Teams and the countries concerned on One Funding arrangements and b) the agreed establishment of One Funds. All of this is in support of One Programmes in-country which have been agreed under the leadership and with the assured ownership of the developing countries in question. Moreover, your Co-Chairs have observed for themselves that a number of development partners have come forward and placed significant and additional resources in these One Funds at country level. This too has been described in earlier consultations,

At the same time, the operation of these One Funds under One Funding Arrangements has only just begun. While the agreements between the Governments and the entire UN country Teams concerned augur very positively, considerable experience in their operation and functioning will be needed before any definitive conclusion may be reached as to their effectiveness. Many States will be particularly interested to hear of additionality and predictability of funding in the context of greater coherence and effectiveness.

I might mention that we are joined today by experts from within the UN Development System who would be in a position to address any questions of a technical nature which delegations may have concerning coherence-related Funding arrangements.

In this connection, it may also be appropriate to recall the comments of the High Level Panel itself that contributions to the One Country Programme ‘should be consolidated within a single budgetary framework, which would not constitute a legal constraint on the spending authority of the Funds, Programmes and Specialised Agencies.’ As regards the Agencies, Funds and Programmes, their mandates, role and functions and identity – which your Co-Chairs know is a matter of concern to many States – let me recall part of what my colleague, Ambassador Mahiga stated in our joint statement here on 28 March:

Quote

‘We recognise fully the individual mandates and vitally important capacities of individual entities within the System. It would be a travesty to promote coherence at the cost of seriously weakening these bodies. That is not and cannot be the intention. In our view, ‘Delivering as One’ will have to strike a judicious balance between the ‘oneness’ of UN delivery and the strength and roles of individual agencies as they are brought to bear on the ‘Delivering as One’ synergy. These represent an enormous asset for the international community and for developing countries in particular.’

Unquote

Excellencies,

Delegations will be aware that your Co-Chairs have consistently taken an open, transparent, inclusive and balanced approach in the discharge of our task. We have said repeatedly that we will maintain this approach through to the end of our mandate. We have not presented fixed or rigid views to the membership, nor will we do so in the future. We will continue to be factual and empirical. We will be most keen once again in today’s consultation to hear the views, priorities and concerns of the member States, whose interests as a whole we are here to serve.

Before concluding, allow me to make one or two points concerning process.

First of all, since the very outset, your Co-Chairs have been open in their aim to present to the President of the Assembly a focused and balanced report, one in which all parts of the membership will recognize a significant reflection of their respective priorities. Our hope is that such a report would find favour with the Assembly. It follows that our report and any subsequent position adopted by the Assembly would flow from the consultations among member States. In other words, let us repeat once again, there will be no attempted faits accomplis on our watch. Nor are there any a priori decisions in our mind. Clearly, by the same token, there are no artificial deadlines for decisions by the Assembly. The Assembly itself is the master of its own house.

Secondly, we have paid close attention to the views expressed during consultations as to the manner in which the Assembly ought to approach its decision-making in this matter. As we indicated on 28 March, we have discussed these views with the relevant group leadership and we have been very gratified by the indications we received that there is an underlying intention to afford the Co-Chairs latitude and flexibility, consistent with our open, transparent and inclusive and pragmatic manner of work. For our part, your Co-Chairs have heard clearly the preference of a significant number of States that the Assembly should take a single decision. We also believe that all quarters envisage the Assembly acting, when it does so, in a united manner bringing together all parts of the membership. Clearly any outcome will have to have sufficient 'buy in' and 'full ownership' in the Assembly.

Returning to the issue of 'Delivering as One' for a moment, let me reiterate once again that anything that the Assembly may say on this topic during the current Session can really only be interim in nature. A united, definitive view of the Assembly in practical terms must await the independent evaluation of lessons learned which member States will receive and consider in the latter part of 2009. This is without prejudice to a future inter-governmental decision. This is the import of the TCP/R consensus resolution of last December. Clearly, as a matter of fact, the Assembly is unlikely to sign off on any independent evaluation that is not designed and conducted to its satisfaction.

Excellencies,

As you know, we have programmed our work on System-wide Coherence in response to the priorities expressed from various and indeed from all parts of the membership. In this manner, our overarching focus is on Development. We have already conducted open consultations on 'Delivering as One'. Today's consultation on Funding will be followed in ten days time by one on Governance. In mid-May, we will take up Business Practices and we will focus an increasing effort on the issue of Gender. Of all this, delegations are already aware.

At the same time, we have paid close attention to the interests and concerns expressed during the consultations by member States. From the outset, we have said that in light of such concerns we will be entirely open to scheduling further consultations as appropriate.

In this regard we have heard in particular an interest in having further clarification on the role and authority of an empowered Resident Coordinator at the head of an empowered UN Country Team in those countries which are applying a 'Delivering as One' approach. This has an evident bearing on the institutional firewall between UNDP's management of its programmatic role and of the Resident Coordinator system. Codes of Conduct are relevant here too.

Accordingly, your Co-Chairs propose to arrange for an update briefing of member States on developments in this regard. This will provide an opportunity for a more in depth exchange of views among member States. We will revert to delegations with proposed timing for this, additional open consultation.

With those opening remarks, I open the floor to those delegations which would like to make an intervention.

Thank you.



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United Nations System-wide Coherence: Funding

**Joint Statement by the UN General Assembly Co-Chairs
on System-wide Coherence**

Concluding Statement

Delivered by

H.E. Ambassador Augustine Mahiga

**Permanent Representative of the United Republic of Tanzania
to the United Nations, New York**

at Informal Consultations in the General Assembly

Monday, 7 April 2008

United Nations System-wide Coherence: Funding

Concluding Remarks:

H.E. Ambassador Augustine Mahiga

Permanent Representative of the United Republic of Tanzania
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Monday, 7 April 2008

Excellencies,

On behalf of my Co-Chair, Colleague and a friend, Ambassador Paul Kavanagh, I thank all of you as individual Member States or members of various groups who have participated in these consultations this afternoon on Funding for System-wide Coherence. As Co-Chairs, we have been reminded by members of the Assembly to reply to some outstanding procedural issues which have already been referred to in the statement of my colleague, Ambassador Paul Kavanagh. But let me also add more clarity to them.

We take due consideration of the JCC views on the procedures leading to decision making at the end of our mandate but not necessarily the end of the process of the consultations on System wide Coherence which will continue. As Co-Chairs the mandate given to us by the President is to advance the intergovernmental process, this, we believe, is exactly what we are doing. Our report in June 2008 will be an honest reflection of what we have heard and where we have reached. We are therefore encouraged and guided by your flexible preferences for a process, which would evolve from the on-going consultations.

We totally agree with the well-considered view to give us sufficient “buy in” and support from all stakeholders to ensure full ownership by all of us, by this consultative process. We have signaled to you that whatever we include in these consultations should meet your approval based on pragmatic considerations and which would be amendable to consensual decision. We have informed you at every stage in our informal consultations with you, in our statements and in our letters to you.

As Co-Chairs, we have repeatedly stated that our mandate is not a substitute for the evaluation of the pilots, which will take place at the end of next year. The terms of reference for the evaluation will certainly need to be acceptable to the Assembly and the methodology to be used would also have to be accepted by the Assembly without prejudicing the independence and professional competence of the evaluation experts.

The “no size-fits all” concern cannot be over-emphasized; that was the first observation which struck us when we visited the four pilots last month. The differences are underpinned by the different nationally owned development frame-works and strategies which answer to the needs of the individual countries concerned.

We subscribe to the view that measuring effectiveness has to be a professional undertaking on a continuous basis by the Resident Coordinator and his team. The performance and outcomes would be subjected to further scrutiny by the independent evaluation experts at the end of 2009. We hope as the comparisons are drawn between the pilots and the non-pilots, the merits and limitations of the UNDAF frame-work will be highlighted and other forms of coordination mechanisms would be explored. However, what is evident so far is that several non-pilot countries had already seen the advantages of ‘Delivering as One’ by the UN system long before the panel was appointed and its recommendations made public. Others are also voluntarily opting for the approach.

The ‘Delivering as One’ process has also instituted important and comprehensive Monitoring and Evaluation frameworks. These frameworks provide indicators on progress. Most importantly, these frameworks can provide insight into the work the UN is doing, to ensure that it is indeed in line with national priorities and will have positive effects for the people on the ground. These frameworks are essential for the developing countries concerned, the UN Agencies, and the development partners and will provide the basis from which the UN can improve and strengthen its strategic focus. But it cannot be denied that these frameworks can also provide evidence of the effectiveness, efficiency and added value of the UN and in doing so will increase the UN’s attractiveness to development partners.

Excellencies,

As the President of the General Assembly pointed out in his statement at our opening consultations on 7th February, the UN is working in a competitive environment in the fight against poverty and if it fails to reform itself it will be unable to maintain its position at the heart of the multilateral system. This reality was also evident to us in our recent trip to the Pilot countries where, despite its unique legitimacy, the UN is becoming an increasingly marginalized actor, as it struggles to adapt itself to the development challenges of the 21st Century, where Government-leadership, and development partner coherence and alignment, form the basis of aid effectiveness. There is, therefore, an urgent need to address this marginalization if the UN is to remain relevant and retain the central position compared to other multilateral organizations, which its unique legitimacy and convening power demands.

The issue of funding is one of central importance to the way the UN operates, and therefore, to discussions on System-wide Coherence. It has frequently been highlighted by all member States as a key priority. As noted in the JCC Statement, ‘inadequate and unpredictable funding of the System contributes to fragmentation, and risks undermining the multilateral character of the United Nations’. As has been repeatedly pointed out to us, the way the UN is funded greatly influences the way that it operates.

Your Co-Chairs believe that the best point of departure for addressing the development pillar is how to improve the funding of the UN system, so that it may deliver better results for the people it serves. Throughout our consultations, we were encouraged by the fact that many member states we have met in the run-up to this consultation, have shared this view.

As was outlined in the TCPR, it cannot be denied that in order for the UN system to function effectively, the correct balance between core and non-core funding must be struck. Predictable and sustainable funding of the UN system is desirable by UN membership in order to maintain and build its long-term capacity. Currently, we are living in an increasingly globalised world where many developing countries look to the UN to provide high-level, top quality policy support, in addressing complex global issues, such as the transition from a least developed country to a middle income country,

the affects of climate change, increased desertification and global health problems such as HIV/AIDS.

Without an adequate balance between core and non-core funding, the UN will be unable to retain the global expertise necessary to fulfill this role and to maximise its unique legitimacy, its unique convening power and its unique knowledge base.

In order to change this eventuality, we need to work towards establishing systems which encourage coherence. Donors need to ensure that the way they fund the System encourages coherence, by providing predictable, multi-annual and unearmarked funding, which strikes the appropriate balance between core and non-core funding.

Any cost savings which are made should be 'ploughed back' into programme work – this was agreed in the TCPR and your Co-Chairs have not heard a single dissenting voice in relation to this proposition in the course of our many consultations. On our mission to the 'Delivering as One' pilots we saw evidence of where this has already happened and further evidence of work underway to continue and increase savings, so that they may be redeployed towards helping those who need it most, whether it be providing electricity in villages in Mozambique or providing training course for people in Cape Verde. We understand that changes must take place to institutionalize and facilitate this practice among the Funds, Programmes and Agencies and we look forward to progress in this regard. We feel that this is an important point of agreement in relation to these discussions. We shall take this message to the headquarters of the various agencies and we request you to repeat it in the respective Boards of the Funds, Programmes and Agencies.

The 'Delivering as One' process, by the very fact that it is Government-driven and in line with national priorities, has demonstrated that it could attract more funding, than the previous fragmented Agency specific projects. The One UN programme, supported by the One UN budgetary framework has brought a new clarity of purpose and vision to the UN's work at country level, which could enhance its potential to mobilise resources. This method of working seems to reduce internal competition for funding, as Agency representatives at all levels are free to concentrate on the important work at hand:

Delivering Development Results in line with the needs of the Developing country concerned.

Excellencies,

I agree with all of you that the funding issue is at the core of the development pillar of the UN as underlined by your enlightened messages this afternoon. I hope you also subscribe to the spirit of the Paris Declaration on aid effectiveness which will be further pursued by the member States in Ghana later this year. It should also be accepted that the development process should have only one major inbuilt consideration; that is, if tried approaches to development do not deliver positive results, those approaches must be reviewed and reformed. The UN development system must be ready to face the challenge. The TPCR consensus resolution is the way to address the challenge. In this regard, I quote paragraph 32 of that resolution which 'Emphasises that increasing financial contributions to the United Nations development system is key to achieving the internationally agreed development goals, including the Millennium Development Goals, and in this regard recognizes the mutually reinforcing links between increased effectiveness, efficiency and coherence of the United Nations development system, achieving concrete results in assisting developing countries to eradicate poverty and achieve sustained economic growth and sustainable development through operational activities for development and the overall resourcing of the United Nations development system' will provide us all with a point of departure in moving forward.

Excellencies,

In both our opening and closing statements today, we hope we have responded to the concerns raised by various member states. We have paid attention to the mandates, role, functions, and identity of agencies, fund and programmes in connection with United Nations System wide Coherence. Delegation will wish to know that your Co-Chairs intend in the coming weeks to confer with the leadership of a number of specialized agencies on how to bring greater synergy between their respective headquarters and the field.

I thank you for your kind attention.

**Informal Consultations on System-wide Coherence
in the United Nations General Assembly
Friday, 28 March, 2008-03-28**

**Closing Remarks of the Co-chairs
delivered by H.E. Ambassador Paul Kavanagh of Ireland**

Excellencies, Ladies and Gentlemen,

First of all, let me on my own behalf and that of my colleague and friend Ambassador Mahiga of Tanzania, thank you for all of the contributions which have been made in the course of today's consultation.

The Co-Chairs appreciate very much the trouble taken by the Deputy Secretary-General, by the representatives of those countries which are implementing at home the 'Delivering as One' approach and by other participants. I believe that we have all learned a lot from the proceedings.

Today we have, I believe, registered with the General Assembly in New York something of the substantial and increasing momentum that is so evident in a diverse range of developing countries, as the 'Delivering as One' approach moves strongly now from the conceptual, or design phase to that of implementation.

Today's exchanges have also brought more audibly into the Assembly's halls the great seriousness, practicality and urgency which these developing countries attach to the process underway at country level. We congratulate Mozambique as the latest country to have signed a UN One Country Programme that will align UN Country Team activities much more closely to national development policies, programmes and priorities.

The Co-Chairs observe that the 'Delivering as One' process is clearly proceeding in a positive direction and believe that it needs to be encouraged and empowered. Country after country among those which are applying the approach have made this clear today.

It must surely now be recognised that the principle of "No One Size Fits All" is in fact being observed, since – in the view of the developing countries concerned – the "Delivering as One" approach is being calibrated and tailored to meet the unique (and widely diverse) situations, policies, programmes and priorities of these countries. By their own testimony, it is they who are exercising national ownership and leadership in the process. They are not experiencing any new "conditionalities" arising from the "Delivering as One" approach. It is to be hoped that these very positive messages are being widely heard.

At the same time, not least the countries concerned have stated that a number of challenges remain and that some aspects of the “Delivering as One” approach will only become fully clear with the passage of more time.

These challenges include funding gaps. A significant number of concerned States have highlighted this aspect. Many have also underlined the need for various Headquarters levels to “catch up with” the progress being made at country level.

Headquarters across the System need to empower and encourage their regional and country level representatives more widely to show even greater commitment to advancing the ‘Delivering as One’ approach, so that the UN System may become a much more effective partner. The way needs to be cleared for the “ploughing back” into programmatic development work of administrative savings realised in the ‘Delivering as One’ process. There is a consensus in the Assembly behind such ploughing back and Agencies, Funds and Programmes should take the necessary action, or where required seek the necessary authority, to do so. Greater clarity is needed regarding the effective design and operation of an empowered Resident Coordinator function at the head of an empowered, united and willing Country Team. Several interventions today highlighted the need for clarity in due course on the evolution of monitoring and evaluation indicators for the new process. We have heard all along about the desire of developing country governments to act more often as executing

agents in respect of UN System activities in their country. Today, we also heard appeals that co-ordinating arms of national administrations ought to be strengthened through assistance from UN Country Teams. This is not necessarily an exhaustive list of remaining challenges.

An important dimension of 'Delivering as One' and of a more effective UN Development System will be further illuminated when the Secretary-General's senior colleagues from the System join us here in this forum in early May to brief us on the progress that they are achieving, within their own competencies, in Harmonising Business Practices. We noted carefully the Deputy Secretary-General's point that there is an urgent need to achieve early progress in implementing agreed steps. The Co-Chairs share the opinion that while far-reaching harmonisation will not be achieved overnight, concrete steps should be implemented quickly where feasible. Such steps will show more clearly the commitment of the Secretary-General and his colleagues in this area.

In all of this, the Co-Chairs are very conscious of the fact that a full, independent evaluation of the 'Delivering as One' process will come only in the latter part of 2009. It is the Assembly that will receive this evaluation through the hands of the Secretary-General, before taking any definitive position of its own. Indeed, the Co-Chairs have repeatedly highlighted this scenario. Accordingly, whatever the General Assembly may

state in regard to 'Delivering as One' in 2008 will, by definition, be *interim* in nature. Nonetheless, your Co-Chairs believe that the General Assembly ought to speak in clear terms to this issue during its current, 62nd Session.

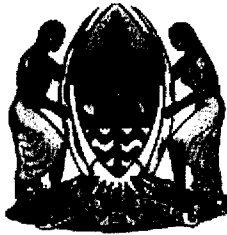
We have heard clearly the various statements today as regards procedure and process relating to how we as Co-Chairs might conduct and conclude our mandate. We have been greatly reassured through our meetings in recent days with the leadership of various Regional and Co-ordination groups that these parties are keen to ensure that the Co-Chairs enjoy a wide latitude and flexibility, consistent with the open, transparent, inclusive and balanced approach which we will continue to take. Ambassador Mahiga and I are grateful for the confidence and trust that has been placed in us and in our two countries. We will continue to work to vindicate that trust.

Our next open consultation will concern the over-arching issue of *Funding* and will take place on 7 April. We have repeatedly heard – most recently today from those developing countries which are leading the way in promoting a more coherent, efficient and effective United Nations System – about the need for adequacy, predictability and timeliness of funding. We will be particularly attentive to the positions of the development partners in this regard on 7 April. Then, on 17 April, we will turn to the over-arching issue of *Governance*.

Finally, we will come before long to the issue of Gender. The Co-Chairs refuse to believe that there can be any part of the UN membership that does not attach high importance to Gender Equality and Womens' Empowerment – and we will focus a strong effort in the latter months of our mandate on promoting a meeting of minds among the membership on this issue. In this matter we will maintain fully our approach of seeking, in a transparent and fair manner, to enlarge the measure of agreement in the Assembly. In the meantime, we would continue to encourage concerned parties to explore informally - and in a discrete manner likely to build bridges - the scope for building consensus.

Once again, Excellencies, ladies and gentlemen, the Co-Chairs thank you for your participation.

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United Nations System-wide Coherence: “Delivering as One”

**Joint Statement by the UN General Assembly Co-Chairs
on System-wide Coherence**

Delivered by

H.E. Ambassador Dr. Augustine Mahiga

**Permanent Representative of the United Republic of Tanzania
to the United Nations, New York**

at Informal Consultations in the General Assembly

Friday, 28 March 2008

Madam Deputy Secretary-General,
Excellencies,
Ladies and Gentlemen,

On behalf of my colleague as Co-Chair, Ambassador Kavanagh of Ireland, and on my own behalf I would like to welcome you to this Open Consultation on System-wide Coherence at country level. Your participation sends an important signal that there is a deep and widespread commitment to making progress on System-wide Coherence in the Assembly during the current, 62nd session. Delegations will have paid close attention just now to the important introductory comments of Her Excellency Deputy Secretary-General Dr. Asha-Rose Migiro.

As delegations are aware, it is the shared view of your Co-Chairs that significant ongoing developments have been taking place for some time at country level. We believe that it is important for the General Assembly to know what is happening, to focus its attention on these developments, to take account of them, and to let the System and the world know what it thinks of them.

The UN 'Delivering as One' approach has been voluntarily embraced by a number of so-called 'Pilot countries' and in addition by a growing number of other developing countries. In a few moments, we will invite the representatives of such countries to share with us their experience to date. After that, we will be eager to hear views from the broad membership. At the conclusion of our consultation today, the Co-Chairs may try to draw some threads from the day's exchanges.

The actual experience of these countries, we trust, will help substantially to illuminate and demystify the issue of 'Delivering as One'. We believe that the governments concerned, not surprisingly, are taking a very practical approach to the question of 'Delivering as One'. Our sense is that for them, the essential question is: whether 'Delivering as One' is in fact providing development assistance to their peoples through the UN System, with greater effectiveness and in line with the national development programmes and priorities of the countries themselves.

We must not lose sight of the fact that our objective here is not to bring about a more coherent performance by the UN System for its own sake. The objective is to have a greatly more effective UN System, in particular in the area of economic and social development, for the benefit of those peoples especially in developing countries, which still look to this Assembly for real support.

Please allow me to recapitulate some background as well as the general approach which, with your concurrence and support, Ambassador Kavanagh and I have been taking in the discharge of this important mandate, since it was conferred on us in January by the President of the General Assembly, Dr. Srjan Kerim.

Excellencies,

Delegations may be familiar already with the detailed statements which your Co-Chairs delivered on 4 March in Vienna at a very useful conference on System-wide Coherence which was open to all UN Agencies, Funds and

Programmes as well as UN member States and which was organised and hosted by the Executive Director of UNIDO.

We recalled on that occasion that while the more coherent delivery of development assistance through the UN System was highlighted in the 2006 High Level Panel Report, in fact the General Assembly had already been giving clear guidelines on this subject for some years before that, thus, the issue of coherence was not a creation of the High Level Panel. The Assembly, the System and several individual developing countries have been advancing coherence since well before the Panel Report appeared. This process is continuing.

Excellencies,

I should recognise that the family of development-related organisations, Agencies, Funds and Programmes of the United Nations brings together a unique wealth of expertise and resources on global issues. The World Summit of 2005 expressly commended their extensive experience and expertise in diverse and complementary fields of activity, as well as their important contributions to the achievement of the Millennium Development Goals and the other development objectives established by United Nations conferences. The Summit Outcome, adopted unanimously by Heads of State and Government, also sought to strengthen System-wide Coherence through both policy and operational measures.

With regard to operational activities, the outcome document sought the implementation of "current reforms" aimed at a more effective, efficient,

coherent, coordinated and better-performing United Nations country presence, with a strengthened role for the senior resident official, whether Special Representative, Resident Coordinator or Humanitarian Coordinator. This would include appropriate authority, resources and accountability, and a common management, programming and monitoring framework.

The Summit also invited the Secretary-General of the day to launch work to "further strengthen" the management and coordination of United Nations operational activities, so that they could make an even more effective contribution to the achievement of the internationally agreed development goals, including the Millennium Development Goals, and to make proposals for "more tightly managed entities" in the fields of development, humanitarian assistance and the environment.

These then were the parameters which were established by the 2005 World Summit, for the work which was to be carried out by the High Level Panel on System-wide Coherence. I quote this antecedent to make the point sufficiently that the conclusions of the World Summit, and the subsequent work of the High Level Panel, did not come about in a vacuum as regards UN reform and renewal. The language used in the Summit Outcome Document was no coincidence. It pointed to a situation in which reform and renewal were already contemplated or indeed underway at various levels.

An example of this reform continuum lies in the TCPR, or the Triennial Comprehensive Policy Review process, in existence since 2001. Even before the World Summit, the 2004 Triennial Comprehensive Policy Review

(TCPR) had already pointed the way toward significant advances in establishing a more coherent and effective UN presence at operational level. On 9 November 2006, the High Level Panel presented its report which responded to the guidelines provided by the Summit Outcome, and to the views gathered by the Panel in the course of their work.

In the view of the Co-Chairs, it is essential to see the vision of the Panel as an amalgamation of current and potential directions for better performance. It brought together guidelines as articulated by the 2005 Summit; tracks or directions which were already being followed under resolutions such as the TCPR and decisions on humanitarian effectiveness; and views from groups of Member States concerning further initiatives which could bear fruit. Only by retaining in our minds this diversity of the Panel's sources, can we foresee how a response by the UN system as a whole can be planned, prioritised and given a chance of widespread acceptance.

In that context, I would also like to recall that during the current 62nd Session of the General Assembly, in the period October to December 2007, negotiations resulted in consensus agreement on the Triennial Comprehensive Policy Review (TCPR). This Review remains the General Assembly's principal opportunity to discuss and offer guidelines for the operational activities of the UN's development system.

Issues related to accountability, funding, gender, and the role of the Chief Executives Board or CEB are all addressed. The TCPR underscores the General Assembly's appreciation of the shift in paradigm, which is also reflected in the "Delivering as One" initiative at country level, from a UN

System that intervenes in a given "developing country" to execute a project, to a System that seeks much more to enhance the capacities and ownership of governments and of institutions in programme countries, whilst aligning UN System activities with the development and poverty reduction agenda of the countries concerned.

Excellencies,

You will be aware that in prior open consultations of the whole, held on 7 February, the broad Membership gave the Co-Chairs a green light to proceed with our work in the manner we had proposed.

Accordingly, we will be focussing in the first instance (today) on 'Delivering as One' at country level. In view of the priorities highlighted by various groupings and national delegations on 7 February, we have scheduled also full consultations for 7 and 17 April on the overarching issues of Funding and Governance, respectively. Early in May, there will be an opportunity for the entire membership to engage with the Secretary-General's senior colleagues regarding the important package of measures which the Chief Executives Board (CEB) will have adopted within its own competence at the end of April for the Harmonisation of Business Practices within the System. After that we will fix a date for consultations on the Gender issue which we anticipate will take up much of our time in the second part of our mandate. This list is of course not necessarily exhaustive. We shall remain open minded.

I wish to assure delegations that your Co-Chairs will continue to conduct their work in an open, transparent and inclusive manner. In this regard, we are grateful for the trust that delegations have placed in us. Our firm intention is to bring forward a report to the President of the Assembly in June that will be balanced and representative. Our aim is that all parts of the membership would recognise substantially in the report priorities which they have put forward. With continued confidence from the membership, we will endeavour to give leadership in this matter. We will seek a ‘win win’ outcome. The hope is that in response to our report, the Assembly will find its voice and, in a united manner, make its position clear. To this end, quite apart from set-piece open consultations such as today’s, the Co-Chairs will continue to engage with the membership in bilateral, group and various other formats. We have always been available to delegations and we will remain so through to the end of our mandate.

Excellencies,

Let me revert momentarily to the issue at hand today, ‘Delivering as One’ at country level.

Delegations are aware from our Vienna statements that we have been visiting a number of the pilot countries. Specifically we have been received with great thoughtfulness in Tanzania, Mozambique, Cape Verde and Viet Nam. In each capital we were received either by the Head of State or the Head of Government as well as by the central coordinating Ministers and line Ministers. We also met with a semi-autonomous regional Government, with Parliamentarians, UN Country Teams, Development Partners, Civil

Society and the Media. Naturally, we attached particular importance to what we were told by the Governments concerned at the highest levels.

We heard that ‘Delivering as One’ was reinforcing significantly national ownership and leadership in the programming and delivery of development assistance through the United Nations Country Teams on the ground. By the same token, we were told that ‘Delivering as One’ had brought no new conditionalities to national partnerships with the UN System. Consequently, it was made clear to us by the governments concerned that the principle of ‘No One Size Fits All’ was being observed. Least Developed Countries (LDCs) and Middle Income Countries (MICs) for example are faced with their own particular challenges. We can assure the Assembly that there is no so-called straightjacket being imposed on these countries.

We were told that ‘Delivering as One’, through a One Country Programme, was reducing significantly the traditional burden and time on national administrations in these developing countries caused by having to engage in a fragmented manner with a proliferation of UN entities. In other words, it was a great relief for these Governments to deal with the United Nations Country Team principally through One accepted Leader for a One Programme with One Funding Arrangements. With national ownership as the starting point, we heard that developing countries themselves felt more empowered when dealing with a coherent UN Country Team than was the case with a fragmented System of powerful individual agencies which sometimes in the past have had the cumulative effect of overwhelming the State administrations concerned.

At the same time, we have heard of a number of challenges which remain to be fully addressed in the ‘Delivering as One’ process at country level – in terms of One Funding arrangements, One Leader of an empowered UN Country Team and One UN Office. We will no doubt hear about these in the course of the day from the countries concerned.

In Vienna, we highlighted a number of other challenges which need to be addressed. We have been repeatedly told at government level in particular that various Headquarters in the UN System need to replicate more fully the degree to which their talented and hard-working representatives in the field have embraced the process. Further progress at country level can only bring ‘Delivering as One’, and greater effectiveness on the part of the UN System, so far. For really decisive change to take place, we were told, it will be necessary for the various Headquarters to energise the process further and effectively to ‘catch up with the field’ by bringing greater synergy between the field and Headquarters levels.

Let me mention some concrete examples.

First, there is a quasi-consensus in the Assembly that savings realised on the administrative side through rationalisation of common services and so forth should be ploughed back into the development account, so that ‘Delivering as One’ delivers more to peoples in need. Unfortunately, many Agencies, Funds and Programmes are prevented from doing so by legislation and/or regulations in force. The result is that the current legal and administrative framework within the UN System often militates against the ploughing of administrative savings

back into programmatic development work. In Mozambique we found an example of what can be achieved nonetheless, the constraints imposed by the overall regulatory framework notwithstanding. The UN Country Team in Maputo realised significant savings by rationalising their travel services. These savings were used to fund the electrification of a so-called Millennium village in the country-side. The Co-Chairs would urge all UN Headquarters levels to take the necessary action to allow this kind of transfer to occur in many more situations and on a much larger scale. Where required, the necessary authority should be requested from inter-governmental bodies. Otherwise the quasi-consensus desire in the Assembly for ‘ploughing back’ will continue to be frustrated. ‘Delivering as One’ must not be simply a cost-cutting exercise!

Second, we heard from developing countries that they have a strong interest in being designated the implementing, or executing partners for many more UN System activities than is the case at present. With appropriate international accompaniment and auditing, this would increase the experience and capacity levels of national agencies. Unfortunately, including for reasons having to do with support costs, it is not always in the interest of the UN entities to forego the implementing, or executing function for themselves. It would be a great injustice to developing countries if the building of their national capacities was not to enjoy every appropriate support because of vested interests within the UN System.

Third, we encountered a situation where governmental authorities responsible for a population profiled by extremely challenging economic and social indicators had placed modern air-conditioned offices at the disposal of the local UN Team – only for the latter to be unable to agree among themselves on the allocation of these offices, ostensibly as a result of ‘inter-agency’ considerations directed from various Headquarters. As a result, the governmental authorities concerned, after eight months of unresolved discussion were contemplating withdrawing this offer of the premises in question.

A few days after your Co-Chairs highlighted this situation in their statements at the recent Vienna Conference, fortunately we heard that the matter had finally been resolved. Headquarters levels should instruct the UN Country Teams that such situations are in fact unacceptable to the member States. On the other hand, in the first year of its existence, the One UN office in Cape Verde cost 25% less than the total aggregate cost of the offices of the participating UN entities in the preceding year. The savings were applied to training of UN System personnel and of Cape Verdeans. Headquarter levels need to empower and encourage UN Country Teams along this path.

In the period ahead we intend to visit other countries which have embraced ‘Delivering as One’ approach as well as a number of UN Agencies and the Bretton Woods Institutions.

Before concluding, let me quickly make some further points:

Your Co-Chairs recall that the General Assembly has already decided by consensus that it will review the implementation of the 'Delivering as One' approach in light of an independent evaluation channelled to the Assembly by the Secretary-General. The evaluation is currently scheduled for 2009. Several member States quite rightly underlined this perspective at our last open consultation on 7 February. Consequently, any assessment that we or the Assembly may make in the course of this year will by definition be interim in nature. We are looking at work in progress, from the current design phase to the subsequent implementation phases. Besides, it is evident that eighteen months is too short a period after which a new paradigm in the delivery of development assistance might register fully sustainable results. At the same time, it would in our view be a mistake for the Assembly to let a second year (that is 2008) to pass without stating a view on the rapidly accumulating facts in the 'Delivering as One' process.

We would suggest at the same time that it will not be sufficient for the family of UN Agencies, Funds and Programmes alone to act in a more coherent manner. Coherence is also called for on the part of individual governments across all Ministries and also on the part of donor countries, that is the development partners. In fairness, we have observed improved coherence among the donor community in Pilot countries which we have visited. A good number of donors have put forward new and additional funds in order that One UN programmes might be fully resourced. This is to be warmly welcomed. We should also recognise the coherence in the existing partnership between the donor groups and the host countries.

Let me emphasise that my colleague as Co-Chair, Ambassador Kavanagh, and I of course recognise fully the individual mandates and vitally important capacities of individual entities within the System. It would be a travesty to promote coherence at the cost of seriously weakening these bodies. That is not and cannot be the intention. In our view, 'Delivering as One' will have to strike a judicious balance between the 'oneness' of UN delivery and the strength and roles of individual agencies as they are brought to bear on the 'Delivering as One' synergy. These represent an enormous asset for the international community and for developing countries in particular.

At the same time, reform and renewal of the UN System cannot plausibly co-exist with a 'business as usual' approach. It should be emphasised that one cannot envisage having a One UN Programme simply as a supplement, whilst all individual agencies continue to deliver all they would have delivered in the absence of a One Programme. The full implications of this may not arise immediately in all Pilots. However, such implications may need to be worked through, sooner rather than later, in individual Boards as well as in the Chief Executives Board (CEB). Once again if, in the partnership between individual developing countries and the UN family, we keep national ownership as our initial guiding principle, we will not go far wrong.

Excellencies,

Ambassador Kavanagh and I apologise for having kept our guests waiting for too long. I am sure we are all eager to hear the experience of those

countries which have been implementing the 'Delivering as One' approach. Delegations will also have seen the letter which the Co-Chairs addressed to them on 20 March in preparation for today's consultation.

Thank you for your attention.



THE PRESIDENT
OF THE
GENERAL ASSEMBLY

28 July 2008

Excellency,

I have the honour to bring to your attention the attached letter from the Deputy Secretary-General dated 23 July 2008 on the issue of System-wide Coherence and the United Nations' work on gender equality and women's empowerment.

On 19 June 2008, I wrote to the Secretary-General following a letter by the Co-Chairs on system-wide coherence requesting a document setting out the institutional options for strengthening United Nations' work on gender equality and women's empowerment.

In this regard, this document is enclosed herewith for your further consideration as part of our ongoing consultation process.

Please accept, Excellency, the assurances of my highest consideration.

A handwritten signature in black ink, appearing to read 'Srgjan Kerim', written in a cursive style.

Srgjan Kerim

All Permanent Representatives and
Permanent Observers to the United Nations
New York



THE DEPUTY SECRETARY-GENERAL

23 July 2008

Dear Mr. President,

In response to your letter to the Secretary-General dated 19 June 2008 on the issue of System-wide coherence and the United Nations' work on Gender Equality and the Empowerment of Women, I have the honor to submit to your attention the attached document setting out the institutional options for strengthening the United Nations work in this critical area.

The document aims to address Member States' concerns raised during the intergovernmental consultations carried out by your two Co-chairs, Ambassador Mahiga, Permanent Representative of the United Republic of Tanzania and Ambassador Kavanagh, Permanent Representative of Ireland. It also builds upon the Secretariat's earlier contributions to the General Assembly, by briefly outlining the gaps and challenges acknowledged by Member States and the United Nations system alike.

In addition to the current institutional arrangement, the document contains three non-prescriptive options, which could facilitate Members States' consultations on enhancing the United Nations' performance on gender equality and the empowerment of women.

I wish to take this opportunity to once again convey to you, Mr. President, my sincere appreciation for your leadership, and through you, to your two Co-chairs for their commitment and skilful conduct of the intergovernmental consultations on System-wide Coherence, which remains an essential aspect of the overall reform of the United Nations.

Please accept, Mr. President, the assurances of my highest consideration.

A handwritten signature in black ink, appearing to read 'Asha-Rose Migiro', written in a cursive style.

Asha-Rose Migiro

His Excellency
Mr. Srgjan Kerim
President of the General Assembly
New York

23 July 2008

**Institutional Options to Strengthen
United Nations Work on Gender Equality and the Empowerment of Women**

A. Introduction

1. The strengthening of the work of the United Nations on gender equality and empowerment of women has been the subject of informal consultations among Member States held on 16 May and 16 June 2008. Having discussed substantive and programmatic aspects of UN support to countries set forth in the related Note of the Secretary-General dated 5 June 2008, Member States agreed that the key gaps and challenges faced by the UN system in its work on gender equality and the empowerment of women should be effectively addressed. Member States agreed that the primary goal of this process should be to strengthen the assistance the UN system gives to Member States towards achieving gender equality and women's empowerment at the national level.

2. By a letter dated 19 June 2008, the President of the General Assembly requested the Secretary-General to submit a document setting out the institutional options to strengthen the United Nations work on Gender Equality and the Empowerment of Women.

B. Background

3. Member States acknowledge that gender equality and women's empowerment are central to achieving development through internationally agreed development goals, including the Millennium Development Goals, as well as peace and security. There has been noticeable progress made by Member States in translating international commitments into national strategies, policies and legislation, and 185 States are party to the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW).

4. Concurrently, there is also significant consensus that implementation of policies, strategies and plans are not keeping pace with commitments. As a result, gender inequalities still persist in both developing and developed countries. Women around the world continue to disproportionately bear the burden of poverty, to be subjected to gender-based violence and to bear the brunt of the HIV/AIDS pandemic. They also continue to have limited access to credit, land and new technologies, have fewer educational and employment opportunities than men, and remain marginalized in decision-making. Consequently, the ability of half of the world's population to contribute to and benefit from peace and development, and to fully enjoy their human rights, is undermined.

5. National Governments have the primary responsibility for achieving gender equality goals in line with their national strategies. At the grass-roots level, NGOs and civil society play an important role in promoting national implementation. The UN system supports Member States to advance gender equality, including through country gender-specific programmes, as such all UN entities are actively involved in promoting gender equality and women's empowerment. Inter-agency cooperation has also increased.

6. However, the UN system faces multiple challenges and gaps in its support to Member States as has been articulated by Member States and the UN system alike. Both acknowledged that the following gaps and weaknesses presented challenges to the effective support of national efforts toward gender equality and empowerment of women¹:

- (a) coordination and coherence (weak linkages between intergovernmental decision and policy making and implementation on the ground, lack of a coherent and system-wide approach and a fragmented intergovernmental policy making);
- (b) authority and positioning (lack of a recognized driver to direct, support and strengthen accountability of the UN system for delivering results on the ground, and through systematic participation in the UN's high-level decision making at the global, regional and country level);
- (c) accountability (inconsistent and inadequate political will and support for gender equality from senior management, lack of system-wide standards and no consequences for non-performance);
- (d) resources (inadequate and unpredictable human and financial resources for gender equality, and limited ability of UN agencies or United Nations Country Teams (UNCTs) to track their own resource allocations and expenditures at the country level);
- (e) inadequate country-level support (lack of adequate support for gender analysis, low levels of integration of gender perspectives in Common Country Assessments/United Nations Development Assistance Frameworks (CCAs/UNDAFs), weak capacity and poor positioning of gender focal points; insufficient accountability and leadership for gender equality of Resident Coordinators and UNCTs, inadequate cooperative arrangements with sectoral entities at the country level);
- (f) insufficient emphasis on country-driven demands and ownership.

7. The UN system needs to be strengthened in order to overcome these challenges and close the gaps. To achieve sufficient implementation of commitments on the ground, a strengthened institutional arrangement should perform the following functions:²

- (a) lead innovative and catalytic country-driven programming, gender mainstreaming and capacity-building, and provide targeted technical cooperation and capacity-building in line with national strategies;
- (b) provide substantive support to UN bodies (Commission on the Status of Women (CSW), Economic and Social Council (ECOSOC), General Assembly and Security Council) where commitments, norms, and policy recommendations on gender equality and gender mainstreaming are discussed and agreed upon;
- (c) building on comparative advantage of UN actors, lead and coordinate the system's strategies, policies and actions on gender equality and women's empowerment, and promote effective system-wide gender mainstreaming;

¹ As reflected in the Secretary-General's Note on the United Nations System Support to Member States on Gender Equality and Women's Empowerment, 5 June 2008

² Based on the Concept Paper on a Strengthened Architecture for Gender Equality and Empowerment of Women, August 2007

- (d) ensure accountability of the UN system, including through oversight, monitoring and reporting of system-wide performance;
 - (e) undertake global, regional and national advocacy efforts on issues critical to gender equality and women's empowerment to ensure that emerging, under-recognized and under-resourced issues receive national, regional and global attention;
 - (f) undertake new and consolidate existing research and analytical work, to support overall objectives, including acting as a clearing house for knowledge and experience on gender equality and empowerment of women from all parts of the UN system;
 - (g) monitor the implementation of the 12 critical areas of the Beijing Platform for Action, the Outcome Document of the 23rd Special Session of the General Assembly, and Security Council resolution 1325 (2000);
 - (h) monitor and report on system-wide compliance with intergovernmental mandates on gender balance including at senior/decision-making levels.
8. In addition, it is important that any new arrangement maintains and strengthens the existing close collaboration and synergies between Member States, the UN system and civil society in the pursuit of gender equality and women's empowerment.

C. Current Intergovernmental and Institutional Arrangements

(a). Current intergovernmental processes

9. The General Assembly, ECOSOC and CSW, in accordance with their respective mandates, constitute a three-tiered intergovernmental mechanism with the primary role in policymaking on gender equality and follow-up to the Beijing Declaration and Platform for Action.

10. The Third Committee of the General Assembly has two agenda items devoted specifically to gender equality and advancement of women, and the Second Committee of the General Assembly addresses issues concerning women in development on a biannual basis. Since 1997, ECOSOC and its functional commissions have paid great attention to gender mainstreaming in follow-up to its agreed conclusions 1997/2.³ CSW plays a central role in monitoring the implementation of the Beijing Platform for Action and in promoting gender mainstreaming at the national level and within the United Nations system. Since 2000, the Security Council has held annual debates on women, peace and security, including on the overall implementation of its resolution 1325 (2000), and on violence against women in situations of armed conflict. At its open thematic debate of 19 June 2008, the Security Council adopted resolution 1820 (2008) on rape and other forms of sexual violence in armed conflict.

³ *Official Records of the General Assembly, Fifty-second Session; Supplement No. 3 (A/52/3/Rev.1), chap. IV, para. 4.*

11. Intergovernmental bodies for the Funds, Programmes and Specialized Agencies also play a role in decision-making on implementation of policies on gender equality and women's empowerment within their respective mandates.

(b) Current gender institutional arrangements

(i) Office of the Special Adviser on Gender Issues and Advancement of Women (OSAGI)

12. This Office advises the Secretary-General on and advocates for gender equality within the United Nations and gender mainstreaming in the work of the entire Organization. It also has responsibility for the coordination of policy within the United Nations system, coordination of issues related to the nexus of women, peace and security, and monitoring of actions for the achievement of gender balance within the United Nations system.

(ii) Division for the Advancement of Women (DAW)

13. The Division provides substantive servicing to CSW, ECOSOC and the Third Committee of the General Assembly and support for the implementation of the Beijing Platform for Action.

(iii) United Nations Development Fund for Women (UNIFEM)

14. UNIFEM supports innovative activities benefiting women in line with national and regional priorities, promotes women's involvement in mainstream development; and plays an innovative and catalytic role in this regard.

(iv) International Research and Training Institute for the Advancement of Women (INSTRAW)

15. The objectives of INSTRAW are to assist, through research, training and collection of information, the advancement of women and their integration in the development process both as participants and beneficiaries.

(v) Gender units and focal points/experts in United Nations entities

16. Specialized agencies and other entities of the United Nations system work on specific actions within their respective mandates by aligning priorities and directing resources to meet the global priorities of the Beijing Platform for Action. Other international institutions and organizations, including the Bretton Woods institutions, work to ensure that investments and programmes benefit women and contribute to sustainable development. Most organizations have gender units and many have networks of gender focal points, though all of these vary in size and staffing.

17. Gender units have been set up in some of the peacekeeping missions to facilitate the integration of gender perspectives into the work of United Nations peace support missions, advise mission leadership on gender issues and maintain liaison with women's organizations and national machineries for women. Regional Commissions have established similar divisions, units, or focal points to support Member States in addressing gender equality issues from the regional and sub-regional perspectives.

(vi) UNCTs and Gender Theme Groups

18. UNCTs led by the Resident Coordinators, and a growing number of UN inter-agency Gender Theme Groups – often led by gender experts from the funds and programmes or from specialized agencies -- provide support to host country governments as they seek to integrate gender perspectives into their policies, programmes, legislation, budgets and data-collection mechanisms through such instruments as the Common Country Assessment (CCA), United Nations Development Assistance Framework (UNDAF), Poverty Reduction Strategy Papers (PRSPs), and the Consolidated Appeal process. In an increasing number of countries, Gender Theme Groups promote the importance of achieving gender equality through advocacy, technical support, capacity-building, and community interventions.

(vii) Inter-agency mechanisms

19. Coordinating mechanisms for policy and programme include the Inter-agency Network on Women and Gender Equality (IANWGE), UNDG Task Team on Gender Equality, and other coordination mechanisms at the global, regional and national levels. The Chief Executives Board for Coordination (CEB) and its High-level Committees on Programme, Management and the Development Group (HLCP, HLCM and UNDG), also play an increasingly important role in inter-agency coordination of gender-related policies at the level of Heads of UN entities.

D. Institutional Options

20. In dealing with institutional arrangements for gender equality within the UN system, there are two approaches: (i) maintain the system as it is currently and (ii) strengthen the existing institutional arrangements through consolidation of OSAGI, DAW, UNIFEM and INSTRAW. The second approach would entail establishing an entity along one of the following three possible organizational options: (a) a single autonomous fund/programme, (b) a department of the Secretariat, or (c) a composite entity.

21. The major similarities among the three options for consolidation are the following:

- Leadership would be at the level of Under-Secretary-General and the Secretary-General would continue to hold Executive Heads of UN entities accountable for incorporating gender equality and women's empowerment into their programmes of work;
- Authority for gender mainstreaming programmes and budgets would reside with the Executive Heads;
- Policy coherence and coordination would be achieved through the inter-agency coordination machinery for all options. At the country level however, this would be achieved through participation in the UNCTs, where these exist, under the Resident Coordinator system;
- Increased resources to adequately support gender equality work at both the country and regional levels would be required;
- Country level presence would be achieved.

22. The major differences among the three options requiring consolidation are:

- Governance would be different. The autonomous fund/programme would have an Executive Board while the Department would report, through the Secretary-General, to CSW, ECOSOC, the General Assembly and the Security Council. The "composite" would have a new governing body for policy and programmes. This body would report to either ECOSOC, or the General Assembly and to the Security Council on women, peace and security.
- Interface between operational and normative dimensions: the fund/programme would not fulfill the Charter requirement of provision of substantive servicing of ECOSOC and other Organs, but the fund/programme, the department and the "composite" would provide for interface between normative and operational work.
- The autonomous fund/programme would be financed solely from voluntary contribution; the department would be mostly funded through assessed contributions, and the "composite" would require a combination of voluntary and assessed contributions.
- The department would have a country level presence through advisers, while the fund/programme and the "composite" would also have country representatives stationed at the UNCT offices, or working with any other UN structure or with national women's machineries where there are no UN structures.

23. Below is a comparative analysis of each of the four options and their implications for the strengthening of the UN system with regard to gender equality and women empowerment.

Option A – Status quo

24. This option would not entail any structural changes in the current institutional arrangements detailed in paragraphs 12–19. If the Member States significantly increased contributions to the four entities and greater collaboration within the UN system was achieved, this could strengthen support for gender equality and women's empowerment. It could also increase the capacity of the four women-specific entities to more strategically leverage their complementary functions through joint actions and cost-sharing arrangements, where possible.

For instance, by building on the model established by the International Fund for Agricultural Development, the World Food Programme and United Nations Food and Agricultural Organization, in the "Working Together" programme, the four entities could better drive coordinated action, comprehensive information dissemination, and link the normative and operational work. The current institutional arrangements would also benefit from on-going reforms under the system-wide coherence. However, the gaps, challenges and weaknesses set out in paragraph 6 above would remain.

Option B – Autonomous Fund/Programme

25. This option would involve the establishment of an autonomous fund/programme that would consolidate the entities described in paragraphs 12 – 15 into a single entity, and perform the functions set out in paragraph 7.

26. **Governance.** The fund/programme would report to an Executive Board and ECOSOC. The Executive Head of the fund/programme would report to the Secretary-General and would be at the Under-Secretary-General level. The Executive Head would be the spokesperson and voice of the UN system on gender issues. This option would provide central **leadership and authority** for gender equality and women's empowerment as a thematic priority in the UN system through a governing body that would focus on the implementation of the mandates and resolutions on gender equality and women's empowerment.

27. **Country-level Presence and Impact.** The autonomous fund/programme would deploy Representatives to countries with the agreement of the government and with sufficient authority to formulate and implement programmes, provide guidance to the UNCT and advise the Resident Coordinator. Coordination with other UN entities would work through the Resident Coordinator system. The fund/programme representative would be a full member of the UNCT and would have the authority to speak on gender equality and women's empowerment at the country level. In countries where there is no UN presence; the fund/programme would work with national women's machineries. As an autonomous fund/programme, with a focus on catalytic programming to support Member States to manage national strategies for gender equality and women's empowerment, the fund/programme would need to have systems that permit sufficient operational flexibility within the UN Financial Rules and Regulations to function effectively at the country level. This option would directly impact on country-level activities with a mix of international and locally hired expertise and would strengthen the collaboration with other UN entities at the country level.

28. **Inter-Agency Coordination on Policy and Programme.** The Head of the autonomous fund/programme would be a full member of the CEB and its committees, including UNDG, and would chair IANGWE. Participation at this policy level would enable the head of the fund/programme to influence decision-making of other Executive Heads and to act as a **strong driver** for gender equality and gender mainstreaming.

29. **Funding.** This model would be fully funded from voluntary contributions.

30. **Analysis.** This option would deliver innovative and catalytic country-driven programmes, provide targeted technical assistance and capacity-building. It offers the opportunity for

coordination with other UN entities through the CEB and IANWGE at the policy level and through the Resident Coordinator system at the country level. In both forums, the fund/programme would participate equally with other agency heads/representatives. As a fund/programme, this entity would need to have a strong resource mobilization function to support its activities at Headquarters and in the field. The potential exists for the fund/programme to broaden its resource base and increase the voluntary contributions significantly. At the same time, dependency on voluntary contributions might drive programme priorities, particularly if some funding would be earmarked. The unpredictable nature of voluntary funding might impact on the effective delivery of support to countries. This fund/programme would not provide substantive servicing to CSW, ECOSOC and the General Assembly as required by Article 101 (2) of the Charter.⁴ However, those aspects of the normative work that involve servicing and support to CSW, ECOSOC and the General Assembly would remain the responsibility of the UN Secretariat in accordance with the UN Charter. This would sustain the existing gap between intergovernmental policy and operational activities.

Option C – Department

31. In this option, a Department would be established within the UN Secretariat to perform all the functions that are required under paragraph 7.
32. **Governance.** The Department would be headed by an Under-Secretary-General and would report to the Secretary-General. The relationship between the Department and the intergovernmental bodies, including the CSW would not change.
33. **Country-level presence and impact.** The Department would have some presence at the country level as is normally done by UN Departments through the deployment of advisers to implement technical assistance programmes in some countries. In this case, the Department would assign Gender Advisers at a senior level to work with governments. However, this Department would probably not have sufficient operational capacity to respond to the growing demands of many countries.
34. **Inter-Agency Coordination.** Coordination would take place through the Chief Executives Board and its subsidiary bodies. While the Head of Department would not be a member of CEB, he/she would participate as a member of the UN Team. The Head of Department would chair IANWGE and would also participate in the UNDG.
35. **Funding.** The work of the Department would be mostly funded through assessed contributions as approved by the General Assembly. The Department would receive extra-budgetary funding through voluntary contributions for its work at the country level.
36. **Analysis.** This model would alter the governance structure of the UN gender specific operational work and replace it with the existing governance structures of UN gender specific

⁴ Article 101 (2) – 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.

normative support through which the Department would be the primary initiator of policy guidance to the UN system on gender equality and women's empowerment. It would be an effective channel through which information on intergovernmental decisions and recommendations would flow to other entities. By consolidating the four women-specific entities into a Department, coordination and coherence would be improved and gender equality work would become more visible.

37. With an established country presence, the Department could also link the normative work with implementation on the ground. However, it would not have the operational effectiveness and administrative flexibility to attract large amounts of extra-budgetary funds required to coordinate large multi-sectoral country-level programmes. The advisors fielded to countries for technical support would most likely have no or a limited voice in UN Country Teams and lack of the influence of the ExComm or specialized agencies.

38. Under this option **authority and leadership** for gender equality and women's empowerment would remain vested in the Secretary-General, who would hold Executive Heads accountable.

39. This option would have implications for in the regular budget of the UN Secretariat in order to support all the functions that would be brought together into the Departmental structure.

Option D – “Composite” Entity

40. This would entail combining normative and operational work on gender equality and women's empowerment. The entity would be based on a governance arrangement that strengthen links between normative and operational policies. At the operational level, the “composite entity” would have a structure that would be characterized by close coordination between UN agencies in planning and implementation of country-driven activities. At present this type of structure does not exist in any single UN entity that was reviewed as part of this exercise.

41. **Governance.** Under this option, the Executive Head, who would be at the Under-Secretary-General level, would report to an intergovernmental governing body which would combine policy and programme responsibilities and report either to ECOSOC or the General Assembly. The “composite” would be the policy driver for the UN system for gender equality and women's empowerment. The Executive Head would have delegated authority for financial and administrative matters from the UN Secretary-General in order to give the entity the ability to act with some flexibility especially in its activities at the country level.

42. **Country-level presence and impact.** The entity would provide support to Member States in cooperation with other UN entities and in line with national strategies for gender equality. Operational capacity would be established to enhance country ownership. The entity would work in collaboration with the Resident Coordinator and with women's national machineries where there would be no UN presence. However, the form of country presence would differ in accordance with the needs of countries. This could include country or regional representation and a mix of international and locally hired expertise.

43. **Inter-agency Coordination.** Inter-agency coordination mechanisms in this option would not differ from those described for the autonomous fund/programme and the department.

44. **Funding.** The "composite" would be funded from the regular budget of the UN Secretariat for its normative work; and through voluntary contributions for operational activities. Enhanced fund-raising capacity would be required to establish and maintain the fund. Under this option, a Fund for the purpose of supporting the country-driven demands of Member States directly or through UN entities would be established.

45. **Analysis.** This option would provide a coherent governance structure combining policy and implementation work on gender equality and women's empowerment. The positioning of the Executive Head of this entity would provide leadership and advocacy at the global level for the issues related to gender equality and women's empowerment. However, this option would not replace the authority of the Secretary-General to hold Executive Heads accountable for gender mainstreaming. This option could enhance policy coordination and coherence through existing and strengthened mechanisms. At the country level, the ability to lead innovative and catalytic country-driven programming and engage in joint programming with other entities, could also encourage greater coherence and coordination. The link between policy and operational activities would be strengthened as the entity would have responsibility for normative work through its governing body and for operational activities. It would, therefore,

be able to translate intergovernmental decisions and recommendations into operational activities in conjunction with other UN entities at the country level and through decisions taken at the CEB.

46. Reliance on voluntary funding would require a strong resource mobilization function to ensure predictable and sustainable support to Member States. This option would entail changes in governance.

E. Conclusions

47. The growing demands of Member States for technical advice and assistance to respond to new and emerging issues that affect both men and women in developed and developing countries have led to the need to examine how the UN system can improve the way it delivers support. In order to provide more effective and relevant responses to these demands the UN system should be able to better link its normative and operational work, enhance the quality of technical expertise deployed to countries, and increase access to the vast knowledge and information resources of the UN system. A strong UN system that is prompt to respond effectively and efficiently, and in a co-coordinated, coherent and flexible way is vital.

48. This vision promises to bring about new institutional arrangements for gender equality and women's empowerment that deliver implementation at the country level. These organizational arrangements could serve to stimulate the momentum towards the attainment of these goals. A strong commitment to improving the UN's capacity for gender equality and women's empowerment should be accompanied by decisive action.

49. Building upon the extensive intergovernmental consultations initiated by the President of the General Assembly assisted by his two able Co-chairs, Ambassador Augustine Mahiga, Permanent Representative of the United Republic of Tanzania and Ambassador Paul Kavanagh, Permanent Representative of Ireland, Member States may wish to consider the options outlined above with a view to improving the current United Nations gender institutional arrangements. Decisive action by Member States will be critical to achieving progress in gender equality and women's empowerment.



THE PRESIDENT
OF THE
GENERAL ASSEMBLY

23 July 2008

Excellency,

I am writing to you regarding the extensive consultation process on System-wide Coherence that has been conducted during the 62nd session.

The Co-Chairs, Ambassador Kavanagh of Ireland and Ambassador Mahiga of Tanzania, recently presented me with a comprehensive, balanced and fair report of their work. I would like to offer them both my sincere thanks for this undertaking and for the open, transparent and inclusive manner in which the consultations were conducted. The report, which is annexed to this letter, summarizes the extensive process of consultations that they conducted both with the membership in New York and in the pilot countries they visited. It represents the collective views expressed by the membership and sets out a concrete direction to take this work forward for the rest of this session and during the 63rd session of the General Assembly.

Bearing in mind the importance of this reform agenda, I would be grateful if your delegation could study the report carefully, in particular, the recommendations and conclusions so that the General Assembly may then discuss and agree an overall approach to System-wide Coherence by the end of this session. Our approach should aim to prioritise those core areas where agreement may be reached or action taken over the near term while also recognising that some issues may require further discussion, or may be best dealt with by other processes, mechanisms or bodies.

Please accept, Excellency, the assurance of my highest consideration.



Srgjan Kerim

All Permanent Representatives and
Permanent Observers to the United Nations,
New York



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21 July, 2008

H.E. Mr. Srgjan Kerim
President of the General Assembly
of the United Nations

Excellency,

System-wide Coherence: Report of the Co-chairs

When you appointed us this past January to co-chair the informal consultations on System-wide Coherence in the 62nd Session of the Assembly, you asked that we report to you in mid-year. Our report accompanies the present letter.

As you know, the Secretary-General will very shortly be sending to you a Paper on the Gender issue in its institutional dimension further to the request of the broad membership that emerged from the informal plenary consultations held on 16 June.

We suggest that the Co-chairs' report and the Secretary-General's Paper on Gender be viewed together. In this way they present the member States with a whole picture. We anticipate a need for substantive consideration of the Gender Paper by member States in an informal plenary consultation very soon after the Summer break, that is before the Assembly might move in the time remaining to decision-making mode.

We are naturally at your disposal through to the conclusion of the Session in September, including should you so wish, to help facilitate overall decision-making by the Assembly. We are hopeful that the Assembly will reach an agreed outcome.

Thank you again for the honour that you have conferred on us personally and on our countries in assigning to us co-chairmanship of such an important dimension of the Assembly's work to reform and renew the United Nations.

Please accept the continued assurance of our highest consideration and respect.

Ambassador Augustine Mahiga
Permanent Representative of the
United Republic of Tanzania

Ambassador Paul Kavanagh
Permanent Representative
of Ireland

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1. Introduction and Overview

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1. In January 2008, the President of the 62nd Session of the United Nations General Assembly H.E. Dr. Srgjan Kerim appointed us as Co-Chairs for the Assembly's consultations on System-wide Coherence. These consultations had begun in the 61st Session under the distinguished stewardship of the Permanent Representatives of Barbados and Luxembourg, H.E. Ambassador Christopher F. Hackett and H.E. Ambassador Jean-Marc Hoscheit.

2. In appointing us to carry forward this process, the President underlined the importance of making concrete progress on System-wide Coherence during the current Session. He suggested that, through a series of consultations, the Co-Chairs should work towards an agreement on the modalities for implementing greater coherence across the United Nations development activities System. This would include making a thorough assessment of the progress made so far, in particular the implementation of the 'One United Nations' pilot projects, as well as obstacles encountered and opportunities for further implementation. The present report responds to the request of the President that we revert to him in mid-2008.

3. The Assembly's consultations on System-wide Coherence had gotten underway in 2007 as a response to the November 2006 Report of the High Level Panel (HLP)¹. The landmark Panel Report, its many strong points notwithstanding, had received a mixed reception in the Assembly due not least to its timing and its context. It proved difficult for the Assembly to make headway during the 61st Session.

4. The move towards greater coherence and effectiveness across the United Nations System in fact long pre-dates the High Level Panel Report. A drive for greater coherence has been a feature of numerous, seminal resolutions of the General Assembly including the Triennial Comprehensive Policy Reviews (TCPRs) of 2001, 2004 and 2007. It is through the TCPR instrument that the Assembly has, by consensus, given overarching policy guidance to the development System of the United Nations. At the World Summit of 2005², the member States made clear once again by consensus at the highest levels of State and Government their commitment to the achievement of the Millennium Development Goals (MDGs) and other internationally agreed development goals (IADGs). The Summit committed the membership to implementing operational reforms, aiming at a more effective, efficient, coherent, coordinated and better-performing United Nations System.

5. In other words, the effort towards greater coherence and effectiveness in the System did not begin with the High Level Panel. The latter's Report of November 2006 represents an important contribution to long-standing and continuing efforts in the Assembly to implement greater coherence across the System. With this in mind, it would not be an optimal follow-up, in our view, for each succeeding Session of the General Assembly to begin its work by exhaustively reviewing seriatim the current status of each and every recommendation contained in the High Level Panel Report. We would suggest, instead, that the Assembly, in this framework of System-wide

¹ A/61/583 – Report of the High Level Panel on System-wide Coherence

² A/RES/60/1 – 2005 World Summit Outcome

Coherence, now take charge of the High Level Panel Report, select and address those areas of it which the broad membership wishes to pursue as a matter of priority, and set aside from these particular inter-governmental consultations those elements of the Panel Report which are already being vigorously addressed in other contexts. We believe that the consultations which we and our predecessors as Co-Chairs have undertaken may now facilitate the Assembly's reaching this point, by agreement, in the current Session.

6. In numerous developing countries we have undertaken consultations with the Heads of State and Government, Cabinet Ministers, Regional Presidents, Parliamentarians, Civil Society representatives and Development Partners etc. What we gleaned more than anything else from these exchanges is a great sense of urgency, immediacy even. Those whom we have met in developing countries and who are politically and managerially responsible for addressing serious and pressing challenges of economic and social development are eager, indeed impatient to have a United Nations Development System that is more efficient, more coherent, and therefore, more effective in meeting the needs of their peoples, in line with their own national strategies.

7. By at least one significant index, the United Nations development System has, however, been in steady decline over a period of decades. Proportionately less and less development funding is being channelled through the UN System. In none of the many developing countries which we visited were the UN Country Team of Funds, Programmes and Specialised Agencies responsible for more than 5% or 6% of total Overseas Development Assistance (ODA) going into that country. Developing countries and their development partners alike know when a System is delivering well and when it needs to do much better. A more efficient, coherent and effective United Nations development System may arrest and reverse this historic trend. A UN System that fails to adapt further will have great difficulty doing so.

8. Nonetheless, following half a year of intensive consultations, the news we bring is, to a significant degree, good. The need for a more coherent and better performing UN System is increasingly recognised in the face of pressing global challenges, including climate change, communicable diseases, food insecurity, the effects and opportunities of globalisation, etc. Member States want to see a UN System that is strong, relevant, capable and integrated – one that preserves the highly valuable strengths assembled over decades and that builds on these. This positive vision for the future is widely shared across all regional groups of States.

9. Since the beginning of 2007, a concerted effort has been made on a voluntary basis by eight self-selecting 'pilot' developing countries in partnership with the UN System's Team of Representatives in those countries, to pioneer a new approach, 'Delivering as One' that will make the performance of the UN development System on the ground more efficient, more coherent and therefore more effective. These countries are Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay and Viet Nam.

10. The 'Delivering as One' approach, despite remaining challenges, is making significant headway at country level. The developing countries concerned, which currently occupy quite different stages of development, are saying so loud and clear. A large and growing number of other developing countries are coming forward, for their own very good reasons, to embrace the new approach, even if there are no plans for formal designation of new 'pilot' countries as such. Some programme countries which begin a new UNDAF cycle this year have chosen voluntarily to implement aspects of 'Delivering as One'.

11. We have been told by many UN Agency Heads that the atmosphere in the Chief Executive's Board (CEB) of senior management across the System under the committed chairmanship of the Secretary-General has been transformed for the better over recent years. Far beyond the confines of System-wide Coherence, a more coherent and effective approach is increasingly in evidence. For example, in April, the CEB, within its own prerogatives, adopted a far-reaching package of steps to harmonise business practices across the UN System, in response to the 2007 consensus TCPR resolution of the General Assembly (A/RES/62/208). It is their commendable intention to carry forward expeditiously implementation of this long overdue package.

12. The present report will not stray into the overall discussion on global levels of Overseas Development Aid (ODA) since this matter is being addressed in a different facilitation process within the General Assembly with a view to the Doha meeting on Financing for Development that will take place in December 2008. Nevertheless, and having regard to the matter of funding for operational activities in the United Nations System, - in particular those being pursued in the framework of 'Delivering as One' - we believe that a meeting of minds can be reached in the Assembly during the current Session on significant aspects of Funding.

13. By the same token and while discussion will have to be enlarged and deepened in the coming, 63rd Session in light of emerging developments on the ground, we have been encouraged to believe that member States ought to be able to reach a meeting of minds on some aspects of Governance in the System-wide Coherence context.

14. Finally, as regards Gender Equality and the Empowerment of Women, - and emerging from open, transparent and inclusive discussions in informal plenary - we believe that with the dedicated assistance of the Deputy Secretary-General and her colleagues, it ought to be possible for the Assembly in the current, 62nd Session to make a conceptual breakthrough by pointing the direction it wishes to take in changing the institutional architecture of the UN System. The ultimate objective would be to improve delivery by the System of the many important and pressing mandates which member States together have conferred on it.

15. We will take up each of these areas in detail in the present report. While citing progress already achieved and in prospect, we will not downplay the many challenges which remain fully to be addressed. A closing section is entitled 'Conclusions and Recommendations'.

II. Work of the Co-Chairs in the 62nd Session of the General Assembly

16. When taking up our task as Co-Chairs in January 2008, the General Assembly already had the benefits of the significant work which had been undertaken prior to our appointment, including the previous, comprehensive consultations chaired by the Ambassadors of Barbados and Luxembourg.

17. Over a period of many months during 2007, the Co-Chairs in the 61st Session arranged nine informal plenary consultations and briefings, open to the entire membership, to discuss the many and complex recommendations of the 2006 High Level Panel Report. These extensive consultations with the full membership gathered the recommendations of the Report under eight headings or general topics, viz. : a) 'Delivering as One' at country level; b) humanitarian issues and recovery; c) environment; d) gender; e) human rights; f) governance and institutional reform; h) funding; and i) business practices.

18. Our predecessors mapped the various issues raised in the Panel's Report and its recommendations as well as the views of the member States thereon. Due, however, to the great number and far-reaching nature of the Panel's recommendations, the General Assembly in its 61st Session was unable to reach an agreement, within the context of these consultations.

19. The President of the General Assembly asked us to continue consultations, during the 62nd Session of the Assembly in a more focussed manner, so that areas which the broad membership deemed to be important priorities might be identified and advanced. It was felt that the debate could be re-focussed and that the General Assembly might be able to move towards further agreement on the modalities for implementing coherence in the development activities system.

20. From the outset, we detected a broadly held view that it was in the interests of no concerned party, and, indeed, that it would be detrimental to the interests of the United Nations itself and of the peoples whom it serves, if the Assembly were to emerge at the end of a second successive Session of discussions without having given its own views. Important developments have been taking place on the ground. We have believed from the outset that the Assembly should be in a position to express itself and to exert its influence on these developments.

21. On 7 February 2008, in the first, informal plenary consultations of the 62nd Session, the broad membership accepted the overall approach which we, as Co-Chairs, proposed we should take to our work during the Session. This approach had been informed by our prior discussions with the Assembly President and we were gratified that it was straight away acceptable to the broad membership. In the intervening months we have consistently abided by this agreed approach whilst engaging fully with the membership throughout.

22. As Co-Chairs, therefore, we have taken an empirical, bottom-up and pragmatic approach to the subjects under discussion. The broad membership accepted that this path afforded the most feasible and practical way to move forward.

23. It was acknowledged from the outset that as a practical proposition it would be extremely difficult to seek to move ahead simultaneously on each and every aspect of the 2006 High Level Panel Report. The breadth, depth and not least the great number of recommendations contained in that Report led to this view, which was also sustained by any fair reading of the work of the previous Session of the Assembly.

24. At the same time, we were fully aware that there had been, amongst the member States, a widely shared reluctance to address the issues raised in the Panel's Report on a selective basis. There was a residual apprehension that such selectivity might respond exclusively or preponderantly to priorities which had been voiced from just one part of the membership.

25. Nonetheless, the broad membership shared our view that if the Assembly as a whole were to be able to agree on how to move the process forward, then our consultations would need to be focussed and targeted more tightly than on every single issue. It was acknowledged that we should point towards a middle-ground where the major concerns of member States were addressed in a balanced and fair manner. We underlined that there would be no fixed agendas, no a priori considerations and no faits accomplis in the course of our consultations. In this connection, we requested and were gratified to receive the trust of the broad membership.

26. As Co-Chairs, we undertook from the outset to focus on those areas which would be flagged to us in open informal plenary consultations as being of priority interest for broad areas of the membership. In this way, the report that we would ultimately present to the Assembly President would aim to sit well with all parts of the General Assembly Hall, since all areas of the membership would recognise many of their priority concerns in it.

27. We were, of course, aware that a significant number of member States were of the view that no decision could be reached by the Assembly concerning System-wide Coherence until all aspects of the High Level Panel Report had been comprehensively discussed and that only then could a single decision be made relating to the Panel Report in its entirety. Members holding this view at the same time signalled from the outset a degree of flexibility in their approach, in that they were prepared to revisit it in light of the ongoing consultations, which would proceed under our Co-Chairmanship.

28. Against this background and already at the first informal plenary consultations on 7 February, the broad membership enabled us to identify and announce the following main priority areas, drawn from the host of issues raised in the High Level Panel's Report:

- UN 'Delivering as One' at country level and the related area of Harmonisation of Business Practices;
- Funding;
- Governance; and
- Gender Equality and the Empowerment of Women.

29. In any event, as Co-Chairs we were keen to bring squarely before the Assembly numerous and significant developments in regard to 'Delivering as One' which were already underway on the ground in a large number of developing countries. By the same token, we were anxious for the Assembly to be fully apprised of important progress in regard to Harmonisation of Business Practices, which the Secretary-General and his colleagues were achieving, within their own prerogatives, in the Chief Executives Board (CEB) of the System.

30. During the current, 62nd Session, the Assembly has, to date, had open informal plenary consultations, or briefings on System-wide Coherence as follows:

Initial Consultation	7 February
UN 'Delivering as One'	28 March
Funding	7 April
Briefing on Role of an Empowered Resident Coordinator	17 April
Governance	17 April
Gender Equality and Women's Empowerment	16 May
Briefing on Business Practices Harmonisation	13 June
Gender Equality and Women's Empowerment (contd)	16 June

Thus, through the excellent work undertaken by our predecessors and the series of informal plenary consultations this year, the member States will have thoroughly reviewed all aspects of the 2006 High Level Panel Report.

31. In each of these informal plenary consultations we made opening and closing statements. The latter sought to draw the principal points from the discussion of the day. All of our statements were circulated at the time, by the President of the General Assembly, to the entire membership. They may be found on the Official website of the President of the 62nd Session of the General Assembly, H.E. Dr. Srgjan Kerim, (<http://www.un.org/ga/president/62/issues/swc.shtml>).

32. Throughout our tenure as Co-Chairs we have been entirely at the disposal of member States. In line with our open and transparent approach, we have consulted both in open informal plenary, bilateral and plurilateral consultations with the broad membership of the UN. We also consulted with the President of the General Assembly, H.E. Dr. Srgjan Kerim, H.E. the Deputy Secretary-General Migiro and the previous Co-Chairs. We visited seven of the eight pilot countries (Albania, Cape Verde, Mozambique, Rwanda, Tanzania, Uruguay, Viet Nam) and Malawi which is implementing the 'Delivering as One' reform without having been a designated a pilot. We visited, and were generously received by, Heads of United Nations Funds, Programmes and Specialised Agencies in New York, Paris, Rome, Vienna and Geneva to ascertain their views on the various aspects of System-wide Coherence and we have shared these views with the membership. We conferred with senior management at the World Bank and the International Monetary Fund in Washington D.C. We sought, as we hope this report will make clear, to provide the membership with as much information as possible about all the various developments in relation to System-wide Coherence so that any decision which they may wish to take on the matter would be on an informed basis.

33. Broad sections of the membership have consistently signalled to us that many of the recommendations contained in the 2006 Panel Report, specifically in the areas of Environment, Humanitarian Assistance and Human Rights were being addressed energetically in other related fora. Accordingly, these were not identified as necessitating in-depth discussion or action within the inter-governmental discussions on System-wide Coherence. The Co-Chairs share the view that it would be a mistaken approach to become entrenched in the structure and contents of the 2006 High Level Panel Report. Instead, the Panel Report should be dealt with pragmatically, not least because many of the issues are indeed being addressed in other fora.

34. The main body of the present report will address each of the four priority areas which have been consistently underlined by the broad membership, viz.

- UN 'Delivering as One' at country level and the related area of Harmonisation of Business Practices;
- Funding;
- Governance; and
- Gender Equality and Women's Empowerment.

35. The present report needs to be read in conjunction with the accompanying paper on Gender in its institutional dimension which is being provided to the Assembly President by the Deputy Secretary-General in response to the request of the member States that was agreed in open, informal plenary consultations on 16 June 2008. This report and the Deputy Secretary-General's paper, in combination, present a whole picture to the membership.

36. As indicated already, the present report will recommend that the Assembly during the current, 62nd Session select and act upon those priority areas which need specifically to be addressed in these continuing discussions on System-wide Coherence, whilst setting aside from these discussions other issues raised by the Panel and which are being pursued elsewhere.

III. 'Delivering as One' – Greater UN System Coherence at Country Level

37. The centre piece of the High Level Panel's recommendations related to the work of the United Nations at country level, which had already been legislated by the General Assembly through various TCPR Resolutions. Those past decisions as well as the most recent TCPR (62/208) have led to a number of reforms including, inter alia, the widespread use of a single UN building and common services, the establishment and the improvement of the single United Nations Development Assistance Framework (UNDAF) and elements to improve the Resident Coordinator system etc. Before the High Level Panel Report, several countries had already taken the initiative to move ahead with reforms. Cape Verde for example had adopted a One Joint Office approach in January 2006, in response to the TCPR Resolution of 2004 (59/250) which called for the establishment of joint office models. Similarly, Vietnam's UN Country Team had already moved towards a single country programme, also on the basis of the TCPR Resolution of 2004 (59/250).

38. The High Level Panel sought to build on this and to address further the fragmented work of the UN at country level, by proposing that the Funds, Programmes and Specialised Agencies of the United Nations further their collaboration and 'Deliver as One' in support of the national priorities of the national governments concerned. In order to achieve this, the Panel proposed a framework of four Ones: One Programme, which is focused on, and aligned with national priorities; One Leader, the Resident Coordinator who would lead an empowered country team; One Budgetary Framework which can provide funding for the One Programme; and, where appropriate, One Office where all the UN agencies can be located, to save money on operational costs and decrease other transaction costs. The One Office would also develop common services. As an increasing number of developing countries implement these four principles, they are tailoring them to their own needs. Some countries have added a 'fifth One' – Communicating as One, exhibiting once again that even in implementing 'Delivering as One' the principle of 'No One Size Fits All' is evident.

39. The Panel suggested that 'pilot' countries be designated to test this new method of work, to establish whether it would indeed result in stronger, better-performing United Nations on the ground. The countries which opted to act as pilots in coherence³ began their work in January 2007. At the time of our appointment as Co-Chairs in January 2008 they had just completed a first year. Their primary focus in the initial year or so has been on putting in place the necessary structures and processes for implementation of this new approach, aligning the UN's development work with national frameworks and government priorities in each of the eight pilot countries. 2008 is the year of implementation and the UN Country Teams are working closely with their government counterparts to ensure that the 'Delivering as One' reform will live up to expectations. This approach is increasingly being applied by other developing countries which were not specifically designated pilots. Indeed, to varying degrees upwards of thirty developing countries are now implementing elements of this approach.

40. The new approach has brought significant and ground-breaking changes to traditional methods of work. It involved the agreement of One Programmes which were jointly prepared by the individual Governments concerned and the UN Country Teams. Drawing up these One Programmes involved taking the national priorities and identifying where the individual skill assets, knowledge and other resources of organisations, including non-resident agencies, in the UN system could best be brought to bear in supporting these priorities. It necessitated establishing One Funding mechanisms which pool additional extrabudgetary resources for the UN System at country-level to fund the unfunded gaps in the One Programmes. These mechanisms afford, for the first time ever to some of the Governments concerned, a comprehensive picture of the scope of assistance provided to their countries by the UN System. This allows Governments to exercise national leadership in the identification of priorities for UN support. They also are decreasing fragmentation, duplication and internal competition for resources among UN Funds, Programmes and Specialised Agencies.

³ Albania, Cape Verde, Mozambique, Pakistan Rwanda, Tanzania, Uruguay, Viet Nam.

41. The reform also established, in the countries concerned, 'One Leader' for the UN family at country level in the form of the Resident Coordinator. This empowered leader leads an empowered country team. S/he has been authorised to negotiate the One Programme with the host government and to shape the related allocation of funding, while being subject to a clear accountability framework and effective oversight mechanism and with authority in turn to hold members of the UN Country Team accountable.

42. Finally, One Office arrangements, where appropriate, should bring the UN family together both physically in One Office space and virtually through the harmonisation of business practices such as communications, information technology as well as the harmonisation of common services. This should increase efficiencies, decrease transaction costs and produce savings which in turn should be spent on programmatic development work.

i) *The Co-Chairs' Visits to Countries which apply Coherence at Country Level*

43. As Co-Chairs and over a period of months, we have visited seven of the eight 'pilot' countries including Albania, Cape Verde, Mozambique, Rwanda, Tanzania, Viet Nam and Uruguay. We also visited Malawi, one of the first of many other countries which have embraced the 'Delivering as One' approach.

44. In each of the countries we visited, we normally conferred in detail with the Heads of State or Government, Minister for Foreign Affairs, coordinating Ministers and Ministers having line or sectoral responsibilities, as well as autonomous regional leaderships, parliamentary leaders, the Resident Coordinator and United Nations Country Teams, Development Partners and representatives of Civil Society, etc. The high level of engagement on the part of the host governments reflected a universal interest in the work of the Assembly concerning 'Delivering as One'.

45. We were repeatedly struck by the great sense of urgency on the part of political leaders and senior officials in these developing countries as they address their pressing development challenges. Frequently, we sensed a desire on their part that the General Assembly develop a similar sense in finding a way for the UN to deliver development assistance more efficiently, more coherently and more effectively.

ii) *Comparative Advantage of the Funds, Programmes and Specialised Agencies*

46. In the course of our Co-Chairmanship, we also visited Heads of Funds, Programmes and Specialised Agencies in Geneva, New York, Paris, Rome and Vienna. During our meetings the Agency Heads acknowledged a need for a consistent, positive message to be imparted by the various Headquarters in the System, at all levels, to country and regional representatives concerning the advancement of 'Delivering as One' and a One Programme effort that is aligned to the priorities of programme developing countries themselves in observance of the principle of national ownership. They also acknowledged that a new sense of momentum and collaboration is evident among the various parts of the UN System as

the advantages of a more coherent, effective and efficient UN at country level become apparent. Indeed, they themselves have contributed to this sense of momentum.

47. We were keen to convey to Agency Heads the view of member States from the outset; that 'Delivering as One' cannot be about attempting to create 'One Single UN', but rather it must be about maintaining the diverse and vitally important capacities of the individual Funds, Programmes and Specialised Agencies while at the same time harnessing these capacities so that they can 'Deliver as One' in a more efficient, coordinated, coherent and effective manner. Indeed, the Funds, Programmes and Specialised Agencies represent an enormous asset for the international community and are at the core of the UN's contribution to development work. Any reform of the UN to make it more coherent must not sacrifice this wealth of diverse knowledge and expertise.

48. At the same time, the 'Delivering as One' approach will, ultimately, have implications and result in changes for the work of individual Funds, Programmes and Specialised Agencies on a country by country basis – where duplication is found, agreement will need to be reached to eliminate it. Similarly, where gaps are found, agreement will have to be reached on which Fund, Programme or Specialised Agency can most suitably fill these gaps. These are all aspects which will need to be addressed by concerned entities at headquarters level. The High Level Panel Report envisaged that there should be greater clarity as to what tasks should be carried out by which part of the UN System with consequent withdrawal from, or foregoing of activity in areas where no comparative advantage could be identified. This task would appear to be an essential part of 'Delivering as One' at country level and its implementation should continue to be rolled out at country level.

49. We were encouraged during our visits to Heads of the Fund, Programme and Specialised Agency to be told of the establishment of an Advisory Group of some thirteen agency Principals, supported by Assistant Secretaries-General. This inter-agency group which meets at Headquarters level has been established to assist in furthering coherence among the Funds, Programmes and Specialised Agencies and in addressing and resolving any problems or challenges which present themselves in advancing the 'Delivering as One' process at country level.

50. During our exchanges with Heads of Funds, Programmes and Specialised Agencies in New York, Geneva, Rome, Paris and Vienna we were informed that the new, inter-agency Advisory Group had served as a useful mechanism to discuss and resolve issues in a collegial, informal and efficient manner. Many Heads of agency were greatly encouraged by the progress made among all stakeholders on establishing clarity of mandate and comparative advantage, as well as collaborating on mutual areas of interest and business practice harmonisation. While it is accepted that more work needs to be done in numerous other areas, including in strengthening the firewall (see below), many have reported a 'change of mindset' among the Funds, Programmes and Specialised Agencies as the advantages and benefits of 'Delivering as One' are becoming clearer.

iii) *Perceptions in the General Assembly of Progress to Date*

51. On 28 March, 2008 in open informal plenary consultations, the Assembly took up consideration of the issue of 'Delivering as One'. At that meeting a number of member States outlined some of the concerns which they had at the time in relation to 'Delivering as One'. They insisted that the process must be voluntary and led by national governments. They would be opposed to any particular development model being forced upon member States. Any changes which were envisaged must be entirely voluntary. They also underlined that under no circumstances could they accept any new 'conditionalities' being attached to the delivery of development assistance. They underlined that changes underway must not simply deliver a better working method for the UN development System but it must deliver better development results for the countries concerned. Furthermore, many member States insisted that 'Delivering as One' must not simply be a cost-cutting exercise. Nevertheless, and despite these concerns, there was consensus among States that the 2007 TCPR resolution provides significant guidance for the way forward for the General Assembly as a whole in relation to the UN Development System's work. At the close of these open consultations, as Co-Chairs, we drew a number of conclusions including a factual observation that the Assembly was simply not prepared to accept, much less endorse, new 'conditionalities' for the delivery of aid through the UN Development System.

52. Also, during the 28 March open consultation, each of the eight pilots as well as several other developing countries which are applying the 'Delivering as One' approach took the floor and briefed the Assembly on their experience to date. Two months later, at the end of May, the pilots and other countries held an inter-governmental seminar hosted by the Government of Mozambique, in Maputo. The seminar took place in accordance with paragraph 139 of the Assembly's consensus TCPR Resolution⁴. The participating developing countries adopted a Declaration giving their experience of the progress achieved to date in 'Delivering as One' as well as citing the challenges remaining. In this Maputo Declaration which has been circulated to UN member States in each of the six official languages of the United Nations the developing countries concerned formally request the General Assembly to encourage them in the path that they have voluntarily undertaken in embracing 'Delivering as One'. A copy of the Maputo Declaration is attached in Annex to the present report.

53. In brief, the declared experience of the developing countries directly concerned on the ground in implementing the 'Delivering as One' approach corresponds fully to the observations made by the Co-Chairs in their visits to these countries and in their engagement with the highest authorities there, as well as with the UN Country Teams, development partners and civil society. The same picture had emerged already in general terms in the Stocktaking Exercise regarding 'Delivering as One' which the Deputy Secretary-General undertook at the end of 2007. Progress so far on 'Delivering as One' is positive; it is in line with national priorities and development plans of the countries concerned ; it has enhanced government-leadership and national-ownership; it is respecting the 'No One Size Fits All' principle and is being tailored to the specific needs of the countries concerned. The Maputo Declaration

⁴ A/61/208

also indicates that the 'Delivering as One' process has led to increased availability of the UN System's mandates and expertise to meet national plans and priorities, including through increased involvement of the UN's non-resident agencies. The approach has led to decreased transaction costs for the governments concerned. Also in this context, progress has been achieved in promoting a more unified UN System approach to programming and funding its support to countries, through the One Programme and One Budget. One of the problems with the previously fragmented UN System was the internal competition for resources among the Funds, Programmes and Specialised Agencies. Experience of the new paradigm points to a reduction in this competition as resources for the One Programme are managed in a transparent and effective manner through the One Budgetary Framework, with any gaps being funded through the One Fund, a pooled fund.

54. Nevertheless, it is clear that challenges remain in the way of full application of the 'Delivering as One'. Constraints remain in the way of full application of the 'Delivering as One' initiative. The Governments of developing countries concerned have outlined that the UN System at Headquarters levels needs to redouble its efforts to support the UN System representatives in the countries concerned in implementing the reforms. Headquarters levels need to support the empowered Resident Coordinator, accelerate harmonised business practices and adapt regulations which will accommodate this paradigm shift to a new, more coherent and effective method of working.

55. Among the main challenges arising from the One UN Programmes at country level is that of striking the right balance between, on the one hand an 'inclusive' approach that draws on all available and relevant UN System capacities and, on the other hand the need for strategic focus and prioritising of UN System activities. We believe that the principle of national ownership and leadership can be of decisive help in striking the coherent balance in a three way partnership involving the Governments concerned, the UN country team and the development partners.

56. Another issue highlighted to us was the need to include line or sectoral ministries more fully in the planning and decision-making processes in 'Delivering as One'.

57. Allocation of resources under the One Fund requires the Resident Coordinator to have ultimate authority where consensus in the UN Country Team cannot be reached. As it was put to us 'good people can disagree'. The vesting of such authority, by agreement of all concerned, in the Resident Coordinator represents a significant change in the manner of allocation of funds. Furthermore, the One Fund requires that development partners provide unearmarked funding to the UN's activities at country level, which may be a change in their traditional methods of work too. Once again, here, the progress can be facilitated by aligning with national priorities and leadership in a three-way partnership.

58. A number of member States were concerned that the programmatic functions of UNDP country representatives be segregated more effectively from those which are performed in Resident Coordinator mode on behalf of the entire System. Progress is being made in the so-called 'firewall', but further progress is needed. In answer to

concerns expressed by some member States, UNDP Representatives were able to offer a degree of reassurance as to the recruitment process for Resident Coordinators (not least regarding the number of non-UNDP appointees). At the same time, there remains a concern over the small proportion of appointees from entities beyond the four core Boards comprising the so called "Ex Copm", viz. UNDP, UNICEF, UNFPA and WFP. Here too, progress is being made but more is needed.

59. Joint Programming is at the core of 'Delivering as One' at country level. During our visits to the pilot countries it became evident to us that the main focus of the UN Country Teams' work in the first year of the pilot process was on designing and finalising these Programmes in close collaboration with the Government and other stakeholders. In most pilots the One Programme makes up a portion of the traditional UN Development Assistance Framework (UNDAF) which latter reflects the total work of the UN System in-country; however Rwanda is an important exception among the pilots where the One Programme already makes up 100% of the UN's work there. The One Programme in Malawi (not a pilot *per se*) also makes up 100% of the UN's work in that country. Once again, we can observe differentiated and flexible application of the 'Delivering as One' approach in response to individual national circumstances and priorities.

60. The numerous advantages of the One Programme were outlined to us during our visits. It has increased UN Country Team partnership with the government and has aligned UN activities much more fully behind national priorities. The One Programme has reduced significantly the traditional burden and time on national administrations in developing countries caused by having to engage in a fragmented manner with a proliferation of UN entities. With national ownership as the starting point, we heard that developing countries themselves felt more empowered when dealing with a coherent UN Country Team than was the case with a fragmented System of powerful individual agencies which sometimes, in the past, had had the cumulative effect of overwhelming the State administrations concerned. The One Programme has also increased the involvement of non-resident agencies' expertise. Apart from the positive feedback from the pilot country Governments, UN Country Team members from right across the development System also told us that they had found the Joint Programming exercise beneficial as they now have a clearer picture of the areas of expertise that the other Funds, Programmes and Specialised Agencies bring to the UN Team.

61. As was acknowledged by the Governments concerned in the Maputo Declaration, any assessments made as of mid-2008 are interim in nature and a full picture of the benefits of, or challenges posed by 'Delivering as One' and One Programmes will only come once these One Programmes have been implemented to a much greater extent. We are half way through the second year, which is the first year of implementation. Nevertheless, the messages we are hearing are preponderantly positive.

62. Furthermore, it has been consistently been pointed out to us that for 'Delivering as One' to be successful there must be an empowered and able Resident Coordinator at the head of an empowered UN Country Team.

63. While all the pilots we visited had excellent Resident Coordinators and led Country Teams which were consistently hard-working, professional and committed to improving the UN's work in the country concerned, members of many Teams emphasised that the status quo relies too much on the personality of the Resident Coordinator and his/her colleagues. They noted that the role of the Resident Coordinator needs to be further institutionalised within the System, with the appropriate authority, resources and accountability framework. Codes of Conduct are being finalised at country level, but progress needs to be made in finalising a Code of Conduct at global level to consolidate and strengthen the Resident Coordinator role. Dispute resolution mechanisms also need to be strengthened at headquarters level.

64. Guidelines have been developed at headquarters level with the UN Development Group (UNDG). These indicate that the Resident Coordinator has ultimate decision-making power on budgetary matters when consensus agreement on issues cannot be reached. As Co-Chairs, however, we have heard in the course of our consultations that this is not always adhered to at country level. It is important that Guidelines which empower the Resident Coordinator as the head of the UN country team are supported and implemented across the System in order to maintain coherence.

65. It is important indeed as a general proposition that the role of Resident Coordinator should be fully supported by the Headquarters of the Funds, Programmes and Specialised Agencies of the UN System. In our meetings with Heads of the Funds, Programmes and Specialised Agencies we were encouraged that some of our interlocutors are introducing support for 'Delivering as One' and enhancing coherence in the UN among the performance evaluation indicators for relevant officials, including their regional and country level representatives. This is a significant positive step towards encouraging and rewarding those representatives at country level who are working to make the UN more coherent.

66. Another recommendation of the 2006 High Level Panel Report was the establishment of One Budgetary Framework for the One Country Programme, reflecting all contributions, which would not constitute a legal constraint on the spending authority of the Funds, Programmes and Specialised Agencies. It recommended that the development partners should increasingly pool their funding contributions at the country or headquarters levels. In countries where there is a One Country Programme in place, the Panel enjoined the development partners increasingly to refrain from funding country-level interventions which are outside that country's One Programme.

67. Generally speaking, the One Budgetary Frameworks at country level are in the early stages of operation in the pilot and other countries which are applying the 'Delivering as One' approach. It has been reported by several of these countries that the new approach has already attracted new and additional resources from development partners in support of the One UN programme in-country. UN Country Teams in such countries have underlined that the One Fund, as a funding mechanism for the One Programme, has decreased the need for individual agency resource mobilisation and has decreased inter-agency competition. They point out that the One Fund will allow the UN Country Team and the Resident Coordinator to focus on

programmatic work and make strategic choices for the use of funds. It is also expected that the One Budgetary Frameworks for a One Country Programme which is government-driven and in line with national priorities, by its very nature, can represent over time an attractive option that will continue to attract additional funding.

68. This has been echoed by the messages which we, as Co-Chairs, have heard from numerous development partners. These partners have indicated that they have committed funds to the One Programme, through the One Budgetary Framework, which are over and above their usual contributions to the UN System in a number of pilot and other countries. Some development partners are exploring with the national governments of concerned developing countries the possibility of including a section in their bilateral aid agreements providing support to the One UN Programme. This would ensure consistent, multi-year funding to these programmes. At the same time, and positive messages from some pilot and other countries notwithstanding, we have heard that other such countries have yet to attract adequate funding to sustain their One UN Programme. We have heard appeals, therefore, for those partners which support 'Delivering as One' to ensure that adequate and appropriate funding continues to be made available, so that this process is able to succeed.

69. There is a broad consensus among member States that the System-wide Coherence process should not be simply a 'cost-cutting' exercise. This has been underlined in the TCPR Resolution where member States called upon the United Nations Funds, Programmes and Specialised Agencies to ensure, to the extent possible, that savings resulting from reduction in transaction and overhead costs accrue to development programmes in programme countries. In this way as in others, 'Delivering as One' should deliver more.

70. The High Level Panel Report suggested that the reform savings should be channelled back into the System through mechanisms, such as an Empowerment Fund. As indicated elsewhere, there is in fact little or no appetite among member States for the creating of new inter-governmental mechanisms.

71. Member States have also generally expressed the view that savings would more usefully be redeployed into programmatic work in the country where the savings were made. This would provide direct gains for the country which had helped to realise the savings and could also provide a further incentive to reduce unnecessary and wasteful operational costs, for direct benefit to the development programme.

72. In our visits to the pilot Countries, as Co-Chairs, we were encouraged to see that savings generated through the implementation of 'Delivering as One' particularly the establishment of a One Office and related sharing of common services, have, in some cases, already been reinvested into programmatic work. This has occurred in Mozambique and Cape Verde. However, it has been pointed out to us that currently this practice is *ad hoc* and needs to be regularised and given structure. While there is recognition among the Funds, Programmes and Specialised Agencies that the member States would wish such savings, where possible, to be reinvested in the country concerned the necessary changes in statutes, regulations and auditing practices have yet to be made to make this possible.

73. Work ought to be advanced among the UN Funds, Programmes and Specialised Agencies at the Headquarters level to allow the UN Country Team, in close coordination with the concerned government, to identify the best ways and means in which operational, and to the extent possible, administrative savings can be ploughed back into programme budgets in-country, so as to implement the requests outlined in TCPR paragraphs 104b and 114. The necessary flexibility should be shown to respond to the progress achievable under 'Delivering as One' as well as to provide an incentive towards greater effectiveness.

74. Finally, in countries where the One Office arrangements have been implemented significant savings have already been realised. The One Office in Cape Verde released resources which were spent on training UN staff and Cape Verdeans. In its first year of existence, the One Office in Praia cost 25% less than the total separate cost of the participating offices in the preceding year. Similarly, the One Office plans in Mozambique have resulted in significant cost savings. The plan to create the first carbon neutral Green 'One UN' Office in Hanoi, Viet Nam will result in significant savings in energy and other costs and is expected to set a benchmark as the most environmentally friendly office building in the ASEAN Region.

iv) *The Situation of Middle Income Developing Countries*

75. The 'Delivering as One' reform concerns the response of the United Nations System to rapidly evolving dynamics in the international development environment. The ways in which multilateral aid is delivered are undergoing important changes. If 'Delivering as One' is to realise its full potential it must continue first and foremost to recognise the particular needs of developing countries themselves and continue to be guided by the principle of national ownership and leadership. By way of joint programming, etc. it must continue to align the System's multilateral activities to the priorities, strategies, policies and plans of those countries - through a three-way partnership embracing the authorities of the programme developing countries concerned, the UN family of agencies and the development partners, viz. "donors".

76. About half of all United Nations member States are now middle-income developing countries. Although the High Level Panel Report of 2006 did not address the challenges which are specific to middle income countries (MICs), the General Assembly expressly recognised their needs in its consensus resolution 17 of December 2007 embodying the Triennial Comprehensive Policy Review (TCPR) which gives operational guidance to the broad United Nations Development System for the period 2008 through 2010. The current TCPR recognises in particular that middle-income countries still face significant challenges in the area of poverty eradication and that efforts to address these challenges should be supported in order to ensure that achievements made to date are sustained, including through support to the effective development of comprehensive co-operation policies.

77. Of the eight pilots, Albania is a middle income country that is strongly focussed on realising its national objective of progressive integration with the European Union. Cape Verde has graduated to middle income status in the past year or so, whilst Vietnam is hoping to do so in the coming year or two. Uruguay is a longstanding

middle income country that in the mid-twentieth century had one of the best placed economies in the world. As indicated elsewhere, we were informed authoritatively by each of the four governments that the ‘Delivering as One’ process underway in their respective countries is respecting national ownership and leadership and is ensuring, to an unprecedented degree, alignment on the part of United Nations System development activities there with their own national priorities and plans.

78. We understand that the term “middle income country” was originally defined by the World Bank some three decades ago and was used to classify countries, based largely on Gross National Income (GNI), as part of the Bank’s lending strategy. In our consultations with concerned States and other actors, we heard frequently about limitations on the usefulness and value of the term Middle Income Country in identifying and addressing the true development needs of such countries. These countries are often subject to critical vulnerabilities which affect their economies, institutions and societies at large. Many of them are particularly susceptible to dramatic external shocks from global and regional economic factors. While sometimes enjoying strong economic and social progress, they can be vulnerable also to sharp regression involving serious economic and social instability. Some of the middle income countries find themselves in such a state of vulnerability to external shocks that they regard themselves more as “borderline” countries.

79. In examining the challenges facing middle income countries further, the Co-Chairs noticed that middle income countries can be affected by high levels of poverty. For example, of the some 373 million inhabitants of South America – all of whose countries are in the middle income category – around 130 million are poor and of these in turn, approximately 89 million live in the five “upper middle income” countries of the continent, viz. Argentina, Brazil, Chile, Uruguay and Venezuela. The term “middle income” can have inadequate regard to such realities whilst at the same time underestimating structural and institutional weaknesses and gaps in capacity.

80. Those middle income countries which have embraced the ‘Delivering as One’ approach are very often focused on sustaining their engagement with the UN System and the development partners so as to strengthen, through policy advice and other instruments, their national capacities to address the very real challenges mentioned above and many more besides. We detect a widely shared view among the membership that there is a need for the UN development System to address, in a more coherent and dedicated manner, the problems that affect middle income countries and to put in place the necessary conceptual clarity and organisational arrangements. These countries call for the UN system to promote South/South cooperation more.

81. A sizable proportion of the many countries which are voluntarily stepping forward to embrace the ‘Delivering as One’ approach to coherence are in the middle income category. Through continued adherence to the principle of national ownership and leadership, the ‘Delivering as One’ process overall will therefore bring to light in the years ahead important experiences and lessons for addressing more effectively the needs of such countries. Consequently, it may be valuable for the independent evaluation of ‘Delivering as One’ which the TCP/R has anticipated for late 2009 to focus at some length on the lessons learned in respect of middle income countries.

v) *Monitoring and Evaluation*

82. The 2007 Triennial Comprehensive Policy Review (TCPR) Resolution of the General Assembly foresees two levels of evaluation:

- a) an evaluation by the 'programme country pilots' of their own experiences. These countries would also exchange their experiences. The Secretary-General has been encouraged by the Assembly to support the pilots in all of this with the support of the United Nations Evaluation Group (UNEG); and
- b) in addition, the Assembly emphasises the need for an independent evaluation of lessons learned from the voluntary efforts to improve coherence, coordination and harmonisation in the United Nations development System, including at the request of some 'programme country pilots'. This independent evaluation will be for consideration by member States.

83. With regard to the first level of evaluation, (a) above, we met with representatives of the United Nations Evaluation Group (UNEG), in late May and were informed of the following. UNEG's work in this connection has concentrated on making sure that the necessary information systems, benchmarks and baselines are in place. To this end, it has undertaken a mission to the pilot countries and drawn up an 'evaluability report' on each one of them. These reports will be synthesised into a compilation report which will be posted on the UNEG website (<http://www.uneval.org/>) shortly. In the course of this exercise, UNEG was able to provide guidance to the governments of the countries concerned and to the UN Country Teams on the ground concerning monitoring and evaluation mechanisms. UNEG's guiding principles were that all monitoring and evaluation should take place in line with national priorities and be based on national monitoring and evaluation mechanisms, while adhering to the highest international standards.

84. The Maputo Declaration of 23 May 2008 issued by pilot and other countries which are applying the 'Delivering as One' approach underlines that the conduct of the first evaluation exercise at (a) above, is an effort to be jointly overseen by the countries concerned and the United Nations System.

85. The second level of evaluation, the independent evaluation that would come to member States for consideration (b) above), will focus on lessons learned in the 'Delivering as One' efforts overall. This is an exercise that can hardly reach completion before the end of 2009. One could imagine that an assessment of the processes involved might be achieved by then, but that it would take more time to evaluate definitively the development outcome of the 'Delivering as One' approach.

86. During the informal plenary consultations on 'Delivering as One' many member States stressed the need for the independent evaluation of 'Delivering as One' to be assuredly independent. Member States have also made clear that the 'Delivering as One' process should result in improved delivery of development assistance to the country concerned. It was stated that any final evaluation must address development results in order to provide a clear picture of the 'Delivering as One' reform and its

effects on the development process in-country. It was also stated that any evaluation or change at central level should not interfere or restrain the ability and sovereignty of national governments to undertake development work, in line with their national priorities.

87. For our part as Co-Chairs, we have expressed the view that if member States in the General Assembly are to sign off on the future independent evaluation of 'Delivering as One' that is foreseen in the TCP, then the Assembly will as a practical matter need to be content, going forward, with the methodology and conduct of this evaluation. For this reason, we would suggest that early in the 63rd Session, the membership receive a first briefing in open informal plenary consultations on what is contemplated in that regard.

88. The Joint Inspection Unit (JIU) too has taken an interest in these matters.

vi) *'Delivering as One' and the Harmonisation of Business Practices*

89. At central level the work of harmonising the business practices of the UN System has been ongoing for many years in various fora. In the context of the Chief Executives Board (CEB), under the Chairmanship of the Secretary-General, these matters are assigned to the High Level Committee on Management (HLCM). This Committee leads the work in implementing the requirements of the General Assembly, through the Fifth Committee and other bodies, to harmonise business practices across the system. It is currently chaired by Ms Thoraya Obaid, Executive Director of UNFPA.

90. In April 2008 the CEB approved, within its own prerogatives, an extensive package of measures designed to harmonise business practices across the System. The package had been elaborated and agreed, System-wide in the High Level Committee on Management (HLCM). The package of measures is of an inter-disciplinary nature and covers all major management functions of United Nations System organizations including human resources, procurement, information & communication technology, finance and budget. The package would evolve to include projects that have not yet been developed, such as the creation of an independent System-wide capacity for evaluation and initiatives in the area of legal affairs. The aim of CEB members is to have some of the measures accomplished within nine months, with the most complex ones taking two to three years for completion.

91. In order to apprise the entire membership of the exact nature of the projects proposed we arranged for an open briefing session to take place on 13 June. Ms Obaid, as Chairwoman of the HLCM gave the briefing and was supported by Mr Adnan Amin, Director of the CEB. They provided a detailed written and oral explanation of the various aspects of the package. The General Assembly would benefit from further briefings from time to time on such aspects of the work of the CEB.

IV. Funding for Coherence at Global and Country Level

92. The 2006 High Level Panel Report recognised the need for increased and improved funding for the United Nations both at country and global level. Specifically, the Panel was of the view that “inadequate and unpredictable funding of the System also contributes to fragmentation, undermining the multilateral character of the United Nations. The exponential growth of extra-budgetary (non-core) versus core resources has encouraged supply-driven rather than demand-driven approaches to assistance, undermining the principle of country ownership. Lack of donor coordination and competition for non-core resources among United Nations agencies squander significant time and effort on fund-raising, undermining the ability of the United Nations to make long-term strategic decisions that would deliver more effective results.’

93. The General Assembly for its part, has recognised this in the TCPR Resolution of 2004 and again in the TCPR Resolution of December 2007. In a key consensus paragraph that brings together a number of crucial concepts, the latter ‘emphasises that increasing financial contributions to the United Nations Development System is key to achieving the internationally agreed development goals, including the Millennium Development Goals, and in this regard recognizes the mutually reinforcing links between increased effectiveness, efficiency and coherence of the United Nations Development System, achieving concrete results in assisting developing countries to eradicate poverty and achieve sustained economic growth and sustainable development through operational activities for development and the overall resourcing of the United Nations Development System’.

94. This consensus position of the Assembly formed an important part of the context to our work as Co-Chairs. With the agreement of the broad membership we have not strayed into the macro-level debate concerning global spending on Overseas Development Assistance (ODA). This is being addressed in a separate, if parallel facilitation exercise in the Assembly under the leadership of the distinguished Permanent Representatives of Egypt and Norway. Essentially, for our part, we have focused on the Funding-related elements of the 2006 Panel Report.

95. The view in general among States is that sufficient, timely and predictable funding at the country level must be mirrored by sufficient, timely and predictable funding at global level. As the TCPR stressed, core resources, because of their untied nature, continue to be the bedrock of the operational activities for development of the United Nations System. It is of great concern to the broad membership that the share of core contributions to the UN Funds, Programmes and Specialised Agencies has declined in recent years. In all our consultations it has been clearly pointed out to us that core funding is essential to sustain the continued basic capacity of the UN System. Furthermore, increases in core funding must complement adequate funding of the UN’s work at country level. There is a natural and understandable concern among Funds, Programmes and Specialised Agencies that funding of ‘Delivering as One’ must not be at the expense of core at global level. If we are to build a UN which is strong, flexible and efficient we need to ensure that it is adequately resourced, both at central level and at country level.

96. The 2007 consensus TCPR resolution urged the development partners and other countries in a position to do so to increase substantially their voluntary contributions to the core/regular budgets of the UN development system, in particular its Funds, Programmes and Specialised Agencies, and to contribute on a multi-year basis, in a sustained and predictable manner. At our open informal plenary consultations on 7 April, member States stressed the need for the fulfilment of all commitments in relation to funding of the UN System, including the need to address the current imbalance between core and non-core funding. While increased core funding can incentivise commitment to greater coherence, the UN System and development partners must ensure that there is neither the appearance nor reality of a pattern of funding which suggests that those developing countries which do not choose to participate in 'Delivering as One' are deliberately disadvantaged as a consequence. In this, as in other respects we are unable to visualise the Assembly countenancing arrangements which may be seen as amounting to 'new conditionalities' over the delivery of assistance through the United Nations Development System.

97. The High Level Panel also noted that the assessed contributions for the Specialised Agencies have not increased in years, which has left them having to rely on voluntary funding for core activities. This matter was also raised at our consultations on Funding where numerous member States supported a review of the assessed funding of the Specialised Agencies to enable them to continue their work on global norms and standards. They called for an assessment of whether the current policy of zero real growth is adequate. It would seem therefore important, if there is to be real incentive for the participation of all parts of the UN System in greater coherence, that this policy be re-examined in light of encouraging greater commitment to coherence and less reliance upon voluntary funding.

98. The 2006 Panel also recommended establishing a Millennium Development Goal Funding Mechanism, which would coordinate overall resource flows, enabling global oversight of funding available for contributions to the One Country Programme. However, in our consultations member States have generally felt that there was a lack of clarity concerning the need for such a fund and its specific implications. They were keen to stress that any new funding mechanisms should focus on funding all aspects of work that the UN is mandated to do, not simply the work relating to achievement of the Millennium Development Goals (MDGs). Let us recall once again that in line with the general views expressed, the membership are also keen to avoid the establishment of any new, overarching and additional mechanisms as these could risk simply adding new layers of process.

99. The membership may wish to declare anew much of the foregoing and continue consideration of the important issue of Funding, particularly in light of the outcome of the meetings of the Assembly related to the Millennium Development Goals scheduled for September, 2008.

V. Governance Aspects

i) *Overview*

100. The 2006 High Level Panel maintained that 'effective governance is at the core of coherence.' Improved Governance structures are central to the improved efficiency, coherence and effectiveness of the UN System. This is important at both the country level, where an empowered Resident Coordinator, at the head of an empowered UN Country Team, is critical to the Team's success, as well as at Headquarters level where existing governance and decision-making processes can be improved and may need to be adapted to deal with the new One Programmes which emerge from 'Delivering as One'.

101. Many member States have expressed concern at the short-term feasibility of the recommendations of the High Level Panel Report on Governance. In particular, many member States made the point that the specific changes envisaged by the Panel would have substantial implications for existing governing bodies and ECOSOC and would need careful consideration.

102. Many States felt it of crucial importance that the work at country level, which is government-led and aligned with national priorities should in no way be hindered by changes at central or headquarters level. Any changes at headquarters level should, on the contrary, enhance the UN development System's ability to support the developing countries in implementing their national priorities and assuring greater effectiveness in the delivery of UN programmes. Any changes at headquarters level must also be flexible, and accord with the reality that 'No One Size Fits all'.

103. Any approach that sought to design a new System of inter-governmental governance from the top-down would be unlikely to prosper. At the same time, an emerging new approach, embodying 'Delivering as One' at country level is being applied by a large and growing numbers of developing countries. Bottom-up, this process creates a need for suitably adapted headquarters and regional arrangements to which an emerging new paradigm at country level can relate and align.

104. It appears to us essential that an appropriate balance is to be struck between providing adequate intergovernmental oversight of the System's development priorities and objectives, while respecting the voluntary, nationally-led nature of the coherence process and the respective mandates of the Funds, Programmes and Specialised Agencies.

105. At central level, member States felt that the implementation of some of the recommendations of the 2006 Panel Report could result in duplication, given that the strengthened ECOSOC has established both the Annual Ministerial Review and the Development Cooperation Forum as high level fora for strategic guidance on sustainable development.

106. Specifically, while it is clear that the new and emerging 'One Programmes' will need to be dealt with effectively and efficiently at global level, the Panel's proposal for creating a Sustainable Development Board was felt by many to be duplicative. It

received little or no support. While the current arrangement, which sees One Country Programmes being tediously dismantled into their constituent parts and approved separately by the various Boards of the Funds, Programmes and Specialised Agencies is far from optimal, there was little support for the creation of a Sustainable Development Board to fill this role. Many member States felt that it could be more useful to adapt existing structures such as ECOSOC, perhaps in coordination segment or in the operational segment. The Annual Ministerial Review could provide an opportunity to discuss the progress in 'Delivering as One'. These options need to be discussed and explored in more detail by member States as the reality of the 'Delivering as One' programmes becomes evident.

107. Since the 2005 World Summit Outcome, work has been undertaken to strengthen ECOSOC, to enhance its capacity as the main policy-making body of the UN for economic and social development issues. The 2007 TCPR resolution also requested that the Secretary-General report on an annual basis to the ECOSOC on numerous aspects which relate to improving the efficiency and effectiveness of the UN. It requested that the Secretary-General report on the functioning, selection and training process of the Resident Coordinator system. It requested the executive boards and governing bodies of the United Nations Funds, Programmes and Specialised Agencies to assess the progress achieved including costs and benefits, in the area of simplification and harmonisation of United Nations development system at the global, regional and country levels. The governing bodies were also requested to analyse the potential impacts on development programming and report to ECOSOC on an annual basis.

108. At this year's substantive meeting of ECOSOC, the Maputo Declaration was presented to the member States at a side event hosted by the Government of Mozambique and was acknowledged in the resolution adopted by ECOSOC on the operational segment.

109. The work of the United Nations at regional level was not the subject of extensive discussion during our consultations on Governance. However, during our visits to developing countries, it was made clear to us that there is a need to clarify the role of regional level management and to encourage the latter to provide more support to the UN Country Teams on the ground as these advance a more coherent and more effective approach. It was felt that regional presences of the UN need to be streamlined and harmonised so that they can be utilised to their full advantage.

110. At the CEB meeting in late October the United Nations Development Group (UNDG) was officially incorporated into the Chief Executives Board. This group, which is chaired by the Development Coordinator, serves as the central coordinating mechanism for the United Nations operational work in development. It fulfils many of the roles envisaged by the Development Policy and Operations Group.

111. At its meeting in April 2008, the CEB incorporated into its structures a thirteen member Advisory Group at the level of Principals and Assistant Secretaries-General. This group has emerged from the much closer collaboration among Funds, Programmes and Specialised Agencies at Headquarters levels that had been necessitated by the evolving 'Delivering as One' arrangements at country level.

ii) *Relationship between the UN and the Bretton Woods Institutions*

112. There is broad consensus among member States that increased collaboration and coordination is needed between the United Nations System and the Bretton Woods Institutions. The High Level Panel Report of 2006 included this in its recommendations. The General Assembly called for this in its Triennial Comprehensive Policy Review (TCPR), 2007. The Assembly invited the United Nations System and the Bretton Woods Institutions to explore further ways to enhance cooperation, collaboration and coordination including through greater harmonisation of strategic frameworks, instruments, modalities and partnership arrangements, in full accordance with the priorities of the recipient Governments.

113. As Co-Chairs we visited the senior management of the World Bank and the International Monetary Fund in Washington D.C. in June 2008. At the World Bank we conferred with Ms Ngozi Okonjo-Iweala, Managing Director, while at the IMF we met with Mr Murilo Portugal, Deputy Managing Director. Both representatives were expressly supportive of further collaboration with the United Nations System both at country level and at global level, provided this is well-conceived, pragmatic and results-oriented.


114. Increased coherence, enhanced effectiveness and coordination, the elimination of duplication and overlap and alignment with national priorities are already important for all actors in development at country level, including the United Nations. Greater coherence and effectiveness on the part of the United Nations Development System will, in our assessment and on the basis of what we have heard, inevitably presage much closer collaboration and complementarity between the work of the System and that of the Bretton Woods Institutions. Furthermore, a more coherent and effective United Nations System can provide leadership among other development actors and be a more valuable partner for governments in advocating and leveraging additional resources to meet their national priorities. Mozambique cited to us its own positive experience in this regard.

115. The World Bank and the International Monetary Fund (where they are represented on the ground) are normally members of the UN Country Teams in all programme countries, even if they are less centrally engaged than the UN Funds, Programmes and Specialised Agencies. In the course of our visits to pilot countries we were struck in particular at the increased collaboration between the UN System's Country Team and the World Bank representative in Albania. There the Bank Representative, while promoting the Bank's own priorities, was described as a 'key member' of the UN Country Team. The Bank and the UN are working together with the Government of Albania on numerous projects in that country. While we did not see widespread, increased collaboration in the other countries we visited, in many places members of the UN Country Team pointed to the potential which exists in this direction as the 'Delivering as One' process develops further. In Tanzania there has been discussion about the World Bank representative having access to the One Office of the UN Country Team on a cost-sharing basis. Some of the UN agencies already have highly developed country and regional level collaboration with the Bank, in particular. The Bretton Woods Institutions naturally tend to embrace the UN System

expertise and experience, the more that peace, security and stability considerations come into play. As Co-Chairs, we understand that the United Nations and World Bank are developing partnership documents, designed to institutionalize principles of collaboration, consolidate gains and further strengthen the relationship in a number of critical areas. These documents include a UN-World Bank partnership framework on crisis and post crisis collaboration, a UNDG-World Bank operational partnership note, and a UNDG-World Bank fiduciary framework.

116. We look forward to more progress in this regard and hope that the World Bank and the International Monetary Fund will encourage their representatives at country level to engage even more with an evolving UN Development System, where this is likely to avert overlaps, increase synergies and – most importantly - benefit the developing countries concerned.

117. There is also broad acknowledgement that there should be increased collaboration between the Bretton Woods Institutions and the United Nations System at global level. Such increased collaboration is already being furthered in various different settings, including at the Chief Executives Board level (CEB). As one example, the CEB has recently established the Secretary-General's Task Force on Food Security to address the global food crisis. It brings together the relevant entities in the UN System with the full and active participation of the Bank and the Fund and the personal engagement of their leadership.

118. The relationship between the UN System and the World Bank and the International Monetary Fund will also be discussed at the Follow-up  International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus which will be held in Doha, Qatar, from 29 November to 2 December 2008. Consequently, this overarching relationship is being addressed in the General Assembly facilitation which is chaired by the distinguished representatives of Egypt and Norway. These are all important and ongoing areas of increased collaboration with the Bretton Woods Institutions, although they are not necessarily directly related to the increased collaboration in the context of 'Delivering as One'.

119. Our approach as Co-Chairs on System-wide Coherence has all along been a pragmatic and 'bottom-up' one. We have eschewed any 'top-down' approach that might, for example, in this instance seek *ab initio* to re-draw institutional structures or significant inter-institutional relationships. However, desirable this may be, it hardly seems a practicable proposition at this time.

120. It will be clear, however, that there is considerable potential for closer engagement between the United Nations System and the Bretton Woods Institutions. Without doubt, there is a willingness on the part of the Bank and the Fund to engage on this basis more closely with the United Nations System in the field of development. During the 63rd Session of the General Assembly, it could be valuable to explore with the Bretton Woods Institutions the potential in this direction in a pragmatic and results-oriented manner. The more pragmatic and results-oriented such efforts are, the more likely they will be to register progress. It is essential that greater operational coherence and collaboration between an evolving United Nations

Development System and the Bretton Woods Institutions should be appropriately and indeed, optimally linked up with the policy coherence being pursued at global level.

VI. Gender Equality and Women's Empowerment

121. From the outset, Gender Equality and Women's Empowerment has been highlighted to us as Co-Chairs by member States from all regions as an issue of priority importance. It is an issue of high significance for all States. While it has central relevance to the UN's work in the field of development, it has much broader scope and impact – not least in the normative area – for all States, regardless of their stage of development. No member State of the United Nations can boast that it has fulfilled all of the agreed international targets and, therefore its own internationally-given commitments in regard to Gender Equality and Women's Empowerment.

122. At open informal plenary consultations held on 16 May 2008, a consensus among member States recognised the strong normative acquis of the United Nations System in relation to Gender Equality and Women's Empowerment. This is based, inter alia, on the United Nations Charter, Resolutions of the General Assembly, of ECOSOC and of the Security Council as well as the Beijing Declaration and Platform for Action, the Outcome Document for the Cairo Conference on Population and Development and the Convention on the Elimination of the Discrimination against Women. However, it was made equally clear by States and by the relevant parts of the United Nations System itself, that within the System there are gaps in coherence, authority, accountability and resources in addressing this important area and not least in assisting States to bridge the space between their international commitments and national performance in this area.

123. In order to get a clearer picture of the nature and extent of the gaps and overlaps in this key area of the System's work, the membership as a whole on 16 May requested that we ask the Secretary-General for a paper which would take account of the many views expressed by the member States and help them to pursue discussion on the substantive, programmatic aspects of Gender Equality and Women's Empowerment. This request was conveyed to the Secretary-General by the President of the General Assembly. In response, the Secretariat supplied a paper for the membership on 6 June. This brought into focus a shared analysis of the current situation as to the System's delivery on its many mandates in the area of Gender Equality and Women's Empowerment. It emerged from a collaborative exercise by various entities in the System under the leadership of the Deputy Secretary-General. It addressed the normative and operational aspects of Gender Equality and Women's Empowerment and the linkages between them. It reflected the strong sense among member States that the System suffered from important gaps in the areas of coordination and coherence, authority and positioning, accountability and human and financial resources. The paper formed a useful basis for a further discussion among the membership which took place on 16 June in the General Assembly.

124. In the informal plenary consultations of the Assembly held on 16 June, there was an unmistakable and broad-based momentum to address further the manifest weaknesses of the United Nations System in relation to Gender Equality and Women's Empowerment. In light of this second, lengthy exchange of views and in order to facilitate further progress on how to improve and strengthen the institutional dimension of Gender, the broad membership agreed that we should request from the Secretary-General a further paper. This would present in a non-prescriptive manner a range of institutional options on how best to re-organise the Gender-related bodies in the System so that these might perform and deliver much more effectively than they do at present. As Co-Chairs, we specifically asked that this, further paper provide a comprehensive and comparative assessment of each of the institutional options it might posit and of their implications. It would need to take into account the questions and concerns raised by member States. It would help to give further focus to the Assembly's continuing discussions. Once again, this desire on the membership's part was conveyed to the Secretary-General by the President of the Assembly. It is anticipated that the institutional options paper will be in the hands of the member States at the same time as the present report, in the penultimate week of July.

125. The Gender Equality and Women's Empowerment aspect of System-wide Coherence has broad and indeed universal relevance to all member States. It is important to the matter of development, but it goes far beyond development in its scope. Generally speaking, the broad membership has been keen for the Assembly – before it enters decision-making mode in this, 62nd Session – to consider the issue of Gender alongside others which were highlighted by the 2006 High Level Panel Report.

126. The institutional options paper being provided by the Secretary-General, taken together with the present report, should complete the substantive picture for member States. With both these elements in hand, member States will be in a position to consider, in an intensive and expeditious manner and as from late August/ early September, how the Assembly may wish to move forward, in the current 62nd Session, on this issue of universal importance.

VII. Environment, Humanitarian Assistance and Human Rights

i) Overview

127. The 2006 High Level Panel Report included a large number of recommendations in the areas of humanitarian assistance, the environment and human rights - each of which is of central importance to the work of the United Nations as a whole.

128. At the same time, in our consultations with member States and other stakeholders we found little appetite or interest in prioritising specifically within these inter-governmental consultations on System-wide Coherence the issues of environment, humanitarian assistance and human rights. This is because some of the Panel's recommendations are being followed up in other contexts and fora, whilst others (not least some in the humanitarian area) are effectively implemented.

Moreover, it is clear to us as Co-Chairs that in refraining from prioritising particular issues in the System-wide Coherence context, some interested member States have sensed that the present framework may not be the most propitious or fruitful one in which to ventilate and seek for progress on the issues concerned.

129. In light of the considerations set out here, in order to facilitate a sharper focus on a number of priority issues and to avoid duplication and misdirection of effort, the Assembly appears ready definitively to set aside from this particular strand of inter-governmental consultations, viz. System-wide Coherence, the issues of environment/environmental governance, humanitarian assistance and human rights. Naturally, all agreed mandates and programmes concerning the environment, humanitarian assistance and human rights remain fully in place and strong efforts will continue to have these faithfully implemented by all concerned.

ii) *Environment*

130. The High Level Panel recommended that issues concerning the environment, which is one of the pillars of sustainable development, should be streamlined and made more coherent. Its recommendations on the environment are largely being addressed in the context of the ongoing consultations on International Environmental Governance (IEG), under the Co-Chairmanship of the distinguished Permanent Representatives of Mexico and Switzerland, as well as in other active fora. A preponderant view among member States is that environment related aspects of the Panel's Report should for the most part continue to be discussed in the context of the IEG consultations and elsewhere. While, as Co-Chairs on System-wide Coherence consultations, we have not entered into detail on the environmental aspects of the Panel's report, this should not be taken to imply a view that environment-related work being carried out at country level should be excluded from the 'Delivering as One' process or from efforts at enhanced coherence. It is simply the case that no appetite is detectable among member States to pursue the Environment in the inter-governmental consultations on System-wide Coherence which we currently chair.

iii) *Humanitarian Assistance*

131. Similarly, there have also been recent reforms in the area of humanitarian and recovery work of the United Nations. The Office for the Coordination of Humanitarian Affairs (OCHA) reports that real progress has already been made in the implementation of the recommendations in the High Level Panel Report on humanitarian issues and recovery. This represents progress towards ensuring that there is one overall strategic framework for humanitarian response in a given country, in support of national efforts, as well as one agreed country-level monitoring and evaluation system.

132. The aim of these reforms is to improve the efficiency and cost-effectiveness of humanitarian programmes. Since 2006 the United Nations has launched a series of initiatives aiming to enhance the coordination of emergency humanitarian response. These have focussed on four areas: capacity and coordination at country level;

leadership; partnerships; and predictable and equitable humanitarian financing. Strengthening the leadership at country level has also been addressed with various initiatives to buttress the humanitarian coordinator role.

133. To strengthen partnerships and address the fragmentation highlighted in the Panel Report, the Global Humanitarian Platform (GHP) brings together United Nations and non-United Nations humanitarian organizations. The aim is to enhance the effectiveness and coordination of humanitarian assistance and to strengthen the capacity of local non-governmental organisations.

134. In relation to funding, the speed, equity, effectiveness and predictability of financial resources for humanitarian assistance have all been improved through the establishment of several funding mechanisms. These include 'pooled funds' such as the Central Emergency Response Fund (CERF) at the global level, which has 2008 pledges amounting to some \$ 431.3 million, of which \$414 million has been contributed as of mid-July. Other 'pooled funds' include the Common Humanitarian Funds (CHF) and the Emergency Response Funds (ERF) at country level. Complemented with a stronger consolidated and flash appeal process (CAP) that allows for the identification and prioritisation of humanitarian needs by all stakeholders, these funding mechanisms have been reported as being highly effective in facilitating rapid and needs-based humanitarian response.

135. As Co-Chairs, we are encouraged by the progress which has been and continues to be made in the Humanitarian area. Informed by our extensive consultations with the membership and given the progress which has been achieved on foot of the 2006 Panel's recommendations, our impression of the general view among member States is that the area of humanitarian assistance does not need to be pursued specifically in the context of System-wide Coherence. No doubt, in other contexts, the General Assembly would benefit from ongoing briefings and updates on progress that continues to be made in this regard.

iv) *Human Rights*

136. At the 2005 World Summit, Heads of State and Government affirmed strongly that peace and security, development and human rights are the three principal pillars of the United Nations System. In line with this recognition, in recent years significant work has been undertaken to strengthen the United Nations Human Rights System, including through the establishment of the Human Rights Council (HRC), even as the Third Committee of the General Assembly and other inter-governmental bodies continue to discharge their important functions.

137. The United Nations human rights architecture is comprehensive, encompassing the UN Charter-based organs and bodies, including the General Assembly, ECOSOC and, to a limited but growing degree, the Security Council as well as the Secretary-General and the Court. Here we must also include the Human Rights Council and the International Human Rights Treaty bodies made up of independent experts mandated to monitor States parties' compliance with their Treaty obligations, as well as the

international tribunals and, of course, the Office of the High Commissioner for Human Rights which provides leadership to the United Nations human rights efforts and provides technical assistance and other capacity building to member States and regional bodies in implementing human rights provisions and commitments

138. The Human Rights Council, which was established in 2006, is mandated by the Assembly to 'undertake a Universal Periodic Review, based on objective and reliable information, of the fulfilment by each member State of its human rights obligations and commitments in a manner which ensures universality of coverage and equal treatment with respect to all States'. This review, which reviews all countries, initially every four years, is intended to assist States in the fulfilment of their human rights obligations and commitments, assessing both the positive developments and the challenges faced. This augments the existing mechanisms of the International Human Rights Treaty Bodies, which examine the States' reports on implementation of the various human rights Treaties which they have ratified. In addition to the Universal Periodic Review of the Human Rights Council and the Treaty Bodies, the Office of the High Commissioner for Human Rights (OHCHR) provides technical assistance and other capacity-building to member States on mainstreaming and strengthening the promotion and protection of human rights.

139. In the course of our consultations with the Funds, Programmes and Specialised Agencies, we met with the Office of the High Commissioner for Human Rights in Geneva. They informed us of the many and detailed developments which have taken place in recent years in partnership with member States and the UN System to enhance and mainstream the promotion and protection of human rights.

140. As well as assisting the Human Rights Council and the Treaty bodies over the years, the Office has increased its presence at country and regional level in various ways. The number of its country offices has grown to eleven. In these countries and with the agreement of the governments concerned, the Office provides technical assistance, monitoring and reporting, as well as capacity development in addressing human rights issues. The OHCHR has also strengthened its regional offices, which play a crucial role in supporting human rights work in their respective regions and work closely with regional human rights bodies. Finally, the OHCHR has deployed numerous Human Rights Advisers to support UN Country Teams. These advisers assist the UN Resident Coordinator and the UN Country Team to work on strategies to build or strengthen the nation's capacities and institutions in promoting and protecting human rights. Mainstreaming of human rights is already underway in the broad area of development. The preambular part of the 2007 TCPR resolution of the General Assembly is relevant here.

141. These mechanisms continue to strengthen the promotion and protection of all human rights in all categories of member States. It seems clear to us as Co-Chairs that, in order to avoid duplication and overlap and to avoid pursuing issues in channels that are likely to prove fruitless, the broad membership has formed the general view that consideration of this work should continue to be taken up in these various settings and not within the framework of the continued discussions on System-wide Coherence.

VIII. Conclusions /Recommendations

142. As the Co-Chairs for System-wide Coherence in the 62nd Session of the General Assembly we have sought to conduct an open, transparent, balanced and inclusive process of consultations among the entire membership. Our aim has been to present a report that by and large, will sit well with all parts of the Assembly in that all groupings of States should be able to feel that the report addresses seriously many of their principal priorities and concerns. In this way we have sought to facilitate a balanced and fair, compromise outcome to the Assembly's deliberations during the current Session.

143. The following Conclusions/ Recommendations flow from the present report overall, but are perhaps best seen in tandem with the Introductory section. The landmark 2006 High Level Panel Report, while a very important contribution to the work of the General Assembly to increase coherence across the UN System, did not launch that work. The Millennium Summit and the World Summit of 2005 as well as consensus positions of the Assembly, not least the Triennial Comprehensive Policy Reviews (TCPRs), constitute much of the bedrock for building further progress in this area.

144. Since the outset of the current, 62nd Session, the broad membership has signalled that the continuing efforts on System-wide Coherence should focus on four priority areas, viz.

- i) UN 'Delivering as One' at country level with the related aspect of Harmonisation of Business Practices.
- ii) Funding
- iii) Governance
- iv) Gender Equality and the Empowerment of Women

145. The present report should be taken together with the paper on Gender (in its institutional dimension) which is being provided by the Secretary-General in these days to member States in response to their agreed request of 16 June.

146. As for 'Delivering as One', we have sought to provide the member States with an accurate and up to date picture of the process as it is actually developing on the ground in upwards of thirty developing countries and not simply as it is perceived from afar. We have been helped in this by our on-the-ground consultations with Heads of State and Government, Cabinet Ministers, Parliamentarians, UN Country Teams, Development Partners, etc. in some eight developing countries. We have conferred at length also with UN agency Heads in New York Geneva, Rome, Paris and Vienna. We have taken careful note of the Maputo Declaration issued in May by pilot and other developing countries in which they formally request the Assembly to encourage them in the 'Delivering as One' approach that they have voluntarily embraced in partnership with the UN System.

147. Our conclusion is that the experience of 'Delivering as One' to date (i.e. half way through its second year) at country level is clearly and preponderantly positive, even if a number of challenges remain to be fully addressed in regard to each of the 'Four Ones'. We note that this view is shared by the large and growing number of developing countries which are applying the Delivering as One approach and proactively moving towards implementing the consensus TCPR resolution (62/208). They state that important principles are in fact being observed in practice, including National Ownership and Leadership and 'No One Size Fits All'. Through the 'Delivering as One' approach UN Country Team activities are being aligned to an unprecedented degree with the national development strategies and policies of the developing countries concerned. Assistance is being delivered with greater effectiveness, savings are being realised and greater reductions in transaction costs are clearly in prospect.

148. At the same time the picture that emerges at present is interim in nature since the independent evaluation of 'Delivering as One', as foreseen by the 2007 TCPR, will come only towards the end of 2009 and, in any event, concrete development outputs arising from a new way of doing business take longer than eighteen months to emerge definitively.

149. It seems to us clear that the Assembly ought during the 62nd Session to be in a position to give a positive political impetus to 'Delivering as One', thereby giving encouragement to those many developing countries which have voluntarily embraced this approach and to enjoin the United Nations Development System to continue to pursue it. Moving forward, it will be essential to safeguard the principles underlying 'Delivering as One', *inter alia*, and in particular, that of enhancing national ownership and leadership in the design and implementation of UN Development System support programmes at country level. The international community should by the same token be encouraged to continue to respond positively through additional commitments where the combination of strong national leadership and an empowered UN System Country Team, delivering as one, together generate a better-aligned and more effective UN programme of support.

150. For the most part, the Funds, Programmes and Specialised Agencies of the System, at leadership level, have gradually become increasingly engaged with, and supportive of the 'Delivering as One' approach. The atmosphere in which they collaborate within the Chief Executives Board (CEB) under the chairmanship of the Secretary-General has been transformed for the better as they and their collaborators continue consideration of the implications of the 'four ones' at country level, viz. One Programme, One Budgetary Framework and Fund, One Leader and One Office. At the same time, it is to be recommended that Headquarters levels across the System empower the respective country level agency representatives with much greater latitude, flexibility and encouragement to advance a more coherent and therefore more effective delivery of UN System assistance on the ground in line with the 'Delivering as One' approach.

151. In all of this, the particular situations affecting middle income countries should receive adequate attention.

152. Turning to the issue of Funding in the context of System-wide Coherence, there clearly need to be greater flows of and greater predictability in funding. In general, overall commitments made solemnly and repeatedly need to be implemented more faithfully. Commendation is due to those development partners which have made concrete contributions to advancing the 'Delivering as One' approach at the country level in response to the strategies, priorities, policies and plans of the developing countries concerned. At the same time, support for 'Delivering as One' at country level must not be at the expense of core funding to agencies through their Headquarters. Overall, there needs to be a significantly improved balance between core and non-core funding. Funds, Programmes and Specialised Agencies should be invited, if necessary through changes in statute, rules and/or regulations, to give effect to the consensus view in the General Assembly that savings realised at country level ought to be ploughed back into programmatic development work in the countries where the savings are realised. In this and in other ways, 'Delivering as One' must deliver more.

153. As for inter-governmental Governance at the central level we have detected no palpable appetite in the General Assembly for establishing new inter-governmental bodies including the putative Sustainable Development Board, which was recommended by the High Level Panel. At the same time the emerging new realities from a growing number of developing countries applying the 'Delivering as One' approach at country level will need to be accommodated and addressed more effectively by the existing Boards and not least by ECOSOC. In light of the on-going and emerging nature of the 'Delivering as One' approach, it may be necessary to continue and deepen discussion of these issues during the 63rd Session.

154. If, in that context, the Assembly focuses firstly on the functions that need to be discharged centrally and inter-governmentally towards 'Delivering as One' it will perhaps then be easier to address the question of which institutions, as these continue to adapt, are best placed to discharge the functions in question.

155. We also believe that the UN System and the Bretton Woods Institutions ought to be consistently encouraged to develop, in a pragmatic manner, a far greater degree of cooperation and collaboration in the context described in the present report. Some progress is already being made. This needs to be developed and enlarged.

156. As for Gender Equality and the Empowerment of Women we recommend that the Assembly be invited to address the matter, including in light of the Secretary-General's paper on the institutional dimension in open, in informal plenary consultations at an early opportunity, perhaps in the opening days of September. During the current Session the member States have advanced together, by agreement, in their consideration of the issue of Gender Equality and Women's Empowerment. With assistance from the Secretary-General, they have together identified critical gaps in the way the System assists member States to implement globally agreed mandates and their own internationally-made commitments in the area of Gender Equality and Women's Empowerment. With further open and genuine discussion the Assembly

may be in a position before the conclusion of its 62nd Session to signal in general terms, but nevertheless clearly, which institutional option or combination of options, perhaps as adjusted, it wishes to pursue. Detailed working through of such an agreed approach could then be taken up and completed in the 63rd Session. We have the very strong impression that no Government, whether for substantive or 'tactical' reasons would wish to stand in the way of a consensus to advance the issue of Gender Equality and Women's Empowerment through a measured but significant step forward.

157. We believe that in light of the present report and the Secretary-General's options paper on Gender Equality and Women's Empowerment (in its institutional aspect) member States ought to be equipped for decision-making during the present Session. With these substantive elements in hand, member States are also better placed to weigh the format of the Assembly's decision-making.

158. In the first instance, and on the basis of the foregoing Report and these conclusions, member States may, during UNGA62, wish to address, perhaps in a package decision, the four core priority areas which they have highlighted throughout viz.

- i) UN 'Delivering as One' at country level with the related aspect of Harmonisation of Business Practices;
- ii) Funding;
- iii) Governance; and
- iv) Gender Equality and the Empowerment of Women

159. The same decision could signal that henceforth, in the context of inter-governmental discussion on System-wide Coherence, the Assembly will focus exclusively on these priority areas and will exclude from this context the issues of Environment/Environmental Governance; Humanitarian Assistance; and Human Rights in line with the considerations set out in the present report.

160. As Co-Chairs we will remain at the disposal of the President of the General Assembly through to the conclusion of the 62nd Session in mid-September, should he desire our input in facilitating, during the closing weeks of the Session, adoption of a decision by the Assembly along these lines.

161. In conclusion we would like to express our appreciation for the kindness and support that has been extended to us in our work as Co-Chairs by the President of the General Assembly H.E. Dr. Srgjan Kerim; by H. E. Deputy Secretary-General, Dr. Ashe Rose Migiro and by all those officials of the United Nations system in New York who greatly assisted our work. We thank the member States which have so actively participated in the broad consultation process. In particular we would like to thank the Governments of the pilots and other countries which are implementing a Coherence approach and where we were received at the highest levels, as representatives of the General Assembly. These developing countries participated in the consultations in New York to share their experiences of 'Delivering as One' at country level. We would also like to thank sincerely the Resident Coordinators and the dedicated and talented members of the United Nations Country Teams in all the

countries we visited. As we have stated previously, the UN Country Teams have exhibited great professionalism in designing and now implementing the UN reforms at country level, a task that has placed great demands on these officials – since their respective Headquarters too often expect them at the same time, with little or no acknowledgement of the increased burden on them, to continue to implement in every detail the paradigm that has obtained hitherto. Thus they are called upon to operate two paradigms simultaneously. We believe that the membership will be extremely grateful to them for the commitment they have shown to the United Nations. We would like to thank the Heads of the UN Funds, Programmes and Specialised Agencies who have been so active in this consultation process. Their openness and frankness about the challenges which remain and their commitment to resolving these challenges in a collegial manner, to strengthen the System as a whole for the benefit of the people whom they all serve, is at the core of this process. We also thank the senior management of the Bretton Woods Institutions who received us in Washington D.C. Finally, we thank our own hard-working Irish and Tanzanian collaborators and colleagues as well as all others who have helped and encouraged us over the past six months.

162. It is a great honour for us both and for our countries, Ireland and the United Republic of Tanzania, to have been requested to act as Co-Chairs on this crucially important area of UN reform. For this we are deeply grateful.

Ambassador Augustine Mahiga
Permanent Representative of the
United Republic of Tanzania

Ambassador Paul Kavanagh
Permanent Representative
Ireland

21 July, 2008

**STATEMENT OF SUMMARY OF OUTCOMES AND WAY FORWARD
SEMINAR OF THE “PROGRAMME PILOT COUNTRIES”
ON DELIVERING AS ONE:
EXCHANGE OF EXPERIENCE AND LESSONS LEARNED
MAPUTO, MOZAMBIQUE
21-23 MAY 2008**

1. Representatives of the eight governments of the ‘Delivering as One’ pilot countries (Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay, and Vietnam) together with representatives from the government of Malawi met in Maputo, Mozambique from 21 to 23 May 2008 to review the lessons coming from the one year experience of their countries in ‘Delivering as One’ and discuss how to move forward while advancing the implementation of the recommendations contained in General Assembly Resolution 62/208.
2. The participants of the seminar thank the Government of Mozambique (GoM) for hosting the Seminar, the Prime Minister H.E. Mrs. Luisa Dias Diogo for her inspiring address at the opening, the Co-Chairs of the General Assembly Informal Consultations on System-Wide Coherence for their active participation, and the United Nations Under-Secretary-General Anna Tibaijuka for her statement on behalf of the UN Deputy-Secretary-General Executive Director, UN-HABITAT. The participants also thank the Australian Agency for International Development (AusAID) for its support to this meeting and UN Department of Economic and Social Affairs (UNDESA), UN Development Group Office (UNDGO), UN Evaluation Group (UNEG) and the UN Country Team (UNCT) of Mozambique for their valuable support in organizing and facilitating the event.

Introductory comments

3. The participants stress their commitment to the full and speedy implementation of Consensus General Assembly Resolution 62/208 on the Triennial Comprehensive Policy Review (TCPR) of operational activities for development of the United Nations system. In this resolution, the Secretary-General is encouraged to support “Programme Country Pilots to evaluate and exchange experiences and lessons learned with the support of United Nations Evaluation Group (paragraph 139).” The Participants consider the present seminar to be a response to paragraph 139 of the said resolution and a contribution to the proceedings of the Operational Activities Segment of the 2008 Substantive Session of ECOSOC.
4. The purpose of the seminar was to provide an opportunity for Government representatives from the eight pilot programme countries, and other programme countries with similar processes, to learn from each other on successes, constraints and remaining challenges in implementing the “Delivering as One” experience and how to move forward. It was also intended to assist these countries to share their common perspectives with the UN system so that lessons learned can be used to further the implementation of Resolution 62/208 towards greater coherence, efficiency and effectiveness of the UN system.
5. The Participants recognize that, with the exception of Cape Verde and Vietnam, the reform of the UN at country level started only in 2007. Findings are thus preliminary and pertain to process aspects as it is too early to evaluate development effectiveness of the Delivering as One (DaO)

initiative. A more complete picture will emerge once an independent evaluation has been conducted in 2009-2010.

6. The participants invite the General Assembly to fully support the countries engaged in DaO in their continuing efforts.

General Findings

7. The Participants stress that the Pilot countries became Pilots at the specific request of their national governments. In making such requests, the expectations of the Governments were high, including the hope that a more coherent UN system would better support the Governments in achieving Internationally Agreed Development Goals (IADGs), including the MDGs.
8. The experience of the participants is that national ownership in their development partnership with the UN system has been enhanced through the delivering as one process. They note the great diversity of their national circumstances and agreed that in their experience of Delivering as One, the principle of “No-One-Size-Fits-All” is also being upheld.
9. The Meeting reaffirmed the gains made by the DaO pilot countries and the other participant countries with respect to enhancing Government leadership of UN system operational activities for development. This increased engagement and direction from national governments is very much in the spirit of General Assembly resolution 62/208.
10. Initial indications are that the Pilot process is yielding positive results in ensuring that the UN development system is a more effective and coherent counterpart to its national partners. Reports from both the Governments and the UN Country Teams indicate that there has been increased availability of the UN system’s mandates and expertise to meet national plans and priorities.
11. Progress has been made in promoting a more unified UN system approach to programming and funding its support to countries, through the one programme and one budget. The Governments involved in DaO initiative clearly recognize and appreciate the progress made but more needs to be done to avoid fragmentation and deliver as one at the country level. Representatives of the pilot and the non-pilot governments all recognize the need to work even harder towards the success of the initiative.
12. However, major constraints remain on the way of implementing fully and accelerating the DaO initiative. These include the lack of predictability and timeliness of funding, lack of harmonisation and simplification of business practices, high transaction costs of the UN generally, poor alignment of UN capacities with the priorities of programme countries, as well as low level of use national operational capacities.

Recommendations

To accelerate the implementation of Resolution 62/208, the participants of the meeting from the nine governments

National Ownership and leadership

13. Underscore that the principle of national ownership and leadership should continue to guide all operational activities for development of the UN at the country level.
14. Recognize that the effectiveness of the operational activities of the UN is contingent to both a well coordinated and extended UNCT with empowered members, and a well coordinated government, and that where necessary this may require the establishment of new or further improvement of existing national coordination structures to provide strategic orientation and programme implementation monitoring functions,
15. Recognize that the UN can play an important role in supporting and strengthening the national role and capacity to coordinate the donor community.
16. Recall the General Assembly's encouragement to Member States to invite the UN to participate, ex-officio, in current and new aid modalities and coordination mechanisms, and its invitation to the UN development system to enhance its participation in this regard. Invites the GA to give encouragement to the countries concerned in their continuing efforts.
17. Stress that the UN operational activities should focus on national capacity building, provision of normative and policy advice, and strategic support to the reduction of poverty, and make use of national implementation capacities in consultation and coordination with the national authorities concerned.

Specifically to ensure the success of the Delivering as One Initiative the participants of the meeting,

18. Call upon UN agencies to support governments of pilot countries and the UN country Teams in sustaining efforts to mobilize timely and predictable financial support to the DaO initiative, including through common Government/UN mechanisms and processes, and new funding mobilization instruments where necessary and appropriate.
19. Underline that, in those countries in which the One United Nations Programme does not cover the whole UNDAF, resources should not be shifted to the One United Nations Programme at the cost of the remaining components of the UNDAF.
20. Recognize that the establishment of new national coordination structures has been conducive to strengthening government ownership and leadership and the alignment of the operational activities of the UN with national priorities. It should be ensured that these structures provide strategic orientation and programme implementation monitoring functions to the DaO process at the country level.

Alignment of UN capacity to the needs of programme countries

21. Acknowledge the pressing need to strengthen national capacities and recalls the need to ensure a coherent and coordinated approach by the UN development system in its support to capacity development efforts of programme countries.
22. Reiterates the need for the range and level of skills and expertise assembled by the United Nations system at the country level to be commensurate with that needed to deliver on the priorities specified in each country's United Nations Development Assistance Framework or One Plan/Programme, in line with the national development strategies and plans, including poverty reduction strategy papers, where they exist, and to correspond to the technical backstopping and capacity-building needs and requirements of developing countries.
23. Stress that cost saving measures and restructuring processes are not an end in themselves but need to be evaluated against the objective of enhanced effectiveness and impact.
24. Call upon the funds, programs and agencies to accelerate the reform of their headquarters to enable them to respond more effectively and rapidly to the needs of programme countries, and particularly to the pilot countries of the Delivering as One initiative, which are currently undergoing capacity assessments.

Harmonisation and integration of planning and programming instruments

25. Call upon the governing bodies of the UN Funds, program and agencies to urgently take necessary decisions to further simplify and fully harmonize the planning, programming and programme approval process.
26. Call upon the Secretary-General, through the CEB/UNDG, to explore a simplified programme approval process for common country programmes and make suggestions to the ECOSOC in this regard.
27. Call upon the UNDG to make use of the Pilots to explore and implement further simplification and harmonization of the country programming process, building on the positive experiences made with the common operational document.

Coherence of budgetary and funding processes

28. Call upon donors to make multi-year and unearmarked contributions to the One UN Program at the country level to allow for resource predictability and therefore improve the timeliness and effectiveness of implementation of programme activities, as well as to endeavor to fully finance the requirements of the One Program, without affecting bilateral development programmes.
29. Underline that Sector Wide Approaches (SWAs) should be increasingly adopted as the mechanism for donor funding at the country level as it moves towards the principles of the Paris Declaration and complements the process of UN Reform at the country level.

30. As per paragraph 37 of the TCPR, the UN should develop a strategy and capacity to help strengthen the national fiduciary and budget management capacity of the government. This can be done as part of the development assistance in the UN's Programme.
31. Urge all donors to recognise a common UN progress and financial Report Format as part of the Memorandum of Understanding that governs the One UN Fund.

Leadership and coordination of UNCT

32. Recognizing the importance of strengthened leadership of the Resident Coordinator (RC) at the head of an empowered UNCT, stress the importance of strengthening the role, and authority and coordination capacity of the RC through greater delegation of authority by the funds, programmes and agencies.
33. Call upon the UN funds programmes and agencies to consistently support the RC recruitment and selection process by encouraging the best candidates to apply. The importance of coordination and leadership capacities of RCs and leaders of local UN entities need to be given due consideration during the recruitment and selection processes.
34. Stress that standard Basic Agreements between Governments and the UN should be amended where relevant to reinforce and clarify the responsibilities and accountability between the UNCT and the Governments, maintaining privileges and immunities.
35. Underscore that all UNCTs should adopt Codes of conduct on the basis of harmonised models developed by UNDGO, these should specify inter alia the reporting relationships and communication responsibilities;
36. Underline that there should be mutual accountability amongst country team members. The RC should not be the only one to be accountable. The Performance evaluation mechanisms of the agencies should rapidly include assessment of Agency heads' contribution to cohesiveness of the UNCT and its capacity to respond to the priorities of the host country.
37. Call upon Headquarters of Agencies, Funds and Programmes to consistently support and promote efforts by UN country teams to respond to requests of Governments to enhance coherence, deliver, and communicate as one, including and particularly through their regional structures. Concrete performance appraisal should be introduced, where they do not yet exist, for managers at headquarters to facilitate reform process at the country-level.
38. Stress the importance of the continuity of the UNCT and the RC, as well as the need for involvement of the RC in the selection process of senior UNCT members. Headquarters need to improve succession process of UNCT members. Extended vacancies and important disruptions (i.e. avoid many changes at the time) should be avoided. It should also be avoided- if possible to change heads and RCs too frequently.

Specifically to ensure the success of the Delivering as One Initiative the participants of the meeting,

39. Stress that the One UN Programme/Plan between Government and UNCT should recall that the RC is responsible, with support by the UNCT, to report to the Government on the implementation of the UNDAF (paragraph 96 of Res 62/208); notwithstanding the Administrative Agent's responsibility to report financially, and in some cases on progress, to the donors on the implementation of the One UN Fund.

Joint Offices, harmonized and simplified business practices

40. Call upon the CEB to accelerate the process of harmonising UN business practices to allow for countries to progress in coherence and effectiveness while bearing in mind Government preferred aid modalities.
41. Stress that the UN needs to act (quickly) on the issue of Human Resources, specifically to respond to the changes required at the country level due to UN Reform (Capacity Assessments). Staff needs to be encouraged so that they are motivated to respond to the needs at the country level.

Specifically, in regard to the pilot countries:

42. Stress that the development of a UN premises should not only be viewed as one of the solutions to the harmonization of business practices but should also be based on cost effectiveness.
43. Also stress that Pilots should be allowed the space to 'test' initiatives relating to business practices, otherwise the planned common services and business practices will remain a wish list of intentions rather than translating into actual efficiencies.

Transaction costs, use of savings and increased use of national systems

44. Call upon funds programmes and agencies to accelerate the implementation of the recommendations in the TCPR paras-37, 39 and 119, that request UN agencies to refocus on the increased use of national systems and strengthening capacities where needed at country level (finance, procurement, programme delivery, planning and budgeting, M&E). Request the UN to undertake assessments of relevant national capacities, identify areas that need strengthening, and set targets for strengthening the required capacities with a view to adopting them.
45. Call upon UN agencies, funds and programmes at the HQ level to allow UNCTs, in close coordination with Government, to identify the best ways and means in which administrative savings can be ploughed back into programme budgets, as mentioned in TCPR paragraph 104b and 114, while avoiding audit objections.
46. Look forward to the work of the ECOSOC, through the Development Cooperation Forum (DCF) to facilitate the development of clearly defined standards for the provision of development assistance, to help promote the adoption and strengthening of national systems by the UN.

Specifically, in regard to the pilot countries,

47. Underscore those transactions Costs need to be clearly defined and a methodology developed by UNDG and Governments on how to measure them. Transaction costs need then to be documented, Pre, During and Post UN Reform exercise at the country level. The impact on transaction costs of implementing the recommendations of the Capacity Assessments needs to be focused on.
48. Call upon Headquarters of funds, programmes and agencies to ensure that Missions to the country level are jointly and better coordinated (see paragraphs 118 and 119 of TCPR resolution 62/208) and that harmonised outcomes are reported back to the Government.

Communication: coordination with government, results and accountability and public awareness

49. Underline also that too many reports have to be prepared by the UNCT for various donors and urge donors to recognize a common Format for UN progress and financial reports.
50. Underscore that in countries in transition, Middle Income Countries and other countries in which the UNCT needs to rapidly adapt to a changing environment, it is advisable that the government establish mechanisms that work specifically with the UNCT to guide the evolution of the partnership between Government and UNCT, and continue to enhance the relevance of the UN for those countries.
51. Stress that the RC is responsible, with support by the agencies, to report to the Government on the implementation of the UNDAF (paragraph 96 of TCPR resolution 62/208). All new UNDAFs should therefore stipulate this responsibility. Call upon the UNDG to assist country teams in developing common reporting instruments in this regard.

Monitoring and Evaluation (including Evaluability)

52. While underlining the responsibility of Governments for evaluation as per resolution 62/208, recognize that the UN System and the Governments will jointly oversee the conduct of the evaluation of the DaO Pilots and determine the value added of the One Program.
53. Stress that Experiences (positive and negative) should be shared across pilots to accelerate learning and adopting best practices. Learning/experiences from the pilots should also be communicated throughout the membership of the UN to assist possible self-starter countries.
54. Encourage Pilot countries to develop a system for self-evaluation based on agreed indicators/targets.
55. Recognize the gaps in 'Pilot countries' level of preparedness for the independent evaluation scheduled for 2010 and resolve to address these gaps as soon as possible, inter alia by establishing results based frameworks using simple methodologies.
56. Stress that M&E systems should rely on government institutions and data to monitor progress to the maximum extent possible.



THE PRESIDENT
OF THE
GENERAL ASSEMBLY

6 June 2008

Excellency,

I have the honour to bring to your attention the attached letter from the Deputy Secretary-General dated 6 June 2008, including a “Note on the United Nations System Support to Member States on Gender Equality and Women’s Empowerment”. As you are aware the note was prepared at my request following a letter by the Co-Chairs on system-wide coherence dated 16 May 2008.

The Co-chairs will advise you on further steps to carry the consultations forward on this matter.

I am confident that the information provided in the note will enable Member States to have informed discussions with a view to achieving progress. I am confident that Member States will continue to extend their full support to the Co-Chairs in the ensuing consultations.

Please accept, Excellency, the assurances of my highest consideration.

A handwritten signature in black ink, appearing to read 'Srgjan Kerim', written in a cursive style.

Srgjan Kerim

To All Permanent Missions and
Permanent Observer Missions
to the United Nations



THE DEPUTY SECRETARY-GENERAL

6 June 2008

Mr. President,

In response to your letter to the Secretary-General dated 20 May 2008, I have the honour to submit to you a note on the substantive and programmatic aspects of the work of the United Nations system on Gender Equality and the Empowerment of Women.

The attached note builds on the Secretariat's earlier concept note dated 1 August 2007 addressed to the President of the Sixty-first session of the General Assembly. More specifically, this note highlights the increasing demand on the UN system to support countries in advancing the implementation of their commitments to gender equality and women's empowerment. Furthermore, it briefly outlines the achievements, gaps and challenges identified in addressing Member States' concerns.

I wish to take this opportunity to thank you Mr. President for your leadership, and through you, your two Joint Chairs, the Permanent Representative of Ireland, Ambassador Kavanagh, and the Permanent Representative of the United Republic of Tanzania, Ambassador Mahiga, for their strong commitment to furthering discussions in the Assembly on System-wide Coherence, particularly in the critical area of Gender Equality and the Empowerment of Women.

Please accept, Mr. President, the assurances of my highest consideration.

A handwritten signature in black ink, appearing to read 'Asha-Rose Migiro'.

Asha-Rose Migiro

His Excellency
Mr. Srgjan Kerim
President of the General Assembly
New York



THE PRESIDENT
OF THE
GENERAL ASSEMBLY

11 January 2008

Excellency,

I would like to take this opportunity to emphasize the importance of making concrete progress on System-wide Coherence during the sixty-second session of the General Assembly.

In this respect, I have the honour to inform that H. E. Ambassador Augustine Mahiga, Permanent Representative of Tanzania, and H.E. Ambassador Paul Kavanagh, Permanent Representative of Ireland, have agreed to serve as Co-Chairs. I would like to thank both ambassadors for accepting this important task.

Through the consultations the Co-Chairs should work towards an agreement on the modalities for implementing greater coherence across the United Nations development activities system. This will necessitate a thorough assessment of progress made so far, in particular, the implementation of the 'One United Nations' pilot projects, as well as obstacles encountered and opportunities for further implementation.

I have full confidence in the Co-Chairs ability to take this issue forward in a results oriented manner. I would strongly encourage all Member States to extend their fullest cooperation to the Co-chairs during the consultations. The Co-Chairs will report their recommendations to me at the beginning of June. I will personally continue to follow this issue very closely and count on your continued support.

In order to launch the consultations I will convene an informal meeting of the General Assembly on 8 February to take stock of recent developments, including the report of the previous Co-Chairs during the sixty-first session.

Please accept, Excellency, the assurances of my highest consideration.

Srgjan Kerim

All Permanent Representatives and
Permanent Observers to the United Nations
New York



THE PRESIDENT
OF THE
GENERAL ASSEMBLY

4 October 2007

Excellency,

Please find enclosed the report of the Co-Chairs to the President of the 61st session of the General Assembly on the consultations regarding System-wide Coherence (SWC) for your reference. The report was submitted to my predecessor H.E. Haya Rashed Al Khalifa at the end of the 61st session of the General Assembly.

I would like take this opportunity to thank the two Co-Chairs, the Permanent Representative of Barbados, Ambassador Hackett, and the Permanent Representative of Luxembourg, Ambassador Hoscheit, for their work on this important matter.

Please accept, Excellency, the assurances of my highest consideration.

Srgjan Kerim

A handwritten signature in black ink, appearing to read 'Srgjan Kerim', written in a cursive style.

All Permanent Representatives and
Permanent Observers to the United Nations
New York



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September 17, 2007

Excellency,

We refer to your letter of May 25, 2007 regarding the High-Level Panel Report on United Nations System Wide Coherence.

Further to our appointment as co-chairs to lead the consultations on your behalf, and in accordance with our mandate, we conducted nine informal consultations and briefings involving the entire UN membership. The consultations proved to be very fruitful and informative and allowed Member States to discuss the various recommendations of the High Level Panel Report.

One of the key points that we have drawn from the debate is that it will be essential to find the right balance between the need to ensure political oversight and monitoring and further progress in substance in the different specific areas in order to allow further progress on the different issues. In doing this, it will be necessary to ensure political attention at different levels over a prolonged period of time, since the implementation of the different reform proposals will need to be decided, implemented and evaluated in a middle to long term perspective in order to give the process the necessary continuity, coherence and stability which are necessary to realize the changes that the emergence of a more efficient and effective UN system will require.

It is our honour, to transmit to you our report of the main messages that emerged from the informal consultations. We hope that our effort will be a useful contribution to the UN reform process as we all seek to ensure that the organization is best structured to respond to the needs of member states.

Please accept, Excellency, the assurances of our highest consideration.

Christopher F. Hackett
Co-Chair

Jean-Marc Hoscheit
Co-Chair



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Report of the Co-Chairs to the President of the General Assembly on the consultations regarding “System-wide Coherence” (SWC)¹

United Nations, New York, September 2007

¹ Available electronically at: www.un.org/ga/president/61/follow-up/system-wide-coherence.shtml

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Annex A – The HLP recommendations divided into eight components

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I. Introduction

The 2005 World Summit in New York called, inter alia, for a stronger UN System-wide Coherence through measures related to policy, operational activities, humanitarian assistance and environmental activities (Outcome Document para. 168 & 169, doc. A/RES/60/1). It specifically invited the Secretary-General to "launch work to further strengthen the management and coordination of United Nations operational activities."

As part of the follow-up of the 2005 World Summit, the Secretary-General commissioned a High-level Panel on United Nations System-wide Coherence² in the areas of development, humanitarian assistance and the environment to develop a concrete and comprehensive analysis and recommendations in order to overcome the increasing fragmentation of the UN system and improve its overall performance (see Terms of reference of the Panel issued on 15 February 2006).

The Panel worked over a period of nine months and on November 9, 2007, the three Co-Chairs³ of the High-level Panel submitted their report to the Secretary-General. This report was published on November 20, 2007 along with a note by the Secretary-General (A/61/583).

On April 3, 2007, the new Secretary-General published his own assessment of the High-Level Panel's report (see doc. A/61/836).

The General Assembly held, on April 16, 2007, its 1st plenary meeting on the High-level Panel report. During this meeting the Secretary-General introduced his report which was followed by a general discussion by Member States.

² For further details, please consult: <http://www.un.org/events/panel/index.html>

³ The Prime Minister of the Islamic Republic of Pakistan, the Prime Minister of Mozambique and the Prime Minister of Norway.

Against this background, on May 25, 2007, the President of the General Assembly established an open, transparent and inclusive inter-governmental process to consider the High-level Panel's report on United Nations System-wide Coherence as well as the report of the Secretary-General in a result-oriented manner, and appointed us as Co-Chairs to guide it on her behalf⁴.

Starting with the first inter-governmental consultations on June 6, 2007 nine informal debates and briefings involving the full UN membership were organized by the Co-Chairs.

In order to facilitate and structure the debate, the HLP's recommendations were regrouped into eight thematic components: delivering as one at country level, humanitarian issues and recovery, environment, gender, human rights, governance and institutional reform, funding and business practices (see annex A for a list of the recommendations as they relate to the eight components).

This report is based on some of the key messages that emerged from these informal consultations during which all Member States had the opportunity to express their views on each of the eight components. Our conclusions also reflect the extensive series of informal consultation meetings we had with groups of Member States, senior officials of the UN secretariat and UN agencies, as well as with representatives of non-governmental organizations. Our comments and proposals on the general approach and the ways to deal with specific recommendations reflect our best judgment on the way forward, taking due account of all the sensitivities and points of which we were made aware. It is the expression of a sincere and hopefully fair attempt to design an approach which can be widely shared, the objective of which is to contribute to a more effective and efficient UN system better equipped to answer the old and new challenges of our times.

⁴ See <http://www.un.org/ga/president/61/follow-up/system-wide-coherence.shtml>

II. The eight components

1) Delivering as one at country level

In our consultations and multiple contacts, the basic rationale for promoting better and more efficient delivery of services at the country level by the UN has not been fundamentally challenged. The wish to see a better performing UN is largely shared both by recipient and donor countries, as well as by representatives of the relevant UN organizations. However, if this is a largely shared objective, there is yet less communality of views on the best ways and means to reach this objective. This indicates that more information and debate will be necessary to allow for a broader common perspective to emerge.

The consultation process so far has demonstrated the multiplicity and complexity of the issues to be addressed. It has also allowed Member States to gain a better and deeper understanding of the numerous processes currently underway, particularly the TCPR process and the launching of the eight pilot projects. These multiple processes attempt to promote and increase operational and procedural convergence amongst UN entities who are active at the country level, notably in the context of the implementation of the 2004 TCPR resolution (A/RES/59/250) and the launching of the eight pilot projects. This process of information sharing through an open and transparent debate will need to be pursued and intensified in the context of the inter-governmental discussions and decisions on the 2007 TCPR and in the context of the further information sharing and evaluation of the pilot projects.

It needs to be underlined that the issue of the UN delivering as one at the country level and its key features, One programme, One leader, One budgetary framework and One Office needs to be analyzed and addressed in conjunction with the important issues of funding, governance and institutional reform, on which further work is necessary (see parts 6 and 7 of the present report). Specifically, imaginative thinking will need to be developed in the

context of the important question of improving "one UN" at headquarters level in parallel with similar developments at country level.

The implementation of pilot projects should progressively deliver important empirical and analytical data to be extracted from a thorough process of evaluation that will contribute to and enrich decisively the inter-governmental debate on these issues. Tentative first experiences as reported by a number of pilot countries were encouraging in showing the benefits that a more cohesive and qualitatively better delivery of services by the UN at country level can bring for recipient countries and their populations, while ensuring full government ownership and the implementation of overall agreed development priorities. The experimental nature of the pilots and their diversity needs to be preserved and respected and the different pilots must be allowed to run their full course in order to allow significant "lessons learned" to be gained and processed.

We believe that the consultation process on these issues should continue during the 62nd session of the GA, taking into account fully and respecting the 2007 TCPR process. These consultations should focus on a further elaboration of some of the issues and questions raised during the first briefing by UNDG, as well as provide Member States with additional information on the evolution of the eight pilots, based on the views of the pilot countries and a report by UNDG and the UN Evaluation Group on the first "lessons learned" emerging from the pilots.

2) Humanitarian issues and recovery

In recent years efforts in the area of humanitarian reform have been undertaken and, to a large extent, implemented improving the overall performance and the coordination capabilities of the UN humanitarian response system. At the same time, increased attention has been paid to the issue of disaster preparedness and risk reduction and the complex question of transition from relief to development.

Based on the briefing received by the Under Secretary-General and Emergency Relief Coordinator, Sir John Holmes⁵ as well as the views expressed by Member States it is our understanding that real progress is already being realized with a view of implementing many of the recommendations contained in the HLP on humanitarian issues and recovery, and that they have been considered or are being considered – in some way or the other - by the GA and ECOSOC, as well as the ERC, OCHA, IASC, IFAF, FAO, UNDP, UNHCR, WFP and all other relevant stakeholders. Member States agreed that these activities should be actively pursued in a result-oriented manner and with the necessary sense of urgency warranted by the importance of the issues at stake.

In order to ensure the overall guidance and oversight of the GA during its next session, a further stock taking briefing could be organized. The aim of such a briefing would be to assess progress made in the implementation of the recommendations related to humanitarian issues and recovery and address questions raised by Member States during the informal consultations.

3) Environment

During the consultations on the environment component Member States sought clarification on the relationship between the ongoing consultative process on the institutional framework for the United Nation's environmental activities and the consultative process on SWC. Some Member States called for consideration of the recommendations related to the environment in the former process in order to avoid overlap, while others reiterated their earlier call for an integrated and holistic consideration of the HLP report.

⁵ A copy of his briefing can be found under: <http://www.un.org/ga/president/61/follow-up/system-wide-coherence.shtml>.

4) Gender

All Member States of the UN recognize the importance of gender equality as a crosscutting issue in all the main areas of work of the UN including peace and security, development, environment and humanitarian assistance. Member States also recognize the urgent need to bridge the gap between policy and implementation, to mainstream gender throughout the UN system, to have greater coherence across the board in all agencies dealing with gender issues, to avoid duplication of work and to strengthen operational activities. This issue has also received great attention by interested representatives of civil society, both concerning the normative and operational dimensions

It is clear that while some delegations support the HLP's recommendation to establish a new gender architecture and the proposal to establish a post of Under-Secretary General in this context, others to varying degrees and on the basis of both substantive and procedural reasoning, either do not support the creation of a new body or favor further discussions before any decision is made.

While there is clearly enthusiasm among some Member States for creating a new gender architecture, views expressed by others during the informal consultations illustrate the concerns that will need to be faced in moving forward.

Based on the briefing delivered by the Deputy Secretary General, Dr. Asha-Rose Migiro and as further expanded in her concept paper⁶, we recommend that the PGA organize further informal consultations during the 62nd session to allow for more thorough discussion among Member States of the HLP's recommendations with a view to taking concrete action.

⁶ For further details see for example the briefing given by DSG Migiro and the concept paper (<http://www.un.org/ga/president/61/follow-up/system-wide-coherence.shtml>).

5) Human rights

Based on the briefing delivered by the High Commissioner for Human Rights, Mrs Louise Arbour⁷ and the subsequent discussion amongst Member States, it is our understanding that the recommendations of the HLP on the role of the resident coordinator system and human rights mainstreaming in general throughout the work of the UN are in some ways already being implemented with the contribution and support of the UN High Commissioner for Human Rights and her Office.

All Member States accept the critical linkage between human rights and development and agree on the need to strengthen the protection and promotion of human rights. Also many Member States reiterated that all States regardless of their political, economic and cultural systems have the duties to promote and protect all human rights and fundamental freedoms.

While some delegations support the recommendations on human rights, other delegations retain serious concerns. Many developing countries expressed the view that the recommendations could be used as a way to impose conditionalities on the delivering of development assistance to developing countries and particularly on UN development programmes which are primarily based in those States. Some Member States also stressed the importance of the role of inter-governmental processes such as the General Assembly and the Human Rights Council. Others support a strengthened human rights based approach to development. The importance of national priorities and requests with regard to technical assistance and the role of the resident coordinator / OHCHR were also emphasized.

In light of the above we believe that no specific track should be established to deal with the recommendations on human rights and that the issue of further

⁷ See: <http://www.un.org/ga/president/61/follow-up/system-wide-coherence.shtml>

human rights mainstreaming should continue to be on the agenda of the relevant fora.

6) Governance and institutional reform

As a corollary of a greater emphasis on the UN "delivering as one" at the country level, the issues of governance and decision-making at Headquarters levels necessarily assume relevance in the debate on system-wide coherence.

The major concerns raised by Member States over the recommendations contained in the governance component were the possible erosion of national ownership of the UN inter-governmental processes, duplication of existing mandates and functions and the absence of adequate information in support of many of the recommendations.

While it was recognized that institutional reform would be necessary to support reform at the country level some Member States expressed the view that institutional reform should be undertaken within existing frameworks such as the TCPR. It was also recognized that some of the recommendations made by the HLP could be implemented by the Secretariat themselves and did not require inter-governmental approval.

Given the high importance of the proposed recommendations and their potential implications, we believe that the Secretariat should be mandated to provide Member States with additional information in the form of a concept paper, on:

- the Sustainable Development Board, particularly in the context of a strengthened ECOSOC and the Executive Boards mainstreaming sustainable development into ECOSOC;
- the establishment of a Global Leaders Forum of ECOSOC, particularly in light of the recently established Development Cooperation Forum

- the Setting up of a Development Policy and Operations Group, chaired by the UNDP Administrator;
- the reconfiguration and co-location of UN regional offices;
- stronger links with Bretton Woods institutions, including greater clarity on respective roles at global and country level;
- an annual meeting (with Bretton Wood participation) to be chaired by the Secretary-General to review the international development structure .

This paper should also provide an update on progress being made with respect to those recommendations and reforms being implemented by the Secretariat and possibly analyze to what extent change should take place at headquarters levels in order to respond in an effective and efficient way to the reforms being implemented at country level.

7) Funding

On the issues of funding the following questions have been identified during the consultations, as of central importance:

- the issue of the quality, quantity and predictability of funding;
- the issue of a better balance to be achieved between non-core and core funding;
- the reinvestment of reform savings back into the system, notably at country level;
- the review of funding mechanisms and practices, including the alignment of budget cycles and the establishment of one budgetary framework in the pilots;
- the issue of resource mobilization, and
- the funding of a strengthened RC system.

These multiple issues, complex in themselves, are clearly linked to the questions of delivering as one at the country level and the improvement of business practices, specifically in the budgetary and financial fields.

Funding clearly plays a central role in overcoming the current fragmentation of the UN system and supporting efforts to promote a more coherent and coordinated performance of the system as a whole and a more cost-effective and improved delivery of services.

Some aspects of the "Funding" component should be discussed essentially within the framework of existing UN mechanisms, particularly the upcoming TCPR discussions to be held during the 62nd GA. Additional briefings may be organized on the funding component and more specifically on new funding modalities and principles of good multilateral donorship in order to achieve the internationally agreed upon development goals, including the Millennium Development Goals.

Many Member States have clearly indicated that System-wide Coherence should not have as an objective to be a cost-cutting exercise and this should be taken fully into account in future consultations. The issue of eventual reform savings to be reinvested in the system, and, more specifically, in the country where they were generated, was also raised.

8) Business practices

Through the consultations and the multiple contacts the co-Chairs had with representatives of the different UN entities which compose the UN system, we gained a better understanding of the process of increasing fragmentation that has characterized the UN system over the more than sixty years of its history. Under the strategic leadership of the CEB and on the basis of strong commitment by the principals of the UN entities involved, a great number of areas of work have been identified and concrete work in specific areas launched.

It is our understanding that significant progress has already been achieved on system wide harmonization of business practices with a view to implementing some of the recommendations in the HLP report. In addition some of these recommendations have been considered or are being considered by the General Assembly, 5th Committee and in the context of the TCPR. The CEB as well as the UN Secretariat and all other relevant stakeholders are currently implementing those decisions already adopted at the inter-governmental level, as well as those that do not require inter-governmental decisions. We look forward to their early completion and implementation. Relevant bodies should remain seized.

We would suggest organizing during the next session of the GA, a further stock taking briefing by the CEB, most preferably after its 2007 fall session. The aim of such a briefing would be to assess progress made in the implementation of these recommendations..

III. Conclusions and further recommendations

Substantial differences remain on procedural and substantive grounds over the further consideration of the HLP report. On process some Member States called for further consideration of the HLP report by the GA in an integrated and holistic manner, while others called for an early harvest on some of the recommendations contained in the HLP report. These differences still persist and further consultations may be required if the Assembly is to agree on a process/processes for decision-making on the recommendations contained in the HLP report which are under its purview. In moving forward Member States should be cognizant of the fact that there exist substantial differences in the degree of implementation of some of the recommendations contained in the eight components. Added complexities arise from the fact that different decision-making bodies and consultative process are already seized with a large number of recommendations and components. These decision making bodies and consultative processes are structuring their work within different timelines which might overlap but do not necessarily coincide.

When considering the recommendations full use should be made of the existing mechanisms, where appropriate, in order to avoid any duplication of efforts and proliferation of processes. In order to sustain full commitment and real ownership, the Members of the General Assembly should be kept informed regularly on the ongoing reform process within the different components wherever possible. Needless to specify that the relevant decision making bodies acting in accordance with their respective mandates, shall remain fully seized.

On substance there were many calls for more clarity and additional information on a number of recommendations. As part of the consultative process during the 62nd session, the Secretariat should be mandated to provide greater clarity to the questions and concerns raised by Member States during the informal consultations either through briefings or reports.

The first imperative that emerges out of the inter-governmental consultation on system-wide coherence and the multiple contacts that have been established by the Co-Chairs since end of May 2007 is the need to provide the General Assembly of the UN with an overall view of the ongoing multiple and diverse activities in the different policy areas covered by the HLP report on UN SWC and the subsequent report by the Secretary-General on its recommendations.

On a second level, we believe that the GA needs to exercise overall leadership on this important issue of SWC, which is itself part of the larger UN reform agenda, and as such is an inherently political exercise which expresses the political will of UN Member States to strengthen a “multilateral framework with the United Nations at its center to meet the challenges of development, humanitarian assistance and the environment in a globalizing world” (HLP report, p.11).

For a coherent strategic perspective on SWC to emerge and deepen, it is proposed that political leadership be exercised at three levels:

- in the plenary of the General Assembly;
- in the Economic and Social Council;
- in further thematic informal consultations.

First of all, the matters addressed in the context of the SWC project need to be addressed at the level of the General Assembly. It is therefore proposed that the GA should consider holding at intervals a thematic debate in the plenary in order to assess progress on the process as a whole, and give, where necessary, the political direction and impulse required.

A first debate of this nature could be usefully organized early during the 62nd session of the GA, when a number of on-going efforts in different policy areas will have come to (provisional) fruition and can be usefully evaluated.

Recognizing that ECOSOC is the principal UN body for coordination, policy review, policy dialogue and recommendations on issues of economic and social development, and that it has seen its role strengthened recently in these areas through resolution 61/16 (A/RES/61/16), it is further proposed that the Economic and Social Council places the development-related aspects of SWC on its agenda and work on those, similar to the way in which it already addresses matters related to the TCPR.

Finally, it is proposed that the round of informal consultations, as launched during the past few months, be continued, as required, in specific areas where the need for a further increase in information and/or a deepening of the analysis is established and as new developments arise. By way of example, the following thematic meetings could be envisaged:

- Delivering as one and funding (follow-up to the informal consultations of 2.8.07);
- Business practices (after the next meeting of the CEB);
- Further feed back from the pilots.

In order to prepare adequately further GA discussions and to consolidate all information available in order to establish a comprehensive and factual state of affairs, the flow of information and policy dialogue between all major UN stakeholders, intergovernmental and institutional, involved in the implementation in the area of SWC will need to be maintained.

The issue of SWC and its implementation should be placed on the agenda of the governing bodies of the organizations of the UN system involved in the process.

ANNEX A - The HLP recommendations divided into eight components

recommendation
number:

1. Delivering as one at country level

1	The United Nations should deliver as one by establishing, by 2007, five One Country Programmes as pilots. Subject to continuous positive assessment, demonstrated effectiveness and proven results, these should be expanded to 20 One Country Programmes by 2009, 40 by 2010 and all other appropriate country programmes by 2012.
2	United Nations resident coordinators should have the authority to lead the One Country Programme. To perform this function, resident coordinators should have appropriate competencies, capabilities and support capacities. Their enhanced authority should be matched by a clear accountability framework and an effective oversight mechanism to ensure system-wide ownership of the resident coordinator system.
3	UNDP will consolidate and focus its operational work on strengthening the coherence and positioning of the United Nations country team delivering the One Country Programme.
4	To ensure that there is no potential for, or perception of, a conflict of interest, UNDP should establish an institutional firewall between the management of its programmatic role and management of the resident coordinator system (including system-wide strategic and policy support).
<u>Milestone</u>	By the end of 2007 UNDP will have finalized a code of conduct and by the end of 2008 it will have implemented the firewall and restructuring.

2. Humanitarian issues and recovery

5	To avoid a fragmented approach to humanitarian assistance, there should be stronger partnership arrangements between the United Nations, national Governments, the International Federation of Red Cross and Red Crescent Societies and NGOs, based on the coordination and leadership roles of the Emergency Relief Coordinator at the global level and the humanitarian coordinator at the country level.
6	The Central Emergency Response Fund should be fully funded to its three-year target of US\$ 500 million from additional resources. A substantial increase should be considered over the coming five years, following a review of its performance
7	The humanitarian agencies should clarify their mandates and enhance their cooperation on internally displaced persons.
8	The repositioned UNDP should become the United Nations leader and coordinator for early recovery.
9	Adequate funding for the United Nations role in early recovery should be ensured.
10	To build long-term food security and break the cycle of recurring famines, especially in sub-Saharan Africa, WFP, the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development should review their respective approaches and enhance inter-agency coordination.
11	The United Nations efforts on risk reduction should be urgently enhanced, through full implementation and funding of international agreements and other recent initiatives and the involvement of communities.
12	The United Nations should continue to build innovative disaster assistance mechanisms, such as private risk insurance markets, as means to provide contingency funding for natural disasters and other emergencies.

3. Environment

13	International environmental governance should be strengthened and more coherent in order to improve effectiveness and targeted action of environmental activities in the United Nations system.
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14	An upgraded UNEP should have real authority as the environment policy pillar of the United Nations system, backed by normative and analytical capacity and with broad responsibility to review progress towards improving the global environment.
15	United Nations agencies, programmes and funds with responsibilities in the area of the environment should cooperate more effectively on a thematic basis and through partnerships with a dedicated agency at the centre.
16	Efficiencies and substantive coordination should be pursued by diverse treaty bodies to support effective implementation of major multilateral environmental agreements.
17	GEF should be strengthened as the major financial mechanism for the global environment.
18	The Secretary-General should commission an independent and authoritative assessment of the current United Nations system of international environmental governance.
19	A stronger partnership between UNEP (normative) and UNDP (operational) should build on their complementarities.

4. Gender

21	The Panel recommends strengthening the coherence and impact of the United Nations institutional gender architecture by streamlining and consolidating three of the United Nations existing gender institutions as a consolidated United Nations gender equality and women's empowerment programme.
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5. Human rights

22	Resident coordinators and United Nations country teams should be held accountable and be better equipped to support countries in their efforts to protect and promote human rights.
23	OHCHR, the centre of excellence on human rights, should provide dedicated support to the resident coordinator system.
24	All United Nations agencies and programmes must further support the development of policies, directives and guidelines to integrate human rights in all aspects of United Nations work.

6. Governance and institutional reform

20	Sustainable development should be mainstreamed into the work of the Economic and Social Council.
25	The Panel recommends that the Secretary-General establish an independent task force to build on the foundation of its work.
26	A Global Leaders Forum of the Economic and Social Council should be established.
27	A Sustainable Development Board should be established.
28	Meetings of the Sustainable Development Board should supersede the joint meeting of the boards of UNDP/UNFPA/gender entity, WFP and UNICEF.
<u>Milestone</u>	Member States should agree on the composition and mandate of the Sustainable Development Board by September 2007, and the Board should convene its first session by June 2008.
30	The Secretary-General should appoint the UNDP Administrator as the Development Coordinator to chair the Development Policy and Operations Group that would support One United Nations at the country level.
31	United Nations entities at the regional level should be reconfigured and the United Nations regional setting should be reorganized around two interrelated sets of functions.
32	Regional offices of United Nations entities should be co-located and the definition of regions among all United Nations entities should be standardized to ensure consistency and coherence in the work of the United Nations at the regional level.
33	At the national level, Governments should establish an "all-of-government" approach to international development to ensure coordination in the positions taken by their representatives in the decision-making structures of all relevant organizations, including the Bretton Woods institutions and the World Trade Organization.

35	As a matter of urgency the Secretary-General, the President of the World Bank and the Executive Director of IMF should set up a process to review, update and conclude formal agreements on their respective roles and relations at the global and country level. These reviews must be periodically updated as well as assessed. This process should be undertaken on the basis of the enhanced performance, strengthened delivery and more influential role that the United Nations will have if our reforms are implemented.
36	To review cooperation within the international development structure, and to ensure policy consistency and coordination, an annual meeting should be chaired by the Secretary-General, with the participation of the President of the World Bank, the Managing Director of IMF, the Development Coordinator and relevant heads of agencies, funds and programmes, including the Directors-General of the World Health Organization (WHO), the Food and Agriculture Organization of the United Nations (FAO), the International Labour Organization (ILO), the United Nations Educational, Scientific and Cultural Organization (UNESCO) and others, depending on the issue under discussion.
37	The capacity of the resident coordinator's office to advocate, promote and broker partnerships between Government and relevant civil society organizations and the private sector should be enhanced to build stakeholder consensus and realize country-specific goals as embodied in the national development plans.

7. Funding

34	The United Nations should establish benchmarks by 2008 to ensure the implementation of principles of good multilateral donorship.
38	Funding for the One Country Programmes should be predictable and multi-year.
39	There should be full core funding for individual United Nations organizations committed to reform.
40	The United Nations should drive reform by channelling reform savings back into the system through mechanisms, such as an empowerment fund.

8. Business practices

29	CEB should review its functions.
41	CEB, chaired by the Secretary-General, should lead efforts to improve management efficiency, transparency and accountability of the United Nations system.
42	The business practices of the United Nations system should be harmonized.
43	Evaluation mechanisms should be established for transparency and accountability.
44	Human resource policies and practices should be updated and harmonized.
45	Executives should be selected according to clear criteria, and for limited terms.
46	Change should be managed at the highest levels.
47	The Panel recommends that the Secretary-General appoint a senior member of his staff and provide the necessary resources to form a senior change management team.

ANNEX B – Program of work

1) Delivering as one at country level – Briefing by the Administrator of UNDP, Mr. Kemal Dervis and informal consultations (Thursday, June 21, 2007 at 3pm)

Delivering as one at country level – Briefing by the Director of the Development Group Office, Mrs. Sally Fegan-Wyles and informal consultations (Friday, August 3, 2007 at 3pm)

2) Humanitarian issues and recovery – Briefing by the Under Secretary General, Sir John Holmes and informal consultations (Wednesday, June 20, 2007 at 3pm)

3) Environment – Briefing by the Director of the UNEP Liaison Office in New York, Mrs. Juanita Castano and the Director of the Bureau for Development Policy, UNDP, Mr. Olav Kjørven and informal consultations (Friday, August 14, 2007 at 10am)

4) Human rights – Briefing by the High Commissioner for Human Rights, Mrs. Louise Arbour and informal consultations (Tuesday, July 24, 2007 at 11am)

5) Gender – Briefing by the Deputy Secretary General, Mrs. Asha-Rose Migiro and informal consultations (Thursday, June 21, 2007 at 10am)

6) Governance and institutional reform - Informal consultations (Friday, June 22, 2007 at 3pm)

7) Funding - Briefing by the Director of the Development Group Office, Mrs. Sally Fegan-Wyles and informal consultations (Friday, August 3, 2007 at 3pm)

8) Business practices – Briefing by the Director of the Accounts Division, Mr. Jayantilal M. Karia and informal consultations (Thursday, June 28, 2007 at 3pm)

Advancing UN Reform – Revitalization of the General Assembly

On revitalization of the General Assembly, the 2005 Outcome Document reaffirmed the central position of the General Assembly as the chief deliberative, policymaking and representative organ of the United Nations, as well as the role of the Assembly in the process of standard-setting and the codification of international law. Over the course of the last 16 years, measures have been adopted by the General Assembly with a view to strengthening its role and authority and the role and leadership of the President of the Assembly. An ad hoc working group on the revitalization of the General Assembly is to be established during the 62nd session to evaluate and assess the status of implementation of relevant resolutions, to identify ways to further enhance the role, authority, effectiveness and efficiency of the Assembly, inter alia, by building on previous resolutions, and to submit a report thereon to the Assembly.



*Misión Permanente del Paraguay
ante las Naciones Unidas*



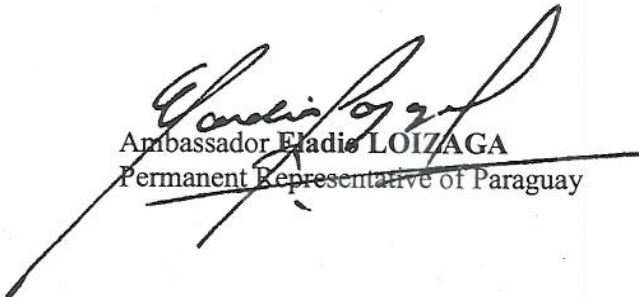
*Permanent Mission of the Republic
of Poland to the United Nations*

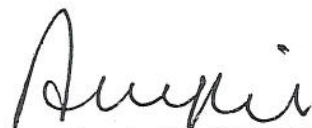
18 June 2008

Excellency,

Attached for your information, please find the document entitled: "GA paper ballots voting proposal", prepared by the Secretariat in May 2007. This paper is mentioned in number 11 of Cluster I of the chart that we sent to you on 9 May, and it is our hope that it will facilitate our discussion especially during the next meeting on 19 June.

Please accept, Excellency, the assurances of our highest consideration.


Ambassador Eladio LOIZAGA
Permanent Representative of Paraguay


Ambassador Andrzej TOWPIK
Permanent Representative of Poland

All Permanent Representatives and
Permanent Observers to the United Nations
New York



GA paper ballots voting proposal

Version 1.5

United Nations

25 May 2007

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BALLOTING IN THE GENERAL ASSEMBLY

INTRODUCTION

1. The General Assembly, in the context of the revitalization of its work, recommended the consideration of the use of optical scanners as a means of expediting the counting of votes cast through secret ballots during elections, taking due account of the security requirements in this regard and the credibility, reliability and confidentiality of such means, and requested the Secretary-General to report on the modalities thereof to the General Assembly (see A/RES/59/313 of 12 September 2005, and 60/286 of 8 September 2006).
2. Most elections and appointments of the General Assembly are conducted during the main part of its session (September to December of any given year). Approximately six to eight elections are held during that period (See Annex I for a sample). Usually elections take between one and a few rounds of balloting to conclude. However, on rare occasions, such as the election of the non-permanent members of the Security Council or the election of the members of the Economic and Social Council held during the sixty-first regular session, balloting can go on for several consecutive days.

CURRENT PROCEDURES

3. Currently, voting in the General Assembly is conducted using paper ballots distributed to delegations before each round (See Annex II for a sample type of ballots). Although there may be differences depending on the nature of the election, most ballots consist of a number of blank lines corresponding to the number of vacancies in each region to be filled out by representatives with the names of the Member States of their choice. In the case of elections of individuals, such as judges of the court/tribunals, the ballot papers will carry the names in English of all eligible candidates for representatives to put in check marks. Pertinent information for each set of ballot papers is in all six official languages.
4. After ballot papers are duly distributed and filled out, several teams of tellers made up of representatives of Member States and Secretariat staff will collect all the ballots. When that is completed, the teams will retreat to a restricted area to begin the process of counting.
5. Between the collection of the ballots and the resumption of the plenary meeting for the announcement of the results and possible next round of balloting, the waiting time for delegates may take from 20 minutes to over an hour, depending on the number of candidates to be counted in each ballot (anywhere from one candidate to well above 30 candidates) and whether recounting is necessary.
6. During this period of time, the teams of tellers and the Secretariat carry out a sequence of procedural and operational steps. The process and the approximate time required for each step are detailed below:
 - Separating the ballots by regions (1-5 ballots x 192 delegates); counting and verifying the number of ballots collected (about 10 -20 minutes);
 - Registering, counting and verifying the number of votes for each candidate on each ballot (anywhere from 10 minutes to over an hour, depending on the number of candidates on each ballot paper to be registered. In some elections, there are well over 30 candidates);
 - Tallying the results as teams are finished (some 5-15 minutes);
 - Preparing the speaking notes of the President of the General Assembly for conclusion of the election or for the next round of balloting based on the results of the previous ballot and on the rules of procedure governing the next round of

- balloting as well as producing 15 copies for interpreters and press (about 10-30 minutes);
- If there is a subsequent round, preparing the ballot papers for the next round of balloting and producing them in adequate and verifiable number (about 15 to 20 minutes).
 - If necessary, translating the speaking notes for the President into a language other than English used by the President to preside the meeting (about 10-30 minutes, depending on the number of pages of notes).

The whole process, except for the preparation of the notes for the President of the General Assembly, is handled manually and under the watchful eyes and with the full participation of Member States acting as Tellers, as well as with the presence of Officers from the Office of Legal Affairs, on hand to help with any legal matters during the counting.

7. The complexity of the counting of the votes sometimes requires additional time after the initial counting. This is the case, for example, when the results of two candidates are too close to determine which one has won the election, or if the result of a particular candidate is one vote shy of the required majority. In these cases, the ballots are recounted until the Tellers are satisfied that the results are correct. Extra counting time is also needed when the handwriting of Member States' representatives is not clear enough to determine for which candidate (s)he is voting, when the writing is in a language that requires verification, or when the name of a candidate, that is the name of a country, is not written or spelled correctly so that it is not possible to determine for which country the vote is meant, which means that the Tellers have to consult and make a decision whether to count that vote or ballot.

9. Taking into consideration the many built-in confidence measures, the process so far is able to satisfy the criteria for security, credibility, reliability and confidentiality. However, that has also meant that Member States on occasion have had to wait for over an hour to receive the results of a voting session and to find out whether there will be subsequent balloting.

10. To comply with the General Assembly's request, DGACM and ITSD have explored various options for Member States' consideration and decision.

A. Optical scanning (OS) of paper ballots

General description

Under the OS solution ballots would be scanned; the results of the scanning would automatically feed into a database. This option can be repurposed for voting at other locations.

Limitations

Ballots CANNOT contain any handwritten information, but rather check boxes. This would allow for automatic extraction of the information from the ballots with a high degree of accuracy and rigorous validation ensuring that downstream processes run as smoothly as possible.

Changes to current procedures

Following are the changes to current procedures deriving from this option:

- (a) Information from the paper ballots is retrieved automatically;
- (b) Votes are counted automatically;
- (c) Results of the voting are displayed and/or printed automatically;
- (d) Ballot preparation for the second and subsequent rounds of voting can be fully or partially automated.

Security and other issues

- (a) Verifiable paper trail and security of voting systems requirements: ballot distribution and collection process remain unchanged, thus existing rules are not compromised; scanned images of the ballots might be archived to have an auditable backup;
- (b) Anonymity of the voter is preserved; there is no physical evidence of which candidate received whose vote.

Brief description of the new procedures

1. Initial preparation:
 - A set of templates for a paper ballot is prepared using MSWord with locked fields positions;
 - A set of templates is prepared in the data capturing application based on the MSWord templates;
 - Appropriate programming is done in order to properly handle downstream process at the DB level.
2. Voting
 - Template-based ballots are printed;
 - Ballots are distributed to delegations, filled-up and received;
 - Ballots are visually checked, put in stacks and fed into the scanner;
 - Voting results are available and either displayed on the overhead monitor or printed and distributed, if needed.
3. Skills required
 - Knowledge of MSWord micros;
 - Knowledge of a selected data capturing software for template preparation;
 - Knowledge of DB report creation.
4. Availability
 - If the scanner or a connected PC fails and so does the back-up – the voting goes on and results still can be counted manually.

Cost Estimate	Range	
	Low	High
License (for 300,000 scanned pages)	\$5,000	\$7,000
Hardware (3 computers, high-quality scanners with OCR, printers, other peripheral devices, etc)	\$32,000	\$42,000
Business analysis	\$21,000	\$36,000
Implementation	\$15,000	\$24,000
Application development	\$25,000	\$50,000
Training	\$6,000	\$12,000
Total Costs	\$104,000	\$171,000
Recurrent costs and maintenance - yearly	\$20,800	\$24,200

B. Electronic voting system (E-voting)

General description

Voters use wireless keypads to vote. Results are available right after voting. This option can be repurposed for voting at other locations.

Limitations

Since wireless technology is used, possible interferences are to be considered.

Changes to current procedures

This solution requires substantial changes to existing procedures and/or policies.

- a) Paper document has to be prepared and distributed to delegations before each round with a clear correlation between numbers to be punched on keypads and countries or individual names;
- (a) Keypads have to be distributed to each delegation;
- (b) Votes are counted automatically;
- (c) Results of the voting are displayed and/or printed automatically;
- (d) Document preparation for the second and subsequent rounds of voting may be fully or partially automated.

Security and other issues

- (a) Verifiable paper trail and security of voting systems: Voting process will change, so security issues will have to be addressed;
- (b) There will be no auditable backup, unless each keypad is equipped with a mini printer and printed receipts are collected at the end of the session for future verification purposes and/or paper ballots are used in conjunction with wireless devices to enable a means for audit/verification after the session or in the event of a challenge;
- (c) It is very difficult to scrutinize some of the most critical processes of the election, such as collection of ballots and counting of votes, because those processes will be conducted invisibly;
- (d) Delegations will have no means to confirm that their votes were recorded correctly, nor will they have any assurance of that their votes won't be changed later. They must simply accept the UN secretariat assurance that touching a button on a computer screen registers as a vote for the correct candidate.
- (e) Anonymity may be preserved so there is no physical evidence that proves which candidate received whose vote. For that purpose keypads can be distributed randomly. However, if anonymity is not required, keypad IDs may be used and stored with the voting results.

Brief description of the new procedures

1. Initial preparation:

A numbered list of candidates for nomination is printed;
Application is configured according to the requirements, so, for example, a voter can punch 5 different numbers corresponding to 5 selected candidates and then send this string to the base station by pressing the button "Submit";

2. Voting

List with candidates and wireless keypads are distributed to delegations;
Voters make their selections on the keypads and submit the data electronically;
Results are available practically instantly and either displayed on the overhead monitor or printed and distributed, if needed.

3. Skills required

- (a) Knowledge of the proprietary software for system configuration before each round of voting;

- (b) Knowledge of MSOffice programming;
- (c) Knowledge of DB report creation.

4. Availability

If the system fails, paper ballots are used -- the voting goes on and results can still be counted manually.

Cost estimate Cost Category	Range	
	Low	High
Software	\$90,000	\$120,000
Hardware (base station, 3 computers, keypads w/mini printers, printers)	\$42,000	\$56,000
Business Analysis	\$34,000	\$46,000
Implementation	\$26,000	\$39,000
Software customization	\$30,000	\$60,000
Training (staff and delegates)	\$18,000	\$24,000
Total Costs	\$240,000	\$345,000
Recurrent costs and maintenance - yearly	\$40,800	53,600

C. Stationary electronic voting system

General description

The stationary electronic voting system is a hardwired solution with touch-screen displays available for each delegation. Delegations use touch screen displays to vote. Each voter casts his/her vote from the terminal assigned to the delegation; changing places doesn't affect the operability of the system. Access to the voting terminal is initiated by a "smart" card, which is to be inserted into a special slot at the terminal. The card number, name of the voter, different stages of the voting process, names of the candidates and results of the vote can all be displayed on the voting terminal. Results are available right after voting. It cannot be repurposed at other venues; however the terminals can be used for other purposes besides voting by displaying relevant information or allowing delegations to retrieve and display relevant documents or records.

Changes to current procedures

This solution requires substantial changes to current procedures.

- (a) Application is to be configured for voting, with proper information entered into the system (names, countries, processes, etc);
- (b) Each delegation has to register for voting by inserting a "smart" card into a special slot at the terminal;
- (c) Votes are counted automatically;
- (d) Results of the voting are available to the President in several seconds after closing of the voting session and may become available to the voters immediately upon approval;
- (e) Preparation of next ballots is automated.

Security and other issues

- (a) Voting process will change, so security issues will have to be addressed;
- (b) There will be no auditable backup available to the voters. However, the application may keep all the voting records for later verification, providing assurance that

votes were counted as cast. There is also a possibility to store information on who voted and how, however in this case anonymity can't be preserved;

- (c) Anonymity may be preserved at the application level; however, that will eliminate personalized voting records verification.

Brief description of the new procedures

1. Initial preparation

Application is prepared and configured according to the requirements for a voting session, including candidate names, countries, voting logic, etc;

2. Voting

Voters insert "smart" cards to register for the vote and activate the voting session on their terminal;

After the voting session is declared open voters make their selections on the touch screen and submit the data electronically within allocated time announced by the President;

After the closing of the vote, the results are displayed at the President's terminal and only after approval or proclamation of the results they are displayed at the voters terminals;

Immediately after that the system is ready for the next round of voting.

Skills required

Knowledge of the proprietary software for system configuration.

Availability

If the system fails, paper ballots should be used -- the voting goes on and results can still be counted manually.

Cost estimate Cost Category	Range	
	Low	High
Software	\$200,000	\$250,000
Hardware (master command station, 3 computers, 200 touch screen displays, 200 card readers, cards, 3 printers)	\$180,000	\$220,000
Hardwire GA Hall and replacement of desks	\$500,000	\$700,000
Business Analysis	\$64,000	\$92,000
Implementation	\$104,000	\$148,000
Training (staff and delegates)	\$24,000	\$30,000
Total Costs	\$1,072,000	\$1,440,000
Recurrent costs and maintenance - yearly	\$154,000	\$208,000

Conclusions

From the preceding analysis, the following conclusions can be drawn with regard to the three options outlined above:

- (a) Option A, the optical scanning solution responds to the General Assembly's mandate as outlined in resolutions 59/313 and 60/286. It is the least expensive of the three options described in the present paper. It is cheap to store and to deploy; it is also reliable and simple to train staff in it; however, there is no time reduction envisaged under this option;

(b) Option B, E-voting, is a fairly expensive solution. It may still require distribution of printed materials to delegations before each round and may pose difficulties with regard to security and anonymity of votes, among other issues; on the positive side, it would allow for considerable time reduction in the processing of ballots;

(c) Option C, the stationary electronic voting system, is a very expensive, but comprehensive, solution. At this stage, however, it can only be envisaged in the context of the implementation of the Capital Master Plan (CMP) since it requires a major investment, including rewiring of General Assembly Hall and flush mounting all necessary hardware. (*As of May 2007, renovation of the GA Hall is scheduled to begin in June 2009 and finish in June 2012.*) Appropriate resources should be allocated in the CMP budget.

Thus, it would appear that at the current stage the decision should be between implementation of option A or option B, while resources are earmarked for implementation of option C in the CMP. It might also be advisable to make provision for wiring of additional conference rooms.

If option B were chosen, ITSD could evaluate its feasibility in the UN environment by building a prototype to determine whether the available off-the-shelf technology can be adapted to cover the six official languages in the ballots, lengthy lists for nominations (up to 53 countries in one group) and some other factors. Building of a prototype for evaluation purposes will require the following additional resources to be provided:

Cost estimate Cost Category	Range	
	Low	High
Software (trial version)	\$9,000	\$12,000
Hardware (base station, 1 computer, 2 keypads w/mini printers, 1 printer)	\$22,000	\$44,000
Business Analysis	\$34,000	\$46,000
Implementation	\$14,000	\$28,000
Software customization	\$30,000	\$60,000
Project management	\$24,000	\$48,000
Total Costs	\$133,000	\$238,000

It should be noted that all the costs listed above will be leveraged in the full scale solution implementation if prototype is accepted.

Time required to build the prototype is three months after resources become available, after due processing of relevant PBI.

Annex I

SAMPLE LISTING OF ELECTIONS IN THE GENERAL ASSEMBLY

1. ELECTIONS THAT MUST BE CONDUCTED BY SECRET BALLOT

A. Principal organs

Economic and Social Council
International Court of Justice
Security Council

B. Subsidiary and other organs

Human Rights Council
International Law Commission
International Tribunal for Rwanda
International Tribunal for Yugoslavia

2. ELECTIONS WHERE BALLOTING IS NOT REQUIRED IN THE CASE OF CLEAN SLATES

A. Subsidiary and others organs

Consultative Committee of the United Nations Development
Fund for Women
Committee for Programme and Coordination
Joint Inspection Unit (for the selection process only)
Peacebuilding Commission
United Nations Environment Programme
United Nations International Trade Law

B. Other elections

President of the General Assembly
Vice-Presidents of the General Assembly

Annex II

SAMPLES OF BALLOTS FOR ELECTIONS IN THE GENERAL ASSEMBLY

ورقة تصويت
BALLOT PAPER
БЮЛЛЕТЕНЬ ДЛЯ ГОЛОСОВАНИЯ



选票
BULLETIN DE VOTE
CÉDULA DE VOTACIÓN

انتخاب ستة قضاة للمحكمة الجنائية الدولية لمحاكمة الأشخاص
المُسؤولين عن أعمال إبادة الأجناس وغير ذلك من الانتهاكات
الجسيمة للقانون الإنساني الدولي المرتكبة في إقليم رواتدا
والمواطنين الروانديين المسؤولين عن ارتكاب أعمال إبادة الأجناس
وغيرها من الانتهاكات المماثلة في أراضي الدول المجاورة
بين ١ كانون الثاني/يناير و ٣١ كانون الأول/ديسمبر ١٩٩٤

选举起诉应对1994年1月1日至12月31日期间在卢旺达境内的种族灭绝和其他严重违反国际人道主义法行为负责者和应对这一期间邻国境内种族灭绝和其他这类违法行为负责的卢旺达公民的国际刑事法庭六名法官

ELECTION OF SIX JUDGES OF THE INTERNATIONAL CRIMINAL TRIBUNAL FOR THE PROSECUTION OF PERSONS RESPONSIBLE FOR GENOCIDE AND OTHER SERIOUS VIOLATIONS OF INTERNATIONAL HUMANITARIAN LAW COMMITTED IN THE TERRITORY OF RWANDA AND RWANDAN CITIZENS RESPONSIBLE FOR GENOCIDE AND OTHER SUCH VIOLATIONS COMMITTED IN THE TERRITORY OF NEIGHBOURING STATES BETWEEN 1 JANUARY AND 31 DECEMBER 1994

ÉLECTION DE SIX JUGES DU TRIBUNAL CRIMINEL INTERNATIONAL CHARGÉ DE JUGER LES PERSONNES PRÉSUMÉES RESPONSABLES D'ACTES DE GÉNOCIDE OU D'AUTRES VIOLATIONS GRAVES DU DROIT INTERNATIONAL HUMANITAIRE COMMIS SUR LE TERRITOIRE DU RWANDA ET LES CITOYENS RWANDAIS PRÉSUMÉS RESPONSABLES DE TELS ACTES OU VIOLATIONS COMMIS SUR LE TERRITOIRE D'ÉTATS VOISINS ENTRE LE 1^{er} JANVIER ET LE 31 DÉCEMBRE 1994

ВЫБОРЫ ШЕСТИ СУДЕЙ МЕЖДУНАРОДНОГО УГОЛОВНОГО ТРИБУНАЛА ДЛЯ СУДЕБНОГО ПРЕСЛЕДОВАНИЯ ЛИЦ, ОТВЕТСТВЕННЫХ ЗА ГЕНОЦИД И ДРУГИЕ СЕРЬЕЗНЫЕ НАРУШЕНИЯ МЕЖДУНАРОДНОГО ГУМАНИТАРНОГО ПРАВА, СОВЕРШЕННЫЕ НА ТЕРРИТОРИИ РУАНДЫ, И ГРАЖДАН РУАНДЫ, ОТВЕТСТВЕННЫХ ЗА ГЕНОЦИД И ДРУГИЕ ПОДОБНЫЕ НАРУШЕНИЯ, СОВЕРШЕННЫЕ НА ТЕРРИТОРИИ СОСЕДНИХ ГОСУДАРСТВ, В ПЕРИОД С 1 ЯНВАРЯ ПО 31 ДЕКАБРЯ 1994 ГОДА

ELECCIÓN DE LOS SEIS MAGISTRADOS DEL TRIBUNAL PENAL INTERNACIONAL PARA EL ENJUICIAMIENTO DE LOS PRESUNTOS RESPONSABLES DE GENOCIDIO Y OTRAS VIOLACIONES GRAVES DEL DERECHO INTERNACIONAL HUMANITARIO COMETIDAS EN EL TERRITORIO DE RWANDA Y DE LOS CIUDADANOS RWANDESES PRESUNTAMENTE RESPONSABLES DE GENOCIDIO Y OTRAS VIOLACIONES DE ESA NATURALEZA COMETIDAS EN EL TERRITORIO DE ESTADOS VECINOS ENTRE EL 1º DE ENERO Y EL 31 DE DICIEMBRE DE 1994

1st ballot

ورقة تصويت

BALLOT PAPER

БЮЛЛЕТЕНЬ ДЛЯ ГОЛОСОВАНИЯ



选票

BULLETIN DE VOTE

CEDULA DE VOTACIÓN

انتخاب خمسة من أعضاء مجلس الأمن غير الدائمين ليحلوا محل الأعضاء الذين تنتهي مدة عضويتهم في ٣١ كانون الأول/ديسمبر ٢٠٠٦

选举安全理事会五个非常任理事国以接替于 2006 年 12 月 31 日任满的理事国

Election of five non-permanent members of the Security Council to replace those whose terms of office expire on 31 December 2006.

Election de cinq membres non permanents du Conseil de sécurité pour remplacer ceux dont le mandat vient à expiration le 31 décembre 2006

Выборы пяти непостоянных членов Совета Безопасности для замены тех членов срок полномочий которых истекает 31 декабря 2006 года

Elección de cinco miembros no permanentes del Consejo de Seguridad para reemplazar a aquéllos cuyo mandato termina el 31 de diciembre de 2006

B

دول أمريكا اللاتينية ومنطقة البحر الكاريبي

拉丁美洲和加勒比国家

Latin American and Caribbean States

États d'Amérique latine et des Caraïbes

Государства Латинской Америки и Карибского бассейна

Estados de América Latina y el Caribe

1

1.

1st ballot

ورقة تصويت

BALLOT PAPER

БЮЛЛЕТЕНЬ ДЛЯ ГОЛОСОВАНИЯ



选票

BULLETTIN DE VOTE

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Elección de cinco miembros no permanentes del Consejo de Seguridad para reemplazar a aquéllos cuyo mandato termina el 31 de diciembre de 2006

sample

A

دول آسيا وأفريقيا

非洲和亚洲国家

African and Asian States

États d'Afrique et d'Asie

Государства Азии и Африки

Estados de Africa y Asia

} 2

1.
2.

1st ballot

ورقة تصويت

BALLOT PAPER

БЮЛЛЕТЕНЬ ДЛЯ ГОЛОСОВАНИЯ



选票

BULLETIN DE VOTE

CEDULA DE VOTACIÓN

انتخاب خمسة من أعضاء مجلس الأمن غير الدائمين ليحلوا محل الأعضاء الذين تنتهي مدة عضويتهم في ٣١ كانون الأول/ديسمبر ٢٠٠٦

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Elección de cinco miembros no permanentes del Consejo de Seguridad para reemplazar a aquéllos cuyo mandato termina el 31 de diciembre de 2006

C

دول أوروبا الغربية والدول الأخرى

西欧和其它国家

Western European and other States

Etats d'Europe occidentale et autres Etats

Государства Западной Европы и другие государства

Estados de Europa occidental y otros Estados

2

1.

2.



*Misión Permanente del Paraguay
ante las Naciones Unidas*



*Permanent Mission of the Republic
of Poland to the United Nations*

9 May 2008

Excellency,

In our capacity as co-chairs, we are pleased to inform you that the next meeting of the ad hoc working group on revitalization of the General Assembly, open to all Member States, will be held on May 30, 2008 from 10:00 am till 1 pm, and from 3 pm till 6 pm., in Conference Room 4.


According to the mandate provided for in the GA resolution 61/292 and the wish by the Member States expressed during the first meeting of the ad hoc working group on 21 February 2008, the purpose of the forthcoming meeting will be to evaluate and assess the status of implementation of relevant resolutions on revitalization.

Following our first meeting, we prepared an inventory/chart of all relevant provisions on revitalization starting from the fifty-first session of the General Assembly. The chart, along with the explanatory note will be circulated to all missions via email and posted on the web site of the President of the General Assembly (<http://www.un.org/ga/president/62/issues/rga.shtml>). To facilitate the assessment of relevant provisions, the chart defines three general clusters. Therefore, we suggest that our discussion could follow the structure of the chart.

We encourage all the delegations to actively participate in the meeting.

Please accept, Excellency, the assurances of our highest consideration.


Ambassador Eladio LOIZAGA
Permanent Representative of Paraguay


Ambassador Andrzej TOWPIK
Permanent Representative of Poland

All Permanent Representatives and
Permanent Observers to the United Nations
New York

Explanatory note by co-chairs

1. In order to fulfill the mandate formulated in the UNGA resolution, 61/292, which i.a. request for “evaluation and assessment of the status of implementation of relevant resolutions”, co-chairs - after consultations with Member States - decided to prepare an **inventory/chart of UNGA resolutions on revitalization**.
2. Our intention was to catalog all relevant provisions on revitalization with the purpose to identify areas where progress is needed as well as areas where practical results can be achieved during the sixty-second session. In practical terms, the chart shall provide evidence of actual progress and signaling remaining obstacles and opportunities for further progress. In other words, it might help Member States to identify specific actions that can improve the process of revitalization, and thus enhance the authority and effectiveness of the United Nations General Assembly.
3. In terms of scope, the inventory focuses on the provisions contained in UN resolutions on revitalization, starting from the **fifty-first session** of the UNGA.
4. The chart contains mostly **operative provisions** which request concrete and specific actions. In our view, such an approach would make the discussion more practice-and result-oriented. In this context, following type of provisions have been omitted:
 - declaratory provisions reaffirming certain principles;
 - provisions which are no more relevant for the process of revitalization (establishing working group, deferring issues to the next session etc.);
 - provisions that have been overtaken by an event (e.g. by other resolutions, new Rules of Procedures etc.).
5. While analyzing different resolutions on revitalization, we realized that there are many provisions which are repeated in more than one resolution. Consequently, to avoid duplications, the chart contains only one provision and includes the reference to other resolutions where similar provision is to find.
6. In order to better organize our discussions and make our findings more understandable and useful, we divided all the relevant provisions into **three main clusters** (reflecting to some extent the structure of the most recent resolutions on revitalization). Furthermore, the three main clusters have been subdivided into different **thematic areas**. Each provision included in the chart has been given a number. The chart also indicates the **entity responsible for the implementation** of the provision as well as comments on the **status of implementation**. Where possible, the chart characterizes the nature of the provision, indicating whether it is one-time action or provision to be implemented on the ongoing basis.
7. Co-chairs obtained information on the status of implementation during several meetings with entities responsible for the implementation. Additionally, information provided in the reports on the revitalization by the Secretary-General has also been used.
8. The chart does not have a definite character and may be amended at any time by Member States if necessary. Furthermore, it is not intended to and does not constitute any legal effect. It should solely serve as a tool to facilitate our discussion and to indicate where the implementation or additional clarification is still needed.

Cluster I (working methods, documentation, agenda, etc.)

No.	Document reference	Text of the provision	Implementing entity	Comments
A. General provisions related to the Rules of Procedure of the General Assembly				
1.	A/RES/60/286-24 Also in: A/RES/59/313-14	Requests the Secretary-General to issue the rules of procedure of the General Assembly in a consolidated version in all official languages, in print and online.	SG	One-time action. The consolidated version of the rules of procedure is set out in document A/520/Rev.16 and Corr.1, both in print and online (A/62/608, p.15).
2.	A/RES/60/286-24	Requests the Office of Legal Affairs of the Secretariat to make precedents and past practice available in the public domain with respect to rules and practices of the intergovernmental bodies of the Organization;	SG/OLA	One-time action. The Office of Legal Affairs has concluded the process of compiling precedents and past practice with respect to the rules and practices of the intergovernmental bodies of the Organization. That information will be made available in the public domain shortly (A/62/608).
B. Provisions related to the organization of meetings: Plenary, General Committee, Main Committees				
3.	A/RES/59/313-11	Strongly urges all officers presiding over meetings of the General Assembly to start such meetings on time .	SG/DGACM	Provision implemented on the ongoing basis by the Secretariat. Periodically, the Department for General Assembly and Conference Management provides presiding officers with statistics on the financial impact of the implementation of this provision. (A/61/483 p.19 and A/62/608)
4.	A/RES/58/316-1 (b)	With effect from the fifty-ninth session of the General Assembly, the meetings of the plenary Assembly shall normally be held on Mondays and Thursdays .	SG/DGACM	As of the fifty-ninth session, plenary meetings of the Assembly are scheduled and held on Mondays and Thursdays to the extent possible. (A/61/483, p. 13 and A/62/608)
5.	A/RES/58/126-B.2	The work of the Main Committees of the General Assembly might benefit if it is scheduled over two substantive periods during the session. (...) With a view to enabling the Assembly to consider changes in this regard, with effect from the sixtieth session of the Assembly, the Secretary-General is requested to present, by 1 February 2004, various options for consideration by the General Committee, taking into account the requirements of the relevant intergovernmental bodies and the different locations of their meetings and the budget cycle. (...)	SG	One-time action. In response to this request, the Secretariat circulated a note entitled "Options for the rescheduling of the Main Committees of the General Assembly" (A/58/CRP.3), which the Assembly considered at its fifty-eighth session. (A.61/483 p.12 and A/62/608 p.7)

C. Provisions related to the General Debate				
6.	A/RES/57/301-2 Also in: A/RES/57/301-3 A/RES/51/241-19 A/RES/51/241-20 (a)	Also decides that the general debate in the General Assembly shall open on the Tuesday following the opening of the regular session of the General Assembly and shall be held without interruption over a period of nine working days;	SG/DGACM	Provision implemented on the ongoing basis. Included in Annex VIII of the Rules of Procedure. The general debate opens on the Tuesday following the opening of the regular session of the General Assembly and is being held without interruption over a period of nine working days.
7.	A/RES/51/241-20 (b)-(e)	The preparation of the list of speakers for the general debate shall be based on the following principles: (b) Member States shall be invited to indicate three preferences for speaking times ; (c) Member States wishing to organize or participate in group meetings during the general debate period shall be encouraged to coordinate their responses to the request for preferences and to indicate this transparently in their responses; (d) The Secretariat shall be requested to prepare a list of speakers based on existing traditions and expressions of preference to best accommodate Members' needs; (e) The list of speakers for each day shall be completed and no speakers will be rolled over to the next day, notwithstanding the implications for hours of work.	SG/DGACM	Provision implemented on the ongoing basis by the Secretariat. The preparation of the list is based on the expressions of preference, traditions and internal criteria, e.g. written request by a MS, level of the representation, previous speaker slot, gender balance, geographical diversity etc.
D. Provisions related to the conduct of business: Time Limits on Speeches				
8.	A/RES/59/313-10	Decides that time limits on speeches in the plenary Assembly and in the Main Committees shall be applied in accordance with rules 72 and 114 of the rules of procedure of the General Assembly; <i>Rule 72 reads: The General Assembly may limit the time to be allowed to each speaker and the number of times each representative may speak on any question. Before a decision is taken, two representatives may speak in favour of, and two against, a proposal to set such limits. When the debate is limited and a representative exceeds his allotted time, the President shall call him to order without delay.</i> <i>Rule 114 reads: The committee may limit the time to be allowed to each speaker and the number of times each representative may speak on any question. Before a decision is taken, two representatives may speak in favour of, and two against, a</i>	MS/SG/PGA	Provision implemented on the ongoing basis by the Secretariat, PGA and MS bearing in mind the sovereign right of each MS to express its national position.

		<i>proposal to set such limits. When the debate is limited and a representative exceeds his allotted time, the Chairman shall call him to order without delay.</i>		
9.	A/RES/51/241-22	Outside the general debate there shall be a fifteen-minute time limit in plenary meetings and in the Main Committees.	MS	Ongoing provision. Provision to be applied by MS bearing in mind the sovereign right of each MS to express its national position.
10.	A/RES/59/313-13	Invites Member States that are aligned with statements already made by the chair of a group of Member States, where possible, to focus additional interventions that they make in their national capacity on points that have not already been adequately addressed in the statements of the group in question, bearing in mind the sovereign right of each Member State to express its national position;	MS	Provision to be implemented by MS bearing in mind the sovereign right of each MS to express its national position.
E. Provisions related to the modern technologies				
11.	A/RES/60/286-28 Also in: A/RES/59/313-15 A/RES/55/285-24 (a)	Requests an update on its recommendation, in paragraph 15 of its resolution 59/313, regarding consideration of the use of optical scanners as a means of expediting the counting of votes cast through secret ballots during elections, taking due account of the security requirements in this regard and the credibility, reliability and confidentiality of such means, and requests the Secretary-General to report on the modalities thereof to the General Assembly;	SG	One –time action. Several options, taking into account the security requirements and the credibility, reliability and confidentiality of such means, have now been examined and have been made available to Member States in the form of a paper on revitalization which was prepared by the Secretariat and submitted to the Member States by the co-chairs in the course of the sixty-first session. The proposals contained therein are currently under consideration. (A/62/608, p. 15). Action by MS required.
12.	A/RES/55/285-24 (b-c)	Taking into account the general support in this regard, the Secretary-General is requested to submit proposals to the General Assembly for its consideration: (b) Wiring of the main conference rooms at Headquarters to provide members of delegations and the Secretariat with access to the Official Document System and other databases of the Organization, as well as to the Internet , together with electronic access to texts of statements and reports and, in the case of reports, simultaneous access to texts in all official languages; (c) Other areas of the work of the Assembly in which the use of modern technology and information technology would contribute to enhancing efficiency in its working methods.	SG	(b) The Chief Information Technology Officer (CITO) will coordinate with the member states their requirements of connectivity. (c) Managing knowledge of the Organization, by way of an enterprise content management (ECM) system has been proposed by the SG. (A/62/510 p. 19 - 22).
13.	A/RES/51/241-45	The Secretary-General is requested to pursue an information technology plan with a range of options to provide all permanent missions to the United Nations and the wider public with on-line access to documents and	SG	Web Content Management (WCM) is a component of the ECM platform that facilitates knowledge-sharing within the Secretariat and with other international organizations, non-governmental organizations and the

		relevant United Nations information. Unless the General Assembly decides otherwise, hard copies of documents shall continue to be distributed to permanent missions in accordance with their needs. While welcoming the progress made by the Ad hoc Open-ended Working Group on Informatics of the Economic and Social Council, further efforts in this direction could be pursued within a specified time-frame to harmonize and improve United Nations information systems. All countries, in particular developing countries, shall be assisted in making full use of this potential access. Adequate provision should be made for training delegates. Facilities for such access by delegations within the United Nations premises shall also be expanded as much as possible. Availability of information in this manner should be ensured in all official languages of the United Nations.		public at large through its capabilities for the creation and dissemination of content on internal and external websites, WCM: Provides a simple, browser-based capacity to create content, it empowers staff with minimal ICT skills to create and manage dynamic content of both internal and external websites; Standardizes web content authoring, the ECM system can easily enforce Secretariat standards for visual content, such as user interfaces, accessibility requirements, and facilitate the branding of internal and external websites. (A/62/510 p. 20)
14.	A/RES/51/241-46	The Secretary-General is encouraged to include information on the impact of technological improvements in his report on the implementation of mandates, by means of comparing outputs with objectives.	SG	<i>Vide comments for provisions E.12 and E.13 in this chart.</i>
F. Provisions related to documentation: resolutions				
15.	A/RES/60/286-23 Also in: A/RES/58/126-B.5	Encourages Member States to submit draft resolutions in a more concise , focused and action oriented form.	MS	Provision to be implemented by MS bearing in mind the sovereign right of Member States to submit proposals in the context of the Rules of Procedure of the General Assembly
G. Provisions related to documentation: consolidation of reports				
16.	A/RES/60/286-29 Also in: A/RES/59/313-16 A/RES/58/313-6 (c) A/RES/58/126-B.7	Requests the Secretary-General to implement further the measures set out in paragraph 20 of resolution 57/300 of 20 December 2002 on the consolidation of reports and in paragraph 6 of the annex to resolution 58/316 of 1 July 2004 on documentation;	SG	Since the adoption of this resolution, a number of reports, where appropriate, have been consolidated. (A/61/483 p.21 and A/62/608)
17.	A/RES/58/316-6 Also in: A/RES/59/313-16	In the light of its decision in section B, paragraph 7, of the annex to resolution 58/126 that the heavy volume of documentation that is submitted to the General Assembly for its consideration should be reduced, the Secretary-General is requested: (a) To update the note by the Secretariat, entitled “Control and limitation of documentation”, (A/58/CRP.7.) in the	SG	In request to the provision formulated in resolution 57/300, the Secretariat has issued a note entitled “Control and limitation of documentation” (A/58/CRP.7). The note has not been updated lacking the endorsement by MS.

		light of the provisions of the present resolution; (b) To submit the updated version of the note by the Secretariat for the consideration of the General Committee , meeting in open-ended consultations, so that it may make recommendations to the General Assembly at its fifty-ninth session.		
18.	A/RES/58/313-6 (c) Also in: A/RES/57/300-20	c) to take the necessary action to initiate the implementation of provisions of paragraph 20 of resolution 57/300, in which the General Assembly requested the Secretary-General to start, on a trial basis, a consultative process with the President of the General Assembly and the Chairmen of the Main Committees of the Assembly at the end of the main part of each session of the Assembly, with a view to consolidating reports on related subjects, if decided by the Main Committees	SG/PGA/MS	Consultations have not taken place, as there is no applicable decision by the Main Committees.
19.	A/RES/55/285-15 Also in: A/RES/51/241-32	Member States need to take concrete action to implement paragraph 32 of the annex to resolution 51/241, including by requesting more integrated reports. Para 32 reads as follows: The number of reports requested shall be rationalized where possible so as to permit more focused consideration of issues. All bodies shall exercise restraint in making proposals containing requests for new reports and should consider integrating, biennializing or triennializing the presentation of reports, bearing in mind paragraphs 6 and 7 of General Assembly resolution 50/206 C of 23 December 1995.	MS	Provision to be implemented by MS.
20.	A/RES/55/285-16	In preparing the annual memorandum concerning the implementation of the resolutions and decisions of the General Assembly, the secretariat of the Assembly, in consultation with the substantive departments of the Secretariat, should look for synergies and integration of reports	SG	Provision implemented on the ongoing basis by the Secretariat. The annual memorandum concerning the implementation of the resolutions contains a paragraph on the need for possible integration of reports.
H. Provisions related to the preparation and issuance of reports				
21.	A/RES/59/313-18 Also in: A/RES/49/221- B.6 (c)	Requests the Secretary-General to ensure that documentation and reports are issued well in advance , in keeping with the six-week rule for the issuance of documentation simultaneously in all official languages, as set out in resolution 49/221 B of 23 December 1994 and in	SG	Ongoing provision. In response to this request, the Department for General Assembly and Conference Management has entered into a compact with the Secretary-General which provides for zero tolerance of late submission of documents. (A/61/483 and

		resolution 59/309 of 22 June 2005 on multilingualism;		<i>A/62/608</i>).
22.	A/RES/55/285-18	The Secretary-General is requested to make further suggestions as to how to speed up the preparation of reports and to rationalize the scheduling of meetings. The Secretary-General shall keep the President of the General Assembly and the General Committee informed on this issue on a regular basis throughout the sessions of the Assembly.	SG	The SG continues to make recommendations in his memoranda on organization of the GA, adoption of the agenda and allocation of items (vide the most recent one: A/BUR/62/1)
23.	A/RES/55/285-17	Member States and entities of the United Nations system should make a serious effort to submit their replies and inputs to requests for information or views pursuant to resolutions of the General Assembly within the prescribed deadlines.	MS	Provision to be implemented by the MS.
24.	A/RES/59/313-17	Encourages Member States, when seeking additional information, to request that they be provided with the information either orally or, if in writing , in the form of information sheets, annexes, tables and the like, and encourages the wider use of this practice;	MS	Provision to be implemented by the MS.
I. Provisions related to the report of the SG on the Work of the Organization				
25.	A/RES/51/241-4	The introduction to the report of the Secretary-General on the work of the Organization should be in the nature of an executive summary highlighting main issues.	SG	Provision implemented by the Secretariat. The introduction to the report on the work of Organization is presented in a form of an executive summary highlighting the main issues.
26.	A/RES/51/241-5 Also reiterated in: <i>A/RES/55/285-13</i>	The main body of the report shall be comprehensive, informative and analytical in a way that will allow Member States to examine and assess, inter alia, through the debate on the report, the extent to which mandates given by the General Assembly have been fulfilled, as well as to set priorities in the context of the major political, economic and social, administrative and financial issues on its agenda.	SG	Provision implemented by the Secretariat on the ongoing basis.
27.	A/RES/51/241-6 Also reiterated in: <i>A/RES/55/285-13</i>	The Secretary-General shall incorporate a [new] forward-looking section in his report on the work of the Organization. It shall describe the specific goals for the Secretariat in the year ahead in the context of the work plan for the Organization in the coming year, taking into account the medium-term plan and the fact that the responsibility for establishing priorities rests with the Member States.	SG	Provision implemented on the ongoing basis by the Secretariat.
28.	A/RES/51/241-9	The report of the Secretary-General on the work of the	SG	Provision implemented on the ongoing basis by the

	Also reiterated in: <i>A/RES/55/285-13</i>	Organization shall, inter alia, contain an analytical and concise annex elaborating the costs by major programmes and activities of all bodies of the United Nations system, located both in and outside New York, according to their mandates, so as to improve Member States' overview of system-wide issues.		Secretariat.
29.	<i>A/RES/51/241-3</i>	The report of the Secretary-General on the work of the Organization should be available not later than thirty days prior to the opening of the regular session of the General Assembly in all official languages of the Organization so as to permit due consideration.	SG	Provision implemented on the ongoing basis by the Secretariat. During the 62 nd session the report has not been available within the deadline requested.
30.	<i>A/RES/55/285-14</i> Also in: <i>A/RES/51/241-7</i>	As regards implementation of paragraph 7 of the annex to resolution 51/241, the President of the General Assembly, after consideration by the Assembly of the report of the Secretary-General on the work of the Organization, shall inform the Assembly of his assessment of the debate on the report in order for the Assembly to determine the need for further action.	PGA	According to the practice, the SG introduces his report at the beginning of the general debate. Consequently, the PGA presents his assessment in conclusion of the general debate. No additional assessment by the PGA is being provided after plenary meetings of the GA.
31.	<i>A/RES/51/241-7</i>	The report of the Secretary-General on the work of the Organization shall be considered in plenary meetings of the General Assembly immediately after the general debate.	SG/ MS (GA)	Provision implemented by the Secretariat on the ongoing basis. The report is considered in plenary meetings of the GA immediately after the general debate.
32.	<i>A/RES/51/241-8</i>	The General Assembly in plenary meeting may refer sections of the report for more detailed consideration by the Main Committees.	MS	Provision has never been applied in practice. However, it does not formulate any definite obligation to refer sections of the report for more detailed consideration by the Main Committees.
33.	<i>A/RES/51/241-10</i>	The Secretary-General is requested to introduce the report orally at an appropriate time under the agenda item entitled "Report of the Secretary-General on the work of the Organization".	SG	Provision implemented on the ongoing basis by the SG. The Secretary General introduces his report orally under the agenda item "Report of the Secretary-General on the work of the Organization".
J. Provisions related to the agenda of the General Assembly				
34.	<i>A/RES/58/316-2 (a)</i>	(a) Pursuant to paragraph 4 of section B of the annex to resolution 58/126, the agenda of the General Assembly shall be organized under headings corresponding to the priorities of the Organization, as contained in the medium-term plan for the period 2002–2005 (or in the strategic framework, as appropriate), with an additional heading for "Organizational, administrative and other matters" (...)	SG/MS(GA)	One-time action. As of the fifty-ninth session, the agenda of the General Assembly has been organized under headings corresponding to the priorities of the Organization, as contained in the medium-term plan for the period 2002-2005 and, subsequently, in accordance with the strategic framework for the period 2006-2007, with an additional heading I, entitled "Organizational, administrative and other matters". (<i>A/61/483 p.13 and</i>

		(d) The provisions of the present section shall be reviewed by the General Assembly at its sixty-first session with a view to making further improvements, as appropriate.		A/62/608). During the sixty-first session no revision has been made by the GA.
35.	A/RES/58/316-4	Provisions related to allocation of agenda items. <i>For details vide: A/RES/58/316-4 (a)</i>	MS/SG	One-time action. The provisions of this paragraph are being implemented as of the fifty-ninth session and reflected in the agenda of each session. (A/62/608 A/RES/58/316-4)
36.	A/RES/55/285-3-9	Provisions related to clustering of agenda item concerning cooperation between the United Nations and regional and other organizations.	MS/SG	One-time action. Provision implemented as requested and reflected in the agenda of each session.
37.	A/RES/55/285-10,11	Provisions related to binnialization of agenda items. <i>For details vide: A/RES/55/285-10, 11</i>	MS/SG	One-time action. The provisions have been implemented as requested.
38.	A/RES/55/285-12	The following item shall be considered by the Third Committee , starting at the fifty-sixth session: “Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly”.	MS/SG	One-time action. The provisions have been implemented as requested.
39.	A/RES/58/126-B.4	With a view to better conceptualization of the content of the agenda of the General Assembly, the Secretary-General is requested to submit to the Assembly, for its consideration by 1 March 2004, an illustrative agenda of the Assembly, based on all the agenda items of the fifty-eighth session, organized around the priorities of the Organization for the period 2002–2005. The General Committee shall hold open-ended discussions on the illustrative agenda before making recommendations on the matter to the Assembly for its decision by 1 July 2004.	SG/General Committee	One-time action. In response to this request, the Secretariat circulated a note entitled “Illustrative agenda of the General Assembly” (A/58/CRP.4), which the Assembly considered at its fifty-eighth session” (A/61/483 p.12). <i>Vide also comments for provision J. 37 of the chart.</i>

40.	A/RES/58/126-B.5	(...) The President of the General Assembly at its fifty-eighth session, in consultation with the Secretary-General, and following consultations with concerned Member States, is requested to make proposals for the further biennialization, triennialization, clustering and elimination of items of the customary agenda of the Assembly for the consideration of the General Committee by 1 April 2004. The General Committee shall hold open-ended discussions on the proposals before making recommendations on the matter to the Assembly for its decision by 1 July 2004.	PGA	One-time action. Subsequent to adoption of resolution A/RES/58/126, the Secretariat circulated a note entitled “Analysis of the agenda of the General Assembly” which was considered by the General Committee in open-ended informal consultations.
41.	A/RES/55/285-2 Also in: A/RES/51/241-24	The rationalization and streamlining of the agenda of the General Assembly should continue in order to enable the Assembly to focus its work on priority issues. Any change or suggestion concerning the agenda is made with the understanding that Member States may at any time propose any issue or item for the attention and consideration of the Assembly.	MS(GA)	Provision implemented on the ongoing basis.
42.	A/RES/51/241-23	Bearing in mind rule 81 of the rules of procedure of the General Assembly, the requirements for reopening debate on an agenda item which the Assembly had decided was completed will continue to be as at present and should be made clear to delegations through a statement from the President of the Assembly. A delegation wishing to reopen debate on an agenda item should send a written request to the President of the Assembly. The President will then undertake soundings to ascertain whether the request enjoys wide support. In the light of these soundings, the President shall announce in the Journal of the United Nations the date of the meeting of the Assembly to consider the question of reopening debate on the item, bearing in mind the requirements of rule 81.	MS (GA)/PGA	Provision implemented on the ongoing basis. <i>Also: Rule 81</i>
43.	A/RES/51/241-25	As a general rule, agenda items that could be considered in the Main Committees shall be referred to the Main Committees rather than the General Assembly in plenary meetings.	GA/SG	Provision implemented on the ongoing basis.
K. Provisions related to practices and working methods of the Main Committees of the General Assembly				
44.	A/RES/60/286-25	Requests the Main Committees to continue their efforts to further rationalize their agendas and to improve their	Main Committees	In response to the request to the provision, some of the Main Committees explored the ways and possibilities

	Also in: <i>A/RES/59/313-8</i>	working methods, and invites the Bureaux of the Main Committees to enhance their cooperation , in conformity with the rules of procedure;		to enhance their cooperation. For instance, during the 60, 61 st sessions there have been joint meetings of the bureaux of the second and the third committees.
45.	<i>A/RES/60/286-26</i>	Decides, in that respect, to give due consideration to those recommendations of the Main Committees regarding the improvement of their working methods and the allocation of agenda items which require the approval of the General Assembly for their implementation;	MS(GA)	Provision to be implemented by MS.
46.	<i>A/RES/59/313-9</i>	Requests the Chairpersons of the Main Committees, at the end of their terms of office, to provide a short report on their observations and “ lessons learned ” to their immediate successors;	Main Committees	Provision is implemented by Main Committees on the ongoing basis. The observation and “lesson learned” are presented during the informal meetings between upcoming and incoming bureaux of the respective committees.
47.	<i>A/RES/58/316-3 (a),</i> Also in: <i>A/RES/59/313-7</i> <i>A/RES/51/241-26</i>	(a) Each Main Committee shall give specific attention to the rationalization of their future agendas by the biennialization, triennialization, clustering and elimination of items, and make recommendations to the plenary Assembly for its decision by 1 April 2005;	Main Committees	In response to this request, The Main Committees at the 59 th and 60 th sessions made recommendations to the Assembly.
48.	<i>A/RES/58/316-3-(b)</i> Also in: <i>A/RES/51/241-30</i>	(b) Each Main Committee shall adopt a provisional programme of work at the end of the session for the next session to help them better to plan, prepare and organize and, in this context, review the related documentation requirements.	Main Committees	Implemented as of the fifty-ninth session (Information on the programme of work of the Fifth Committee is usually not available owing to the time frame of the Committee’s work). (<i>A/61/483 p.14 and A/62/608</i>)
49.	<i>A/RES/58/316-3-(c)</i>	(c) The practice of interactive debates and panel discussions shall be utilized or expanded, as appropriate, by all Main Committees so as to enhance informal, in depth discussions and to bring together experts from various fields without prejudicing the progress of the substantive work of the Main Committees.	Main Committees	Provision is being implemented on the ongoing basis. The Committees make and extensive use of interactive debates and panels, e.g. panel meetings are of particular importance for the work of the Second Committee.
50.	<i>A/RES/58/316-3-(d)</i> Also in: <i>A/RES/51/241-53</i>	The practice of “ question time ” shall be introduced, as appropriate, in all Main Committees to enable a dynamic and candid exchange with heads of departments and offices, representatives of the Secretary-General and special rapporteurs;	Main Committees	Provision implemented on the ongoing basis. As f the 59 th session, Main Committees introduced the “question time” which has a significant importance for their work.
51.	<i>A/RES/58/316-3-(e)</i>	The web sites of the Main Committees shall be enhanced and thereafter regularly updated and their content maintained by the secretariats of the Main Committees.	Main Committees	Provision implemented on the ongoing basis. The websites of the Main Committees continue to be enhanced and regularly updated by the respective secretariats (<i>A/61/483 (p.15 and A/62/608)</i>).
52.	<i>A/RES/58/316-3-(f)</i>	The bureaux-elect of the Main Committees shall meet	Main Committees	Ongoing provision. Provision implemented as of the

		immediately after their election in order to discuss the organization and division of their work.		58 th session.
53.	A/RES/58/316-3-(g)	With a view to ensuring the continuity and the effective organization of their work, the incoming bureaux of the Main Committees shall, no later than two weeks after their election, meet with the outgoing bureaux in order to consult on and review issues relating to the efficient functioning of the Main Committees.	Main Committees	Implemented by most of the Main Committees as of the 58 th session.
54.	A/RES/58/316-3-(h) Also in: <i>A/RES/51/241-30</i>	Prior to the opening of each session, informal briefings of each Main Committee shall be convened to discuss the organization of work .	Main Committees	Implemented as of the 59 th session.
55.	A/RES/58/126-B.8	The Main Committees of the General Assembly are bound by the rules of procedure of the General Assembly, although they have different practices and working methods. With a view to identifying best practices and working methods, and recognizing the ongoing efforts of the Main Committees to streamline their work, the Secretary-General, drawing on the experience of previous Chairmen of the Main Committees, is requested to submit a historical and analytical note on the practices and working methods of the Main Committees for the consideration of the General Committee by 1 April 2004. The General Committee shall hold open-ended discussions on the note before making recommendations on the matter to the Assembly for its decision by 1 July 2004.	SG	In response to this request, the Secretariat circulated a note entitled “Historical and analytical note on the practices and working methods of the Main Committees” (A/58/CRP.5), which was considered by the General Committee in open-ended informal consultations.” (<i>A/61/483 p. 13 and A/62/608</i>)
56.	A/RES/51/241-51	There shall be a more detailed and structured examination in the Main Committees of the relevant reports of the Board of Auditors, the Joint Inspection Unit and the Office of Internal Oversight Services in relation to the substantive work of these Committees.	Main Committees	The reports are examined in the Main Committees on an ad hoc basis, if necessary.
57.	A/RES/51/241-31	The Main Committees shall meet in substantive session only after the end of the general debate .	Main Committees	Provision implemented on the ongoing basis.
58.	A/RES/51/241-36	The First Committee and the Fourth Committee shall not meet simultaneously and may consider meeting in a sequential manner during the regular session of the General Assembly. This arrangement shall not apply if it affects their respective identities, programmes of work and effective consideration of their agendas.	Main Committees	Provision implemented on the ongoing basis. The secretaries of the First and Fourth Committee undertake consultation with the purpose of avoiding simultaneous meetings.

L. Provisions related to the General Committee				
59.	A/RES/60/286-27 Also in: A/RES/58/316-5 (b)	Reiterates its call for the effective implementation of rule 42 of the rules of procedure of the General Assembly. <i>Rule 42 reads: The General Committee shall meet periodically throughout each session to review the progress of the General Assembly and its committees and to make recommendations for furthering such progress. It shall also meet at such other times as the President deems necessary or upon the request of any other of its members”</i>	General Committee	Since the adoption of the resolution 58/316 of 1 July 2004, the General Committee met throughout the session of the General Assembly.
60.	A/RES/51/241-33	The General Committee shall use its authority and competence, taking into account rule 43 of the rules of procedure, by allowing Member States that are not represented on the General Committee to participate in its discussions. The process of decision-making will continue to be as at present. <i>Rule 43 reads: A member of the General Assembly which has no representative on the General Committee and which has requested the inclusion of an item in the agenda shall be entitled to attend any meeting of the General Committee at which its request is discussed and may participate, without vote, in the discussion of that item.</i>	General Committee	Provision implemented on the ongoing basis.
61.	A/RES/58/316-5 (a)	The work of the General Committee shall be carried out in accordance with section VI of the rules of procedure of the General Assembly;	General Committee	Provision implemented on the ongoing basis.
62.	A/RES/58/316-5 (b)	The General Committee shall continue to meet throughout the session and to play the leading role in advising the General Assembly on the efficient organization, coordination and management of its work.	General Committee	Since the adoption of the resolution 58/316 of 1 July 2004, the General Committee met throughout the session of the General Assembly and played its leading role in advising the Assembly in the organization of its work.
63.	A/RES/58/316-5 (c)	To ensure the effective implementation of rule 42 of the rules of procedure of the General Assembly, the General Committee shall meet regularly throughout the session with the bureaux of the Main Committees to review the progress of the work of the Main Committees and to make recommendations for furthering such progress;	General Committee	Since the adoption of the provision, the General Committee met throughout the sessions of the General Assembly to ensure the effective implementation of rule 42 of the rules of procedure. Main Committee Chairmen regularly briefed General Committees on the work of their Committees.
64.	A/RES/58/316-5 (d)	In July of each year, the General Committee shall conduct a review of the proposed programme of work for the	General Committee	In response to this request the Secretary-General has submitted reports at the 58 th , 59 th , 60 th and 61 st sessions

		forthcoming session of the General Assembly, on the basis of a report to be submitted by the Secretary-General, and submit recommendations on the matter to the forthcoming Assembly. The report of the Secretary-General shall include information on the status of documentation to be issued during the forthcoming session;		of the General Assembly, including the requested information on the status of documentation (<i>vide</i> : A/58/864, A/59/860, A/60/971, A/61/1015 and their respective addenda).
65.	A/RES/58/316-5 (e)	The General Committee, meeting in open-ended consultations, shall continue to consider the further biennialization, triennialization, clustering and elimination of items of the customary agenda of the General Assembly and make recommendations thereon to the Assembly during its fifty-ninth session;	General Committee	Since the adoption of the provision the General Committee has made no recommendations to the General Assembly on the biennialization, triennialization, clustering and elimination of its items of the Assembly's customary agenda.
66.	A/RES/58/316-5 (f)	On the basis of proposals from the President of the General Assembly, and in the light of the positive experience during the fifty-eighth session, the General Committee shall be encouraged, as appropriate, to continue to schedule informal briefings on topical issues ;	General Committee	At the 58 th and 59 th sessions, the General Committee held a number of informal briefings on topical issues. Due to the rising number of thematic debates the practice of informal briefings in the GC has been limited to avoid duplications.
67.	A/RES/58/316-5 (g)	At the beginning of each session, the General Committee, following recommendations from the President of the General Assembly, shall recommend to the Assembly a programme of, and format for, interactive debates on the items on its agenda;	General Committee	Since the adoption of the provision the General Committee has made no recommendations to the General Assembly on a programme of interactive debates on the items on its agenda.
68.	A/RES/58/316-5 (h)	The General Committee shall continue to consider ways and means to further improve its working methods to increase its efficiency and effectiveness in all aspects, and make recommendations on the matter to the General Assembly for its decision by 1 April 2005.	General Committee	The General Committee continues to consider ways and means of improving its working methods. No recommendation has been made in that regard since the adoption of this provision.
69.	A/RES/58/126-B.1	The General Committee shall meet throughout the session and further improve its working methods to increase its efficiency and effectiveness. It will play the leading role in advising the General Assembly on the efficient organization, coordination and management of its work. In this connection, the Assembly will also consider proposals to reform the General Committee.	General Committee	The General Assembly at its 58 th session on 1 July 2004, adopted resolution A/ RES/58/316, by which inter alia decided on a number of measures with regard to the reform of the General Committee.
70.	A/RES/55/285-20	In order to enhance the capacity of the General Committee to assist the President of the General Assembly in the conduct of the business of the Assembly and to improve continuity between its different sessions, at the outset of each session, each Vice-President of the Assembly shall	General Committee	Provision implemented on the ongoing basis.

		designate a liaison person for the duration of the session. This designation may be made informally, without any amendment to rule 39 of the rules of procedure of the Assembly, by means of a letter to its President.		
71.	A/RES/51/241-34	The General Committee may, each year, prior to the closure of the session, prepare suggestions based on its experience for the consideration of the incoming General Committee.	General Committee	Suggestions have been made on the ongoing basis during the informal meetings between upcoming and incoming general Committee.
72.	A/RES/51/241-35	The General Committee is requested to consider and recommend to the General Assembly methods and procedures for streamlining and rationalizing the Committee's work . The General Committee shall, in this context, in relation to each agenda item proposed, consider its rejection or its inclusion in the provisional agenda, taking into account previous recommendations of the General Committee and previous relevant decisions of the Assembly.	General Committee	Provisions to be implemented by GC.

Cluster II (Selection of the Secretary-General)

No.	Document reference	Text of provision	Implementing entity	Comments:
A. General provisions related to the selection of the Secretary – General				
1.	A/RES/60/286-17 Also in: A/RES/51/241-57	Recalls Article 97 of the Charter, as well as the provisions of General Assembly resolutions 11(I) of 24 January 1946 and 51/241, as relevant to the role of the Assembly in appointing the Secretary-General, upon the recommendation of the Security Council;	N/A	No specific action.
2.	A/RES/60/286-22	Emphasizes the importance of candidates for the post of Secretary-General possessing and displaying, inter alia, commitment to the purposes and principles of the Charter of the United Nations, extensive leadership, and administrative and diplomatic experience;	N/A	No specific action.
B. Provisions related to the selection process				
3.	A/RES/60/286-18 Also in: A/RES/51/241-56 A/RES/51/241-59	Emphasizes, bearing in mind the provisions of Article 97 of the Charter, the need for the process of selection of the Secretary-General to be inclusive of all Member States and made more transparent and that, in the course of the identification and appointment of the best candidate for the post of Secretary-General, due regard should be given to regional rotation and gender equality, and invites the Security Council to regularly update the General Assembly on the steps it has taken in this regard;	MS (GA/SC)	Provision implemented on the ongoing basis.
4.	A/RES/60/286-19 Also in: A/RES/51/241-60	Encourages, without prejudice to the role of the principal organs as enshrined in Article 97 of the Charter, the President of the General Assembly to consult with Member States to identify potential candidates endorsed by a Member State and, upon informing all Member States of the results, to forward those results to the Security Council;	MS, PGA	No consultations upon the appointment of a new SG have taken place in 2006. Provision to be implemented every 5 years.
5.	A/RES/60/286-20	Also encourages formal presentation of candidatures for the position of Secretary-General in a manner that allows sufficient time for interaction with Member States, and requests candidates to present their views to all States members of the General Assembly;	MS	Presentation of candidature is being made in a form of letters to the SC. Since the adoption of that provision, no formal meetings with the candidates in the GA have taken place.

C. Provisions related to the appointment and duration of the term				
6.	A/RES/60/286-21 Also in: <i>A/RES/51/241-61</i>	Recalls paragraph 61 of its resolution 51/241, in which it is stated that, in order to ensure a smooth and efficient transition, the Secretary-General should be appointed as early as possible , preferably no later than one month before the date on which the term of the incumbent expires.	GA, SC	The provision is being implementing to the extent possible.
7.	A/RES/51/241-58	The duration of the term or terms of appointment, including the option of a single term, shall be considered before the appointment of the next Secretary-General.	MS	MS decide on the duration of the term on the case-by case basis based on recommendation by the SC.

Cluster III (Role and authority of the General Assembly)

No.	Document reference	Text of provision	Implementing entity	Comments
A. General provisions related to the role and authority of the GA				
1.	A/RES/60/286-1 Also in: A/RES/59/313-2 (b)	Reaffirms the role and the authority of the General Assembly, including on questions relating to international peace and security, as stipulated in Articles 10 to 14 and 35 of the Charter of the United Nations, where appropriate using the procedures set forth in rules 7 to 10 of the rules of procedure of the General Assembly, which enable swift and urgent action by the Assembly, bearing in mind that the Security Council has primary responsibility for the maintenance of international peace and security in accordance with Article 24 of the Charter;	MS	Ongoing provision. The General Assembly has a number of items on its agenda that fall under this provision. Since the adoption of this provision, the Tenth Emergency Special session was convened on 15 December 2006 for its 30-31 st Plenary meetings.
B. Provisions related to the election of President of the General Assembly				
2.	A/RES/58/126-B.9	In accordance with paragraph 2 (a) and (c) of resolution 56/509, the General Assembly elects the President of the Assembly, the Vice-Presidents of the Assembly, and the Chairmen of the Main Committees at least three months before the opening of the session in which they will serve. In order to foster better advance planning and preparation of the work of the Main Committees, the full Bureaux of the Main Committees shall similarly be elected three months in advance of the next session.	MS	Ongoing provision. Provision implemented as of the 58 th session. This provision as well as Rules 30 and 99 a) apply to the election of the PGA and Vice-Presidents.
C. Provisions related to the competencies of the PGA				
3.	A/RES/58/126-7	In June of each year, the President-elect of the General Assembly, after taking into account the views provided by Member States and following consultations with the incumbent President and the Secretary-General, will suggest an issue , or issues, of global concern upon which Member States will be invited to comment during the general debate at the forthcoming session of the Assembly. The views provided by Member States should also be summarized and circulated to Member States. Such suggestions regarding the issue(s) for comment will be without prejudice to the sovereign right of Member States to solely and entirely determine the content of their general	PGA	Provision implemented on the ongoing basis. The President of the 62 nd session of the General Assembly suggested the theme: responding to the climate change. The views provided by MS were summarized in PGA presentation to all regional groups in September 2007.

		debate statements.		
D. Provisions related to the financial, logistic and technical support for the PGA				
4.	A/RES/59/313-3 (b)	Decides to strengthen the role and leadership of the President of the General Assembly by: (b) Augmenting the resources available to the Office of the President of the General Assembly from within existing resources, subject to consideration by the Assembly of the proposed programme budget for the biennium 2006–2007, to provide for two further additional posts at management and senior levels to be filled on an annual basis following consultations with the incoming President, beginning at the sixtieth session of the Assembly;	SG	Provision implemented as of the sixtieth session (A/61/483, p.18).
5.	A/RES/58/126-10	The resources available to the Office of the President of the General Assembly in personnel and other support shall be augmented from within existing resources, bearing in mind the provisions of paragraph 22 of the annex to resolution 55/285. Five additional posts shall be made available to supplement current support, of which three shall be filled on an annual basis, following consultations with the incoming President, beginning at the fifty-ninth session of the Assembly.	SG	Provision implemented as of the fifty-ninth session (A/61/483 p.11 and A/62/608)
6.	A/RES/55/285-22 Also in: A/RES/51/241-44	Additional measures are required to implement paragraph 44 of the annex to resolution 51/241, in particular in the area of substantive support for the President of the General Assembly. Therefore, adequate support should be made available to the office of the President in the substantive areas of its work. To this end, the Secretary-General is requested to take appropriate measures and to submit proposals to the relevant committees for their consideration during the fifty-sixth session of the Assembly.	SG	The support for the PGA is being provided to the limited extent. Various technical, logistical, protocolar and financial questions need to be clarified.
7.	A/RES/59/313-3 (c)	Decides to strengthen the role and leadership of the President of the General Assembly by: (c) Making available to the President of the General Assembly adequate office and conference space with a view to enabling the President to carry out his/her functions in a manner commensurate with the dignity and stature of the Office;	SG	Beginning with the fifty-ninth session, transitional office space and other support have been provided to the President-elect.

8.	A/RES/60/286-11 Also in: <i>A/RES/58/126-11</i>	Requests the Secretary-General to continue to make the necessary arrangements for the provision of transitional office accommodation and other support to the President-elect of the General Assembly, in accordance with resolution 58/126 of 19 December 2003;	SG	Beginning with the fifty-ninth session, transitional office space and other support have been provided to the President-elect. (<i>A/61/483, p.11 and A/62/608 p. 6</i>)
9.	A/RES/59/313-3 (d)	Requesting the Secretary-General to ensure that the President of the President of the General Assembly is provided with proper protocol services at Headquarters and at other United Nations duty stations.	SG	Support by the Protocol Office to the Office of the President of the General Assembly has been further strengthened through closer coordination with the Office of the President where protocol services are necessary, including also the social events hosted by the President. (<i>A/61/483 p.18 and A/62/608</i>).
10.	A/RES/60/286-9	Requests the President of the General Assembly, at the end of his/her tenure, to provide an informal, short report on best practices and lessons learned to his/her successor;	PGA	Provision implemented on the ongoing basis in a form of the informal meetings.
E. Provisions related to the annual report of the Security Council				
11.	A/RES/60/286-4 Also in: <i>A/RES/58/126-3</i>	Invites the Security Council to further its initiatives to improve the quality of its annual report to the General Assembly, mandated by Article 24, paragraph 3, of the Charter, in order to provide the Assembly with a substantive and analytical report;	SC	The report of the SC is being improved in a gradual manner. In the 90's the report has been changed due to changes of working methods of the SC. Since 2000, further changes have been introduced; inter alia the introductory part has been added. Since then, the SC is more focused on the introduction to the report. Last year, information on the special political missions has been added to the report. This year, for the first time, the report will be prepared on the basis of new guidelines according to the findings by the SC Working Group on Documentation. Furthermore, this year's report will include record of resolutions on which no agreement has been reached in the SC.
12.	A/RES/60/286-7 Also in: <i>A/RES/59/313-2 (d)</i> <i>A/RES/58/126-2</i>	Also invites the Security Council to submit periodically, in accordance with Articles 15 and 24 of the Charter, special subject-oriented reports to the General Assembly for its consideration on issues of current international concern;	MS (SC)	Since the adoption of the resolution A/RES/58/126 no special subject-oriented reports were formally submitted to the GA. The special subjects are to some extent covered by the monthly assessment by the Presidency of the Security Council.
13.	A/RES/59/313-2 (c) Also in: <i>A/RES/59/313-2 (f)</i>	To consider the annual reports as well as special reports of the Security Council, in accordance with Article 15, paragraph 1, and Article 24, paragraph 3, of the Charter, through substantive and interactive debates ;	GA	Provision implemented on the ongoing basis. The report of the SC is being considered through substantive and interactive debates.

14.	A/RES.51.241-11	The agenda item entitled "Report of the Security Council" shall continue to be considered in plenary meetings of the General Assembly.	GA	Provision implemented on the ongoing basis. The report of the Security Council is considered in plenary meetings of the General Assembly.
15.	A/RES.51.241-14	The monthly forecast of the programme of work of the Security Council shall be circulated for the information of members of the General Assembly.	SC	Implemented on the ongoing basis. MS are provided with the monthly forecast of the programme of work of the Security Council in hard copies. Furthermore, the programme of work is also uploaded on the website of the Security Council.
16.	A/RES/60/286-5 Also in: <i>A/RES/58/126-4</i> <i>A/RES.51.241-12</i>	In carrying out the assessment of the debate on the annual report of the Security Council called for in paragraph 12 of the annex to resolution 51/241 of 31 July 1997, the President shall inform the General Assembly of his decision regarding the need for further consideration of the report of the Council, including in respect of the convening of informal consultations, on the need for, and content of, any action by the Assembly based on the debate, as well as on any matters to be brought to the attention of the Council;	PGA	To date, consideration of the report of the Security Council has been held in the plenary only.
17.	A/RES.51.241-12	The President of the General Assembly shall assess the debate on this item and consider the need for further consideration of the report of the Security Council.	PGA	Implemented on the ongoing basis. The PGA provides an opening remarks and closing assessment of the debate.
18.	A/RES.51.241-13	The agenda item shall not be closed but shall remain open to enable further discussion as necessary during the year, bearing in mind, inter alia, the submission of additional reports as and when necessary.	MS (GA)	During the 59 th session the agenda item remained open. During the 60 th , 61 st and 62 nd session the MS decided to close the agenda item.
F. Provisions related to the annual report of the ECOSOC				
19.	A/RES/60/286-8	Invites the Economic and Social Council to continue to prepare its report to the General Assembly in accordance with Assembly resolution 50/227 of 24 May 1996, striving to make it more concise and action-oriented by highlighting the critical areas requiring action by the Assembly and, as appropriate, by making specific recommendations for consideration by the Member States;	MS (ECOSOC)	Provision implemented on the ongoing basis.
20.	A/RES.51.241-15	The report of the Economic and Social Council to the General Assembly shall be prepared in accordance with General Assembly resolution 50/227 of 24 May 1996. The report shall also contain an evaluation of the report of the Administrative Committee on Coordination, taking into account the report of the Committee for Programme and Coordination.	MS (ECOSOC)	Provision implemented on the ongoing basis.

G. Provisions related to the annual report of the ICJ				
21.	A/RES.51.241-16	The report of the International Court of Justice shall continue to be considered in plenary meetings of the General Assembly. The Assembly shall continue to support the role of the International Court of Justice as the principal judicial organ of the Organization, in accordance with the Charter of the United Nations. The Assembly shall also continue to encourage the progressive development and codification of international law.	GA	Provision implemented on the ongoing basis. As of the 52 nd session the report continue to be considered in plenary meetings of the GA.
H. Provisions related to the Public Relations activities				
22.	A/RES/60/286-14	Requests the Department of Public Information of the Secretariat, in cooperation with countries concerned and with the relevant organizations and bodies of the United Nations system, to continue to take appropriate measures to enhance world public awareness of the work of the General Assembly;	SG (DPI)	Ongoing provision. The Department of Public Information continues to implement its communications strategy to publicize the work and decisions of the General Assembly approved by the Assembly in its resolutions 59/126 B and 60/109 B..
23.	A/RES/60/286-16	Encourages the Presidents of the General Assembly to increase their public visibility , including through enhanced contacts with representatives of the media and civil society, thus promoting the activities of the Assembly, and encourages the Secretary-General to continue the practice of providing to the Office of the President of the Assembly a Spokesperson for the President of the Assembly and an assistant to the Spokesperson;	PGA, SG	Ongoing provision. As of the sixtieth session, for example, the Presidents of the General Assembly, together with the Chairmen of the Main Committees, have periodically briefed representatives of civil society on the programme of work of the Assembly at its current sessions. (A/61/483 p.20 and A/62/608 p. 15). No assistant to the Spokesperson for the PGA is provided since January 2008.
24.	A/RES/58/126-8	The work and decisions of the General Assembly should be better publicized . Accordingly, the support provided by the Department of Public Information of the Secretariat for these purposes should be intensified and strengthened. The Secretary-General is requested to present a plan to this end, within existing resources, to the next session of the Committee on Information, so that recommendations can be made to the Assembly.	SG (DPI)	One-time action. A plan was presented by the Secretary-General to the Committee on Information at its twenty-sixth session (see A/AC.198/2004/6; see also resolutions 59/126 B and 60/286, annex para. 14).” (A/61/483 p. 11 A/62/608)
25.	A/RES/60/286-15	Urges the Secretariat to continue its endeavors to raise the visibility of the General Assembly and, to that end, requests the rearrangement of items in the Journal of the United Nations so that listings of plenary meetings and other major events of the General Assembly may appear alongside those of the meetings of the Security Council;	SG	As of the sixty –first session the items in Journal of the United Nations have been rearranged. (A/61/483 and A/62/608)

I. Provisions related to the GA cooperation with the civil society and others				
26.	A/RES/60/286-12	Encourages enhanced interaction, as and where appropriate, with civil society , including non-governmental organizations, in particular those from developing countries, on relevant issues, (...)	GA	Ongoing provision. As of the sixtieth session, for example, the Presidents of the General Assembly, together with the Chairmen of the Main Committees, have periodically briefed representatives of civil society on the programme of work of the Assembly at its current sessions. (A/61/483 p.20 and A/62/608 p. 15).
27.	A/RES/60/286-13	Also encourages, where appropriate, continued cooperation between the General Assembly and national and regional parliaments , particularly through the Inter-Parliamentary Union;	GA	Provision has been implemented on the ongoing basis. Numerous meetings have been taken place between the PGA and visiting parliamentarians. The IPU also participates as an observer in debates of the GA.
J. Provisions related to the organization of work				
28.	A/RES/55/285-19 Also in: A/RES/51/241-28	In order to implement fully paragraph 28 of the annex to resolution 51/241, the President of the General Assembly is encouraged to make greater use of facilitators , where appropriate.	PGA	Provision implemented on the ongoing basis. During the sixty-second session the PGA has appointed 17 facilitators (e.g. Financing for Development; International Environmental Governance; Mandate Review; System-wide Coherence; GA Revitalization; SC Reform; HIV/AIDS, Commemorative High-level Plenary Meeting on Children; Assistance and Support to Victims of Sexual Exploitation and Abuse).
29.	A/RES/51/241-27	The General Assembly is the highest political body with universal membership of the Organization. Consideration of agenda items directly in plenary meetings shall be reserved for urgent issues or issues of major political importance, bearing in mind paragraphs 1 and 2 of annex I to General Assembly resolution 48/264.	GA	Provision implemented on the ongoing basis.
30.	A/RES/51/241-28	The President of the General Assembly, with a view to ensuring that there is a systematic and transparent process for participation by delegations in discussions on action to be taken on items considered directly in plenary meetings, shall assess the debate in plenary meetings (...).	PGA	Provision implemented on the ongoing basis. Usually, the PGA provides his assessment of the debates in plenary meetings whenever items considered are of particular importance or special interest to MS.
31.	A/RES/51/241-29	The Secretariat shall ensure, in consultation with the President, that priority is accorded to the availability of a meeting room and services to facilitate these consultations.	SG	Provision is being implemented on the ongoing basis by the Secretariat.
K. Provisions related to Interactive/Thematic Debates				
32.	A/RES/60/286-3 Also in:	Encourages the holding of thematic interactive debates on current issues of critical importance to the international community in the General Assembly, and invites the	MS (GA), PGA	Ongoing provision. During the sixty-second there have been 5 thematic debates (e.g. climate change; MDGs; management reform; human trafficking, human

	<i>A/RES/59/313-3 (a)</i> <i>A/RES/58/126-B.3</i>	President of the Assembly to propose themes for such interactive debates, in consultation with Member States;		security). During the sixty-first session, 5 thematic debates have been organized (MDGs; gender equality; civilizations; financing for development; climate change)
33.	<i>A/RES/59/313-12</i>	Encourages the holding of interactive debates with a view to contributing to intergovernmental decision-making;	MS (GA)	Provision implemented on the ongoing basis. .
L. Provisions related to the cooperation between the main organs				
34.	<i>A/RES/60/286-2</i> Also in: <i>A/RES/58/126-6</i> <i>A/RES/55/285-21</i> <i>A/RES/51/241-43</i>	Urges the Presidents of the General Assembly, the Security Council and the Economic and Social Council to meet periodically to ensure increased cooperation and coordination of their work programmes in accordance with their respective responsibilities under the Charter; the President of the Assembly shall inform Member States about the outcome of those meetings on a regular basis;	PGA	Provision implemented on the ongoing basis. The President of the GA, SC and ECOSOC meet together periodically. No regular information has been presented to the MS about the outcome of those meetings.
35.	<i>A/RES/58/126-5</i>	The President of the General Assembly should continue to be briefed regularly by the President of the Security Council on the work of the Council. The President of the Assembly may wish to inform Member States about the substantive issues raised during these meetings.	PSC, PGA	Provision implemented on the ongoing basis. The PGA and the PSC are meeting in monthly intervals.
36.	<i>A/RES/60/286-6</i> Also in: <i>A/RES/59/313-2 (e)</i>	Invites the Security Council to update the General Assembly on a regular basis on the steps it has taken.	MS (SC)	Provision implemented on the ongoing basis. The information on the steps taken by the SC is provided during the meetings with the PGA as well as included in the monthly assessment by the Presidency of the SC.
M. Provision related to the implementation and the follow-up of the resolutions				
37.	<i>A/RES/58/126-9</i>	Member States and the Secretariat should consider initiatives that might be taken for better monitoring of the follow-up of resolutions of the General Assembly, such as the provision of timely inputs for reports of the Secretary-General and giving effect to proposals that would advance the follow-up of major United Nations conferences and summits.	MS, SG	Communications from the Secretary-General have been sent to Member States on an ongoing basis to ask for pertinent information. (<i>A/61/483 and A/62/608</i>)
38.	<i>A/RES/59/313-1</i>	Stresses the need to demonstrate political will to ensure the effective implementation of the resolutions adopted by the General Assembly.	MS	Ongoing provision. Provision does not contain request for specific action.



*Misión Permanente del Paraguay
ante las Naciones Unidas*



*Permanent Mission of the Republic
of Poland to the United Nations*

12 June 2008

Excellency,

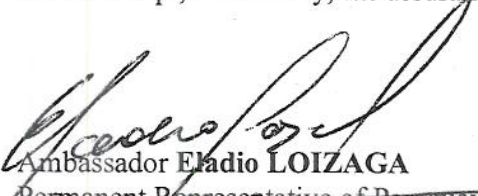
As discussed at our last meeting on 30 May, we are pleased to convene the next meetings of the ad-hoc working group on the revitalization of the General Assembly as follows:


- a) 19 June (Thu.) 3 p.m. - 6 p.m. (to review provisions in Cluster I of the chart)
- b) 20 June (Fri.) 10 a.m. - 1 p.m. (to review provisions in Cluster II of the chart)
- c) 20 June (Fri.) 3 p.m. - 6 p.m. (to review provisions in Cluster III of the chart).

All meetings will be held in the Trusteeship Council Chamber, and we intend to request relevant Secretariat officials to be present to answer questions raised from Member States. Please be reminded that the chart has been sent to all Member States on 9 May, and is also available at the website of the President of the General Assembly at: http://www.un.org/ga/president/62/issues/resolutions/Revitalization_chart.pdf.

We encourage all the delegations to actively participate in the meetings.

Please accept, Excellency, the assurances of our highest consideration.


Ambassador Eladio LOIZAGA
Permanent Representative of Paraguay


Ambassador Andrzej TOWPIK
Permanent Representative of Poland

All Permanent Representatives and
Permanent Observers to the United Nations
New York



General Assembly

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Sixtieth session
Agenda items 46 and 120

Resolution adopted by the General Assembly

[without reference to a Main Committee (A/60/L.1)]

60/1. 2005 World Summit Outcome

The General Assembly

Adopts the following 2005 World Summit Outcome:

2005 World Summit Outcome

I. Values and principles

1. We, Heads of State and Government, have gathered at United Nations Headquarters in New York from 14 to 16 September 2005.
2. We reaffirm our faith in the United Nations and our commitment to the purposes and principles of the Charter of the United Nations and international law, which are indispensable foundations of a more peaceful, prosperous and just world, and reiterate our determination to foster strict respect for them.
3. We reaffirm the United Nations Millennium Declaration,¹ which we adopted at the dawn of the twenty-first century. We recognize the valuable role of the major United Nations conferences and summits in the economic, social and related fields, including the Millennium Summit, in mobilizing the international community at the local, national, regional and global levels and in guiding the work of the United Nations.
4. We reaffirm that our common fundamental values, including freedom, equality, solidarity, tolerance, respect for all human rights, respect for nature and shared responsibility, are essential to international relations.
5. We are determined to establish a just and lasting peace all over the world in accordance with the purposes and principles of the Charter. We rededicate ourselves to support all efforts to uphold the sovereign equality of all States, respect their territorial integrity and political independence, to refrain in our international relations from the threat or use of force in any manner inconsistent with the purposes and principles of the United Nations, to uphold resolution of disputes by

¹ See resolution 55/2.

peaceful means and in conformity with the principles of justice and international law, the right to self-determination of peoples which remain under colonial domination and foreign occupation, non-interference in the internal affairs of States, respect for human rights and fundamental freedoms, respect for the equal rights of all without distinction as to race, sex, language or religion, international cooperation in solving international problems of an economic, social, cultural or humanitarian character and the fulfilment in good faith of the obligations assumed in accordance with the Charter.

6. We reaffirm the vital importance of an effective multilateral system, in accordance with international law, in order to better address the multifaceted and interconnected challenges and threats confronting our world and to achieve progress in the areas of peace and security, development and human rights, underlining the central role of the United Nations, and commit ourselves to promoting and strengthening the effectiveness of the Organization through the implementation of its decisions and resolutions.

7. We believe that today, more than ever before, we live in a global and interdependent world. No State can stand wholly alone. We acknowledge that collective security depends on effective cooperation, in accordance with international law, against transnational threats.

8. We recognize that current developments and circumstances require that we urgently build consensus on major threats and challenges. We commit ourselves to translating that consensus into concrete action, including addressing the root causes of those threats and challenges with resolve and determination.

9. We acknowledge that peace and security, development and human rights are the pillars of the United Nations system and the foundations for collective security and well-being. We recognize that development, peace and security and human rights are interlinked and mutually reinforcing.

10. We reaffirm that development is a central goal in itself and that sustainable development in its economic, social and environmental aspects constitutes a key element of the overarching framework of United Nations activities.

11. We acknowledge that good governance and the rule of law at the national and international levels are essential for sustained economic growth, sustainable development and the eradication of poverty and hunger.

12. We reaffirm that gender equality and the promotion and protection of the full enjoyment of all human rights and fundamental freedoms for all are essential to advance development and peace and security. We are committed to creating a world fit for future generations, which takes into account the best interests of the child.

13. We reaffirm the universality, indivisibility, interdependence and interrelatedness of all human rights.

14. Acknowledging the diversity of the world, we recognize that all cultures and civilizations contribute to the enrichment of humankind. We acknowledge the importance of respect and understanding for religious and cultural diversity throughout the world. In order to promote international peace and security, we commit ourselves to advancing human welfare, freedom and progress everywhere, as well as to encouraging tolerance, respect, dialogue and cooperation among different cultures, civilizations and peoples.

15. We pledge to enhance the relevance, effectiveness, efficiency, accountability and credibility of the United Nations system. This is our shared responsibility and interest.

16. We therefore resolve to create a more peaceful, prosperous and democratic world and to undertake concrete measures to continue finding ways to implement the outcome of the Millennium Summit and the other major United Nations conferences and summits so as to provide multilateral solutions to problems in the four following areas:

- Development
- Peace and collective security
- Human rights and the rule of law
- Strengthening of the United Nations

II. Development

17. We strongly reiterate our determination to ensure the timely and full realization of the development goals and objectives agreed at the major United Nations conferences and summits, including those agreed at the Millennium Summit that are described as the Millennium Development Goals, which have helped to galvanize efforts towards poverty eradication.

18. We emphasize the vital role played by the major United Nations conferences and summits in the economic, social and related fields in shaping a broad development vision and in identifying commonly agreed objectives, which have contributed to improving human life in different parts of the world.

19. We reaffirm our commitment to eradicate poverty and promote sustained economic growth, sustainable development and global prosperity for all. We are encouraged by reductions in poverty in some countries in the recent past and are determined to reinforce and extend this trend to benefit people worldwide. We remain concerned, however, about the slow and uneven progress towards poverty eradication and the realization of other development goals in some regions. We commit ourselves to promoting the development of the productive sectors in developing countries to enable them to participate more effectively in and benefit from the process of globalization. We underline the need for urgent action on all sides, including more ambitious national development strategies and efforts backed by increased international support.

Global partnership for development

20. We reaffirm our commitment to the global partnership for development set out in the Millennium Declaration,¹ the Monterrey Consensus² and the Johannesburg Plan of Implementation.³

21. We further reaffirm our commitment to sound policies, good governance at all levels and the rule of law, and to mobilize domestic resources, attract international

² Monterrey Consensus of the International Conference on Financing for Development (*Report of the International Conference on Financing for Development, Monterrey, Mexico, 18-22 March 2002* (United Nations publication, Sales No. E.02.II.A.7), chap. I, resolution 1, annex).

³ Plan of Implementation of the World Summit on Sustainable Development (*Report of the World Summit on Sustainable Development, Johannesburg, South Africa, 26 August-4 September 2002* (United Nations publication, Sales No. E.03.II. A.1 and corrigendum), chap I, resolution 2, annex).

flows, promote international trade as an engine for development and increase international financial and technical cooperation for development, sustainable debt financing and external debt relief and to enhance the coherence and consistency of the international monetary, financial and trading systems.

22. We reaffirm that each country must take primary responsibility for its own development and that the role of national policies and development strategies cannot be overemphasized in the achievement of sustainable development. We also recognize that national efforts should be complemented by supportive global programmes, measures and policies aimed at expanding the development opportunities of developing countries, while taking into account national conditions and ensuring respect for national ownership, strategies and sovereignty. To this end, we resolve:

(a) To adopt, by 2006, and implement comprehensive national development strategies to achieve the internationally agreed development goals and objectives, including the Millennium Development Goals;

(b) To manage public finances effectively to achieve and maintain macroeconomic stability and long-term growth and to make effective and transparent use of public funds and ensure that development assistance is used to build national capacities;

(c) To support efforts by developing countries to adopt and implement national development policies and strategies through increased development assistance, the promotion of international trade as an engine for development, the transfer of technology on mutually agreed terms, increased investment flows and wider and deeper debt relief, and to support developing countries by providing a substantial increase in aid of sufficient quality and arriving in a timely manner to assist them in achieving the internationally agreed development goals, including the Millennium Development Goals;

(d) That the increasing interdependence of national economies in a globalizing world and the emergence of rule-based regimes for international economic relations have meant that the space for national economic policy, that is, the scope for domestic policies, especially in the areas of trade, investment and industrial development, is now often framed by international disciplines, commitments and global market considerations. It is for each Government to evaluate the trade-off between the benefits of accepting international rules and commitments and the constraints posed by the loss of policy space. It is particularly important for developing countries, bearing in mind development goals and objectives, that all countries take into account the need for appropriate balance between national policy space and international disciplines and commitments;

(e) To enhance the contribution of non-governmental organizations, civil society, the private sector and other stakeholders in national development efforts, as well as in the promotion of the global partnership for development;

(f) To ensure that the United Nations funds and programmes and the specialized agencies support the efforts of developing countries through the common country assessment and United Nations Development Assistance Framework process, enhancing their support for capacity-building;

(g) To protect our natural resource base in support of development.

Financing for development

23. We reaffirm the Monterrey Consensus² and recognize that mobilizing financial resources for development and the effective use of those resources in developing countries and countries with economies in transition are central to a global partnership for development in support of the achievement of the internationally agreed development goals, including the Millennium Development Goals. In this regard:

(a) We are encouraged by recent commitments to substantial increases in official development assistance and the Organization for Economic Cooperation and Development estimate that official development assistance to all developing countries will now increase by around 50 billion United States dollars a year by 2010, while recognizing that a substantial increase in such assistance is required to achieve the internationally agreed goals, including the Millennium Development Goals, within their respective time frames;

(b) We welcome the increased resources that will become available as a result of the establishment of timetables by many developed countries to achieve the target of 0.7 per cent of gross national product for official development assistance by 2015 and to reach at least 0.5 per cent of gross national product for official development assistance by 2010 as well as, pursuant to the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010,⁴ 0.15 per cent to 0.20 per cent for the least developed countries no later than 2010, and urge those developed countries that have not yet done so to make concrete efforts in this regard in accordance with their commitments;

(c) We further welcome recent efforts and initiatives to enhance the quality of aid and to increase its impact, including the Paris Declaration on Aid Effectiveness, and resolve to take concrete, effective and timely action in implementing all agreed commitments on aid effectiveness, with clear monitoring and deadlines, including through further aligning assistance with countries' strategies, building institutional capacities, reducing transaction costs and eliminating bureaucratic procedures, making progress on untying aid, enhancing the absorptive capacity and financial management of recipient countries and strengthening the focus on development results;

(d) We recognize the value of developing innovative sources of financing, provided those sources do not unduly burden developing countries. In that regard, we take note with interest of the international efforts, contributions and discussions, such as the Action against Hunger and Poverty, aimed at identifying innovative and additional sources of financing for development on a public, private, domestic or external basis to increase and supplement traditional sources of financing. Some countries will implement the International Finance Facility. Some countries have launched the International Finance Facility for immunization. Some countries will implement in the near future, utilizing their national authorities, a contribution on airline tickets to enable the financing of development projects, in particular in the health sector, directly or through financing of the International Finance Facility. Other countries are considering whether and to what extent they will participate in these initiatives;

⁴ A/CONF.191/13, chap. II.

(e) We acknowledge the vital role the private sector can play in generating new investments, employment and financing for development;

(f) We resolve to address the development needs of low-income developing countries by working in competent multilateral and international forums, to help them meet, inter alia, their financial, technical and technological requirements;

(g) We resolve to continue to support the development efforts of middle-income developing countries by working, in competent multilateral and international forums and also through bilateral arrangements, on measures to help them meet, inter alia, their financial, technical and technological requirements;

(h) We resolve to operationalize the World Solidarity Fund established by the General Assembly and invite those countries in a position to do so to make voluntary contributions to the Fund;

(i) We recognize the need for access to financial services, in particular for the poor, including through microfinance and microcredit.

Domestic resource mobilization

24. In our common pursuit of growth, poverty eradication and sustainable development, a critical challenge is to ensure the necessary internal conditions for mobilizing domestic savings, both public and private, sustaining adequate levels of productive investment, increasing human capacity, reducing capital flight, curbing the illicit transfer of funds and enhancing international cooperation for creating an enabling domestic environment. We undertake to support the efforts of developing countries to create a domestic enabling environment for mobilizing domestic resources. To this end, we therefore resolve:

(a) To pursue good governance and sound macroeconomic policies at all levels and support developing countries in their efforts to put in place the policies and investments to drive sustained economic growth, promote small and medium-sized enterprises, promote employment generation and stimulate the private sector;

(b) To reaffirm that good governance is essential for sustainable development; that sound economic policies, solid democratic institutions responsive to the needs of the people and improved infrastructure are the basis for sustained economic growth, poverty eradication and employment creation; and that freedom, peace and security, domestic stability, respect for human rights, including the right to development, the rule of law, gender equality and market-oriented policies and an overall commitment to just and democratic societies are also essential and mutually reinforcing;

(c) To make the fight against corruption a priority at all levels and we welcome all actions taken in this regard at the national and international levels, including the adoption of policies that emphasize accountability, transparent public sector management and corporate responsibility and accountability, including efforts to return assets transferred through corruption, consistent with the United Nations Convention against Corruption.⁵ We urge all States that have not done so to consider signing, ratifying and implementing the Convention;

(d) To channel private capabilities and resources into stimulating the private sector in developing countries through actions in the public, public/private and

⁵ Resolution 58/4, annex.

private spheres to create an enabling environment for partnership and innovation that contributes to accelerated economic development and hunger and poverty eradication;

(e) To support efforts to reduce capital flight and measures to curb the illicit transfer of funds.

Investment

25. We resolve to encourage greater direct investment, including foreign investment, in developing countries and countries with economies in transition to support their development activities and to enhance the benefits they can derive from such investments. In this regard:

(a) We continue to support efforts by developing countries and countries with economies in transition to create a domestic environment conducive to attracting investments through, inter alia, achieving a transparent, stable and predictable investment climate with proper contract enforcement and respect for property rights and the rule of law and pursuing appropriate policy and regulatory frameworks that encourage business formation;

(b) We will put into place policies to ensure adequate investment in a sustainable manner in health, clean water and sanitation, housing and education and in the provision of public goods and social safety nets to protect vulnerable and disadvantaged sectors of society;

(c) We invite national Governments seeking to develop infrastructure projects and generate foreign direct investment to pursue strategies with the involvement of both the public and private sectors and, where appropriate, international donors;

(d) We call upon international financial and banking institutions to consider enhancing the transparency of risk rating mechanisms. Sovereign risk assessments, made by the private sector should maximize the use of strict, objective and transparent parameters, which can be facilitated by high-quality data and analysis;

(e) We underscore the need to sustain sufficient and stable private financial flows to developing countries and countries with economies in transition. It is important to promote measures in source and destination countries to improve transparency and the information about financial flows to developing countries, particularly countries in Africa, the least developed countries, small island developing States and landlocked developing countries. Measures that mitigate the impact of excessive volatility of short-term capital flows are important and must be considered.

Debt

26. We emphasize the high importance of a timely, effective, comprehensive and durable solution to the debt problems of developing countries, since debt financing and relief can be an important source of capital for development. To this end:

(a) We welcome the recent proposals of the Group of Eight to cancel 100 per cent of the outstanding debt of eligible heavily indebted poor countries owed to the International Monetary Fund, the International Development Association and African Development Fund and to provide additional resources to ensure that the financing capacity of the international financial institutions is not reduced;

(b) We emphasize that debt sustainability is essential for underpinning growth and underline the importance of debt sustainability to the efforts to achieve national development goals, including the Millennium Development Goals, recognizing the key role that debt relief can play in liberating resources that can be directed towards activities consistent with poverty eradication, sustained economic growth and sustainable development;

(c) We further stress the need to consider additional measures and initiatives aimed at ensuring long-term debt sustainability through increased grant-based financing, cancellation of 100 per cent of the official multilateral and bilateral debt of heavily indebted poor countries and, where appropriate, and on a case-by-case basis, to consider significant debt relief or restructuring for low- and middle-income developing countries with an unsustainable debt burden that are not part of the Heavily Indebted Poor Countries Initiative, as well as the exploration of mechanisms to comprehensively address the debt problems of those countries. Such mechanisms may include debt for sustainable development swaps or multicreditor debt swap arrangements, as appropriate. These initiatives could include further efforts by the International Monetary Fund and the World Bank to develop the debt sustainability framework for low-income countries. This should be achieved in a fashion that does not detract from official development assistance resources, while maintaining the financial integrity of the multilateral financial institutions.

Trade

27. A universal, rule-based, open, non-discriminatory and equitable multilateral trading system, as well as meaningful trade liberalization, can substantially stimulate development worldwide, benefiting countries at all stages of development. In that regard, we reaffirm our commitment to trade liberalization and to ensure that trade plays its full part in promoting economic growth, employment and development for all.

28. We are committed to efforts designed to ensure that developing countries, especially the least-developed countries, participate fully in the world trading system in order to meet their economic development needs, and reaffirm our commitment to enhanced and predictable market access for the exports of developing countries.

29. We will work towards the objective, in accordance with the Brussels Programme of Action,⁴ of duty-free and quota-free market access for all least developed countries' products to the markets of developed countries, as well as to the markets of developing countries in a position to do so, and support their efforts to overcome their supply-side constraints.

30. We are committed to supporting and promoting increased aid to build productive and trade capacities of developing countries and to taking further steps in that regard, while welcoming the substantial support already provided.

31. We will work to accelerate and facilitate the accession of developing countries and countries with economies in transition to the World Trade Organization consistent with its criteria, recognizing the importance of universal integration in the rules-based global trading system.

32. We will work expeditiously towards implementing the development dimensions of the Doha work programme.⁶

Commodities

33. We emphasize the need to address the impact of weak and volatile commodity prices and support the efforts of commodity-dependent countries to restructure, diversify and strengthen the competitiveness of their commodity sectors.

Quick-impact initiatives

34. Given the need to accelerate progress immediately in countries where current trends make the achievement of the internationally agreed development goals unlikely, we resolve to urgently identify and implement country-led initiatives with adequate international support, consistent with long-term national development strategies, that promise immediate and durable improvements in the lives of people and renewed hope for the achievement of the development goals. In this regard, we will take such actions as the distribution of malaria bed nets, including free distribution, where appropriate, and effective anti-malarial treatments, the expansion of local school meal programmes, using home-grown foods where possible, and the elimination of user fees for primary education and, where appropriate, health-care services.

Systemic issues and global economic decision-making

35. We reaffirm the commitment to broaden and strengthen the participation of developing countries and countries with economies in transition in international economic decision-making and norm-setting, and to that end stress the importance of continuing efforts to reform the international financial architecture, noting that enhancing the voice and participation of developing countries and countries with economies in transition in the Bretton Woods institutions remains a continuous concern.

36. We reaffirm our commitment to governance, equity and transparency in the financial, monetary and trading systems. We are also committed to open, equitable, rule-based, predictable and non-discriminatory multilateral trading and financial systems.

37. We also underscore our commitment to sound domestic financial sectors, which make a vital contribution to national development efforts, as an important component of an international financial architecture that is supportive of development.

38. We further reaffirm the need for the United Nations to play a fundamental role in the promotion of international cooperation for development and the coherence, coordination and implementation of development goals and actions agreed upon by the international community, and we resolve to strengthen coordination within the United Nations system in close cooperation with all other multilateral financial, trade and development institutions in order to support sustained economic growth, poverty eradication and sustainable development.

39. Good governance at the international level is fundamental for achieving sustainable development. In order to ensure a dynamic and enabling international

⁶ See A/C.2/56/7, annex.

economic environment, it is important to promote global economic governance through addressing the international finance, trade, technology and investment patterns that have an impact on the development prospects of developing countries. To this effect, the international community should take all necessary and appropriate measures, including ensuring support for structural and macroeconomic reform, a comprehensive solution to the external debt problem and increasing the market access of developing countries.

South-South cooperation

40. We recognize the achievements and great potential of South-South cooperation and encourage the promotion of such cooperation, which complements North-South cooperation as an effective contribution to development and as a means to share best practices and provide enhanced technical cooperation. In this context, we note the recent decision of the leaders of the South, adopted at the Second South Summit and contained in the Doha Declaration⁷ and the Doha Plan of Action,⁸ to intensify their efforts at South-South cooperation, including through the establishment of the New Asian-African Strategic Partnership and other regional cooperation mechanisms, and encourage the international community, including the international financial institutions, to support the efforts of developing countries, inter alia, through triangular cooperation. We also take note with appreciation of the launching of the third round of negotiations on the Global System of Trade Preferences among Developing Countries as an important instrument to stimulate South-South cooperation.

41. We welcome the work of the United Nations High-Level Committee on South-South Cooperation and invite countries to consider supporting the Special Unit for South-South Cooperation within the United Nations Development Programme in order to respond effectively to the development needs of developing countries.

42. We recognize the considerable contribution of arrangements such as the Organization of Petroleum Exporting Countries Fund initiated by a group of developing countries, as well as the potential contribution of the South Fund for Development and Humanitarian Assistance, to development activities in developing countries.

Education

43. We emphasize the critical role of both formal and informal education in the achievement of poverty eradication and other development goals as envisaged in the Millennium Declaration,¹ in particular basic education and training for eradicating illiteracy, and strive for expanded secondary and higher education as well as vocational education and technical training, especially for girls and women, the creation of human resources and infrastructure capabilities and the empowerment of those living in poverty. In this context, we reaffirm the Dakar Framework for Action adopted at the World Education Forum in 2000⁹ and recognize the importance of the United Nations Educational, Scientific and Cultural Organization strategy for the eradication of poverty, especially extreme poverty, in supporting the Education for

⁷ A/60/111, annex I.

⁸ Ibid., annex II.

⁹ See United Nations Educational, Scientific and Cultural Organization, *Final Report of the World Education Forum, Dakar, Senegal, 26-28 April 2000* (Paris, 2000).

All programmes as a tool to achieve the millennium development goal of universal primary education by 2015.

44. We reaffirm our commitment to support developing country efforts to ensure that all children have access to and complete free and compulsory primary education of good quality, to eliminate gender inequality and imbalance and to renew efforts to improve girls' education. We also commit ourselves to continuing to support the efforts of developing countries in the implementation of the Education for All initiative, including with enhanced resources of all types through the Education for All fast-track initiative in support of country-led national education plans.

45. We commit ourselves to promoting education for peace and human development.

Rural and agricultural development

46. We reaffirm that food security and rural and agricultural development must be adequately and urgently addressed in the context of national development and response strategies and, in this context, will enhance the contributions of indigenous and local communities, as appropriate. We are convinced that the eradication of poverty, hunger and malnutrition, particularly as they affect children, is crucial for the achievement of the Millennium Development Goals. Rural and agricultural development should be an integral part of national and international development policies. We deem it necessary to increase productive investment in rural and agricultural development to achieve food security. We commit ourselves to increasing support for agricultural development and trade capacity-building in the agricultural sector in developing countries. Support for commodity development projects, especially market-based projects, and for their preparation under the Second Account of the Common Fund for Commodities should be encouraged.

Employment

47. We strongly support fair globalization and resolve to make the goals of full and productive employment and decent work for all, including for women and young people, a central objective of our relevant national and international policies as well as our national development strategies, including poverty reduction strategies, as part of our efforts to achieve the Millennium Development Goals. These measures should also encompass the elimination of the worst forms of child labour, as defined in International Labour Organization Convention No. 182, and forced labour. We also resolve to ensure full respect for the fundamental principles and rights at work.

Sustainable development: managing and protecting our common environment

48. We reaffirm our commitment to achieve the goal of sustainable development, including through the implementation of Agenda 21¹⁰ and the Johannesburg Plan of Implementation.³ To this end, we commit ourselves to undertaking concrete actions and measures at all levels and to enhancing international cooperation, taking into account the Rio principles.¹¹ These efforts will also promote the integration of the

¹⁰ *Report of the United Nations Conference on Environment and Development, Rio de Janeiro, 3-14 June 1992* (United Nations publication, Sales No. E.93.I.8 and corrigenda), vol. I: *Resolutions adopted by the Conference*, resolution 1, annex II.

¹¹ *Ibid.*, annex I.

three components of sustainable development – economic development, social development and environmental protection – as interdependent and mutually reinforcing pillars. Poverty eradication, changing unsustainable patterns of production and consumption and protecting and managing the natural resource base of economic and social development are overarching objectives of and essential requirements for sustainable development.

49. We will promote sustainable consumption and production patterns, with the developed countries taking the lead and all countries benefiting from the process, as called for in the Johannesburg Plan of Implementation. In that context, we support developing countries in their efforts to promote a recycling economy.

50. We face serious and multiple challenges in tackling climate change, promoting clean energy, meeting energy needs and achieving sustainable development, and we will act with resolve and urgency in this regard.

51. We recognize that climate change is a serious and long-term challenge that has the potential to affect every part of the globe. We emphasize the need to meet all the commitments and obligations we have undertaken in the United Nations Framework Convention on Climate Change¹² and other relevant international agreements, including, for many of us, the Kyoto Protocol.¹³ The Convention is the appropriate framework for addressing future action on climate change at the global level.

52. We reaffirm our commitment to the ultimate objective of the Convention: to stabilize greenhouse gas concentrations in the atmosphere at a level that prevents dangerous anthropogenic interference with the climate system.

53. We acknowledge that the global nature of climate change calls for the widest possible cooperation and participation in an effective and appropriate international response, in accordance with the principles of the Convention. We are committed to moving forward the global discussion on long-term cooperative action to address climate change, in accordance with these principles. We stress the importance of the eleventh session of the Conference of the Parties to the Convention, to be held in Montreal in November 2005.

54. We acknowledge various partnerships that are under way to advance action on clean energy and climate change, including bilateral, regional and multilateral initiatives.

55. We are committed to taking further action through practical international cooperation, inter alia:

(a) To promote innovation, clean energy and energy efficiency and conservation; improve policy, regulatory and financing frameworks; and accelerate the deployment of cleaner technologies;

(b) To enhance private investment, transfer of technologies and capacity-building to developing countries, as called for in the Johannesburg Plan of Implementation, taking into account their own energy needs and priorities;

(c) To assist developing countries to improve their resilience and integrate adaptation goals into their sustainable development strategies, given that adaptation to the effects of climate change due to both natural and human factors is a high

¹² United Nations, *Treaty Series*, vol. 1771, No. 30822.

¹³ FCCC/CP/1997/7/Add.1, decision 1/CP.3, annex.

priority for all nations, particularly those most vulnerable, namely, those referred to in article 4.8 of the Convention;

(d) To continue to assist developing countries, in particular small island developing States, least developed countries and African countries, including those that are particularly vulnerable to climate change, in addressing their adaptation needs relating to the adverse effects of climate change.

56. In pursuance of our commitment to achieve sustainable development, we further resolve:

(a) To promote the United Nations Decade of Education for Sustainable Development and the International Decade for Action, “Water for Life”;

(b) To support and strengthen the implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa,¹⁴ to address causes of desertification and land degradation, as well as poverty resulting from land degradation, through, inter alia, the mobilization of adequate and predictable financial resources, the transfer of technology and capacity-building at all levels;

(c) That the States parties to the Convention on Biological Diversity¹⁵ and the Cartagena Protocol on Biosafety¹⁶ should support the implementation of the Convention and the Protocol, as well as other biodiversity-related agreements and the Johannesburg commitment for a significant reduction in the rate of loss of biodiversity by 2010. The States parties will continue to negotiate within the framework of the Convention on Biological Diversity, bearing in mind the Bonn Guidelines,¹⁷ an international regime to promote and safeguard the fair and equitable sharing of benefits arising out of the utilization of genetic resources. All States will fulfil commitments and significantly reduce the rate of loss of biodiversity by 2010 and continue ongoing efforts towards elaborating and negotiating an international regime on access to genetic resources and benefit-sharing;

(d) To recognize that the sustainable development of indigenous peoples and their communities is crucial in our fight against hunger and poverty;

(e) To reaffirm our commitment, subject to national legislation, to respect, preserve and maintain the knowledge, innovations and practices of indigenous and local communities embodying traditional lifestyles relevant to the conservation and sustainable use of biological diversity, promote their wider application with the approval and involvement of the holders of such knowledge, innovations and practices and encourage the equitable sharing of the benefits arising from their utilization;

(f) To work expeditiously towards the establishment of a worldwide early warning system for all natural hazards with regional nodes, building on existing national and regional capacity such as the newly established Indian Ocean Tsunami Warning and Mitigation System;

¹⁴ United Nations, *Treaty Series*, vol. 1954, No. 33480

¹⁵ *Ibid.*, vol. 1760, No. 30619.

¹⁶ UNEP/CBD/ExCOP/1/3 and Corr.1, part two, annex.

¹⁷ UNEP/CBD/COP/6/20, annex I, decision VI/24A.

(g) To fully implement the Hyogo Declaration¹⁸ and the Hyogo Framework for Action 2005–2015¹⁹ adopted at the World Conference on Disaster Reduction, in particular those commitments related to assistance for developing countries that are prone to natural disasters and disaster-stricken States in the transition phase towards sustainable physical, social and economic recovery, for risk-reduction activities in post-disaster recovery and for rehabilitation processes;

(h) To assist developing countries' efforts to prepare integrated water resources management and water efficiency plans as part of their national development strategies and to provide access to safe drinking water and basic sanitation in accordance with the Millennium Declaration¹ and the Johannesburg Plan of Implementation,³ including halving by 2015 the proportion of people who are unable to reach or afford safe drinking water and who do not have access to basic sanitation;

(i) To accelerate the development and dissemination of affordable and cleaner energy efficiency and energy conservation technologies, as well as the transfer of such technologies, in particular to developing countries, on favourable terms, including on concessional and preferential terms, as mutually agreed, bearing in mind that access to energy facilitates the eradication of poverty;

(j) To strengthen the conservation, sustainable management and development of all types of forests for the benefit of current and future generations, including through enhanced international cooperation, so that trees and forests may contribute fully to the achievement of the internationally agreed development goals, including those contained in the Millennium Declaration, taking full account of the linkages between the forest sector and other sectors. We look forward to the discussions at the sixth session of the United Nations Forum on Forests;

(k) To promote the sound management of chemicals and hazardous wastes throughout their life cycle, in accordance with Agenda 21 and the Johannesburg Plan of Implementation, aiming to achieve that by 2020 chemicals are used and produced in ways that lead to the minimization of significant adverse effects on human health and the environment using transparent and science-based risk assessment and risk management procedures, by adopting and implementing a voluntary strategic approach to international management of chemicals, and to support developing countries in strengthening their capacity for the sound management of chemicals and hazardous wastes by providing technical and financial assistance, as appropriate;

(l) To improve cooperation and coordination at all levels in order to address issues related to oceans and seas in an integrated manner and promote integrated management and sustainable development of the oceans and seas;

(m) To achieve significant improvement in the lives of at least 100 million slum-dwellers by 2020, recognizing the urgent need for the provision of increased resources for affordable housing and housing-related infrastructure, prioritizing slum prevention and slum upgrading, and to encourage support for the United Nations Habitat and Human Settlements Foundation and its Slum Upgrading Facility;

¹⁸ A/CONF.206/6 and Corr.1, chap. I, resolution 1.

¹⁹ Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters (A/CONF.206/6 and Corr.1, chap. I, resolution 2).

(n) To acknowledge the invaluable role of the Global Environment Facility in facilitating cooperation with developing countries; we look forward to a successful replenishment this year along with the successful conclusion of all outstanding commitments from the third replenishment;

(o) To note that cessation of the transport of radioactive materials through the regions of small island developing States is an ultimate desired goal of small island developing States and some other countries and recognize the right of freedom of navigation in accordance with international law. States should maintain dialogue and consultation, in particular under the aegis of the International Atomic Energy Agency and the International Maritime Organization, with the aim of improved mutual understanding, confidence-building and enhanced communication in relation to the safe maritime transport of radioactive materials. States involved in the transport of such materials are urged to continue to engage in dialogue with small island developing States and other States to address their concerns. These concerns include the further development and strengthening, within the appropriate forums, of international regulatory regimes to enhance safety, disclosure, liability, security and compensation in relation to such transport.

HIV/AIDS, malaria, tuberculosis and other health issues

57. We recognize that HIV/AIDS, malaria, tuberculosis and other infectious diseases pose severe risks for the entire world and serious challenges to the achievement of development goals. We acknowledge the substantial efforts and financial contributions made by the international community, while recognizing that these diseases and other emerging health challenges require a sustained international response. To this end, we commit ourselves to:

(a) Increasing investment, building on existing mechanisms and through partnership, to improve health systems in developing countries and those with economies in transition with the aim of providing sufficient health workers, infrastructure, management systems and supplies to achieve the health-related Millennium Development Goals by 2015;

(b) Implementing measures to increase the capacity of adults and adolescents to protect themselves from the risk of HIV infection;

(c) Fully implementing all commitments established by the Declaration of Commitment on HIV/AIDS²⁰ through stronger leadership, the scaling up of a comprehensive response to achieve broad multisectoral coverage for prevention, care, treatment and support, the mobilization of additional resources from national, bilateral, multilateral and private sources and the substantial funding of the Global Fund to Fight AIDS, Tuberculosis and Malaria as well as of the HIV/AIDS component of the work programmes of the United Nations system agencies and programmes engaged in the fight against HIV/AIDS;

(d) Developing and implementing a package for HIV prevention, treatment and care with the aim of coming as close as possible to the goal of universal access to treatment by 2010 for all those who need it, including through increased resources, and working towards the elimination of stigma and discrimination, enhanced access to affordable medicines and the reduction of vulnerability of

²⁰ Resolution S-26/2, annex.

persons affected by HIV/AIDS and other health issues, in particular orphaned and vulnerable children and older persons;

(e) Ensuring the full implementation of our obligations under the International Health Regulations adopted by the fifty-eighth World Health Assembly in May 2005,²¹ including the need to support the Global Outbreak Alert and Response Network of the World Health Organization;

(f) Working actively to implement the “Three Ones” principles in all countries, including by ensuring that multiple institutions and international partners all work under one agreed HIV/AIDS framework that provides the basis for coordinating the work of all partners, with one national AIDS coordinating authority having a broad-based multisectoral mandate, and under one agreed country-level monitoring and evaluation system. We welcome and support the important recommendations of the Global Task Team on Improving AIDS Coordination among Multilateral Institutions and International Donors;

(g) Achieving universal access to reproductive health by 2015, as set out at the International Conference on Population and Development, integrating this goal in strategies to attain the internationally agreed development goals, including those contained in the Millennium Declaration, aimed at reducing maternal mortality, improving maternal health, reducing child mortality, promoting gender equality, combating HIV/AIDS and eradicating poverty;

(h) Promoting long-term funding, including public-private partnerships where appropriate, for academic and industrial research as well as for the development of new vaccines and microbicides, diagnostic kits, drugs and treatments to address major pandemics, tropical diseases and other diseases, such as avian flu and severe acute respiratory syndrome, and taking forward work on market incentives, where appropriate through such mechanisms as advance purchase commitments;

(i) Stressing the need to urgently address malaria and tuberculosis, in particular in the most affected countries, and welcoming the scaling up, in this regard, of bilateral and multilateral initiatives.

Gender equality and empowerment of women

58. We remain convinced that progress for women is progress for all. We reaffirm that the full and effective implementation of the goals and objectives of the Beijing Declaration and Platform for Action²² and the outcome of the twenty-third special session of the General Assembly is an essential contribution to achieving the internationally agreed development goals, including those contained in the Millennium Declaration, and we resolve to promote gender equality and eliminate pervasive gender discrimination by:

(a) Eliminating gender inequalities in primary and secondary education by the earliest possible date and at all educational levels by 2015;

(b) Guaranteeing the free and equal right of women to own and inherit property and ensuring secure tenure of property and housing by women;

²¹ World Health Assembly resolution 58.3.

²² *Report of the Fourth World Conference on Women, Beijing, 4-15 September 1995* (United Nations publication, Sales No. E.96.IV.13), chap. I, resolution 1, annexes I and II.

- (c) Ensuring equal access to reproductive health;
- (d) Promoting women's equal access to labour markets, sustainable employment and adequate labour protection;
- (e) Ensuring equal access of women to productive assets and resources, including land, credit and technology;
- (f) Eliminating all forms of discrimination and violence against women and the girl child, including by ending impunity and by ensuring the protection of civilians, in particular women and the girl child, during and after armed conflicts in accordance with the obligations of States under international humanitarian law and international human rights law;
- (g) Promoting increased representation of women in Government decision-making bodies, including through ensuring their equal opportunity to participate fully in the political process.

59. We recognize the importance of gender mainstreaming as a tool for achieving gender equality. To that end, we undertake to actively promote the mainstreaming of a gender perspective in the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and social spheres, and further undertake to strengthen the capabilities of the United Nations system in the area of gender.

Science and technology for development

60. We recognize that science and technology, including information and communication technology, are vital for the achievement of the development goals and that international support can help developing countries to benefit from technological advancements and enhance their productive capacity. We therefore commit ourselves to:

- (a) Strengthening and enhancing existing mechanisms and supporting initiatives for research and development, including through voluntary partnerships between the public and private sectors, to address the special needs of developing countries in the areas of health, agriculture, conservation, sustainable use of natural resources and environmental management, energy, forestry and the impact of climate change;
- (b) Promoting and facilitating, as appropriate, access to and the development, transfer and diffusion of technologies, including environmentally sound technologies and corresponding know-how, to developing countries;
- (c) Assisting developing countries in their efforts to promote and develop national strategies for human resources and science and technology, which are primary drivers of national capacity-building for development;
- (d) Promoting and supporting greater efforts to develop renewable sources of energy, such as solar, wind and geothermal;
- (e) Implementing policies at the national and international levels to attract both public and private investment, domestic and foreign, that enhances knowledge, transfers technology on mutually agreed terms and raises productivity;
- (f) Supporting the efforts of developing countries, individually and collectively, to harness new agricultural technologies in order to increase agricultural productivity through environmentally sustainable means;

(g) Building a people-centred and inclusive information society so as to enhance digital opportunities for all people in order to help bridge the digital divide, putting the potential of information and communication technologies at the service of development and addressing new challenges of the information society by implementing the outcomes of the Geneva phase of the World Summit on the Information Society and ensuring the success of the second phase of the Summit, to be held in Tunis in November 2005; in this regard, we welcome the establishment of the Digital Solidarity Fund and encourage voluntary contributions to its financing.

Migration and development

61. We acknowledge the important nexus between international migration and development and the need to deal with the challenges and opportunities that migration presents to countries of origin, destination and transit. We recognize that international migration brings benefits as well as challenges to the global community. We look forward to the high-level dialogue of the General Assembly on international migration and development to be held in 2006, which will offer an opportunity to discuss the multidimensional aspects of international migration and development in order to identify appropriate ways and means to maximize their development benefits and minimize their negative impacts.

62. We reaffirm our resolve to take measures to ensure respect for and protection of the human rights of migrants, migrant workers and members of their families.

63. We reaffirm the need to adopt policies and undertake measures to reduce the cost of transferring migrant remittances to developing countries and welcome efforts by Governments and stakeholders in this regard.

Countries with special needs

64. We reaffirm our commitment to address the special needs of the least developed countries and urge all countries and all relevant organizations of the United Nations system, including the Bretton Woods institutions, to make concerted efforts and adopt speedy measures for meeting in a timely manner the goals and targets of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001–2010.⁴

65. We recognize the special needs of and challenges faced by landlocked developing countries and therefore reaffirm our commitment to urgently address those needs and challenges through the full, timely and effective implementation of the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries²³ and the São Paulo Consensus adopted at the eleventh session of the United Nations Conference on Trade and Development.²⁴ We encourage the work undertaken by United Nations regional commissions and organizations towards establishing a time-cost methodology for indicators to measure the progress in implementation of the Almaty Programme of Action. We also recognize the special difficulties and concerns of landlocked developing countries in their efforts to integrate their economies into the

²³ *Report of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation, Almaty, Kazakhstan, 28 and 29 August 2003 (A/CONF.202/3), annex I.*

²⁴ TD/412, part II.

multilateral trading system. In this regard, priority should be given to the full and timely implementation of the Almaty Declaration²⁵ and the Almaty Programme of Action.²³

66. We recognize the special needs and vulnerabilities of small island developing States and reaffirm our commitment to take urgent and concrete action to address those needs and vulnerabilities through the full and effective implementation of the Mauritius Strategy adopted by the International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States,²⁶ the Barbados Programme of Action²⁷ and the outcome of the twenty-second special session of the General Assembly.²⁸ We further undertake to promote greater international cooperation and partnership for the implementation of the Mauritius Strategy through, inter alia, the mobilization of domestic and international resources, the promotion of international trade as an engine for development and increased international financial and technical cooperation.

67. We emphasize the need for continued, coordinated and effective international support for achieving the development goals in countries emerging from conflict and in those recovering from natural disasters.

Meeting the special needs of Africa

68. We welcome the substantial progress made by the African countries in fulfilling their commitments and emphasize the need to carry forward the implementation of the New Partnership for Africa's Development²⁹ to promote sustainable growth and development and deepen democracy, human rights, good governance and sound economic management and gender equality and encourage African countries, with the participation of civil society and the private sector, to continue their efforts in this regard by developing and strengthening institutions for governance and the development of the region, and also welcome the recent decisions taken by Africa's partners, including the Group of Eight and the European Union, in support of Africa's development efforts, including commitments that will lead to an increase in official development assistance to Africa of 25 billion dollars per year by 2010. We reaffirm our commitment to address the special needs of Africa, which is the only continent not on track to meet any of the goals of the Millennium Declaration by 2015, to enable it to enter the mainstream of the world economy, and resolve:

(a) To strengthen cooperation with the New Partnership for Africa's Development by providing coherent support for the programmes drawn up by African leaders within that framework, including by mobilizing internal and

²⁵ *Report of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation, Almaty, Kazakhstan, 28 and 29 August 2003 (A/CONF.202/3), annex II.*

²⁶ *Report of the International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, Port Louis, Mauritius, 10-14 January 2005 (United Nations publication, Sales No. E.05.II.A.4 and corrigendum), chap. I, resolution 1, annex II.*

²⁷ *Report of the Global Conference on the Sustainable Development of Small Island Developing States, Bridgetown, Barbados, 25 April-6 May 1994 (United Nations publication, Sales No. E.94.I.18 and corrigenda), chap. I, resolution 1, annex II.*

²⁸ Resolution S-22/2, annex.

²⁹ A/57/304, annex.

external financial resources and facilitating approval of such programmes by the multilateral financial institutions;

(b) To support the African commitment to ensure that by 2015 all children have access to complete, free and compulsory primary education of good quality, as well as to basic health care;

(c) To support the building of an international infrastructure consortium involving the African Union, the World Bank and the African Development Bank, with the New Partnership for Africa's Development as the main framework, to facilitate public and private infrastructure investment in Africa;

(d) To promote a comprehensive and durable solution to the external debt problems of African countries, including through the cancellation of 100 per cent of multilateral debt consistent with the recent Group of Eight proposal for the heavily indebted poor countries, and, on a case-by-case basis, where appropriate, significant debt relief, including, inter alia, cancellation or restructuring for heavily indebted African countries not part of the Heavily Indebted Poor Countries Initiative that have unsustainable debt burdens;

(e) To make efforts to fully integrate African countries in the international trading system, including through targeted trade capacity-building programmes;

(f) To support the efforts of commodity-dependent African countries to restructure, diversify and strengthen the competitiveness of their commodity sectors and decide to work towards market-based arrangements with the participation of the private sector for commodity price-risk management;

(g) To supplement the efforts of African countries, individually and collectively, to increase agricultural productivity, in a sustainable way, as set out in the Comprehensive Africa Agriculture Development Programme of the New Partnership for Africa's Development as part of an African "Green Revolution";

(h) To encourage and support the initiatives of the African Union and subregional organizations to prevent, mediate and resolve conflicts with the assistance of the United Nations, and in this regard welcomes the proposals from the Group of Eight countries to provide support for African peacekeeping;

(i) To provide, with the aim of an AIDS-, malaria- and tuberculosis-free generation in Africa, assistance for prevention and care and to come as close as possible to achieving the goal of universal access by 2010 to HIV/AIDS treatment in African countries, to encourage pharmaceutical companies to make drugs, including antiretroviral drugs, affordable and accessible in Africa and to ensure increased bilateral and multilateral assistance, where possible on a grant basis, to combat malaria, tuberculosis and other infectious diseases in Africa through the strengthening of health systems.

III. Peace and collective security

69. We recognize that we are facing a whole range of threats that require our urgent, collective and more determined response.

70. We also recognize that, in accordance with the Charter, addressing such threats requires cooperation among all the principal organs of the United Nations within their respective mandates.

71. We acknowledge that we are living in an interdependent and global world and that many of today's threats recognize no national boundaries, are interlinked and

must be tackled at the global, regional and national levels in accordance with the Charter and international law.

72. We therefore reaffirm our commitment to work towards a security consensus based on the recognition that many threats are interlinked, that development, peace, security and human rights are mutually reinforcing, that no State can best protect itself by acting entirely alone and that all States need an effective and efficient collective security system pursuant to the purposes and principles of the Charter.

Pacific settlement of disputes

73. We emphasize the obligation of States to settle their disputes by peaceful means in accordance with Chapter VI of the Charter, including, when appropriate, by the use of the International Court of Justice. All States should act in accordance with the Declaration on Principles of International Law concerning Friendly Relations and Cooperation among States in accordance with the Charter of the United Nations.³⁰

74. We stress the importance of prevention of armed conflict in accordance with the purposes and principles of the Charter and solemnly renew our commitment to promote a culture of prevention of armed conflict as a means of effectively addressing the interconnected security and development challenges faced by peoples throughout the world, as well as to strengthen the capacity of the United Nations for the prevention of armed conflict.

75. We further stress the importance of a coherent and integrated approach to the prevention of armed conflicts and the settlement of disputes and the need for the Security Council, the General Assembly, the Economic and Social Council and the Secretary-General to coordinate their activities within their respective Charter mandates.

76. Recognizing the important role of the good offices of the Secretary-General, including in the mediation of disputes, we support the Secretary-General's efforts to strengthen his capacity in this area.

Use of force under the Charter of the United Nations

77. We reiterate the obligation of all Member States to refrain in their international relations from the threat or use of force in any manner inconsistent with the Charter. We reaffirm that the purposes and principles guiding the United Nations are, inter alia, to maintain international peace and security, to develop friendly relations among nations based on respect for the principles of equal rights and self-determination of peoples and to take other appropriate measures to strengthen universal peace, and to that end we are determined to take effective collective measures for the prevention and removal of threats to the peace and for the suppression of acts of aggression or other breaches of the peace, and to bring about by peaceful means, in conformity with the principles of justice and international law, the adjustment or settlement of international disputes or situations that might lead to a breach of the peace.

78. We reiterate the importance of promoting and strengthening the multilateral process and of addressing international challenges and problems by strictly abiding

³⁰ Resolution 2625 (XXV), annex.

by the Charter and the principles of international law, and further stress our commitment to multilateralism.

79. We reaffirm that the relevant provisions of the Charter are sufficient to address the full range of threats to international peace and security. We further reaffirm the authority of the Security Council to mandate coercive action to maintain and restore international peace and security. We stress the importance of acting in accordance with the purposes and principles of the Charter.

80. We also reaffirm that the Security Council has primary responsibility in the maintenance of international peace and security. We also note the role of the General Assembly relating to the maintenance of international peace and security in accordance with the relevant provisions of the Charter.

Terrorism

81. We strongly condemn terrorism in all its forms and manifestations, committed by whomever, wherever and for whatever purposes, as it constitutes one of the most serious threats to international peace and security.

82. We welcome the Secretary-General's identification of elements of a counter-terrorism strategy. These elements should be developed by the General Assembly without delay with a view to adopting and implementing a strategy to promote comprehensive, coordinated and consistent responses, at the national, regional and international levels, to counter terrorism, which also takes into account the conditions conducive to the spread of terrorism. In this context, we commend the various initiatives to promote dialogue, tolerance and understanding among civilizations.

83. We stress the need to make every effort to reach an agreement on and conclude a comprehensive convention on international terrorism during the sixtieth session of the General Assembly.

84. We acknowledge that the question of convening a high-level conference under the auspices of the United Nations to formulate an international response to terrorism in all its forms and manifestations could be considered.

85. We recognize that international cooperation to fight terrorism must be conducted in conformity with international law, including the Charter and relevant international conventions and protocols. States must ensure that any measures taken to combat terrorism comply with their obligations under international law, in particular human rights law, refugee law and international humanitarian law.

86. We reiterate our call upon States to refrain from organizing, financing, encouraging, providing training for or otherwise supporting terrorist activities and to take appropriate measures to ensure that their territories are not used for such activities.

87. We acknowledge the important role played by the United Nations in combating terrorism and also stress the vital contribution of regional and bilateral cooperation, particularly at the practical level of law enforcement cooperation and technical exchange.

88. We urge the international community, including the United Nations, to assist States in building national and regional capacity to combat terrorism. We invite the Secretary-General to submit proposals to the General Assembly and the Security Council, within their respective mandates, to strengthen the capacity of the United

Nations system to assist States in combating terrorism and to enhance the coordination of United Nations activities in this regard.

89. We stress the importance of assisting victims of terrorism and of providing them and their families with support to cope with their loss and their grief.

90. We encourage the Security Council to consider ways to strengthen its monitoring and enforcement role in counter-terrorism, including by consolidating State reporting requirements, taking into account and respecting the different mandates of its counter-terrorism subsidiary bodies. We are committed to cooperating fully with the three competent subsidiary bodies in the fulfilment of their tasks, recognizing that many States continue to require assistance in implementing relevant Security Council resolutions.

91. We support efforts for the early entry into force of the International Convention for the Suppression of Acts of Nuclear Terrorism³¹ and strongly encourage States to consider becoming parties to it expeditiously and acceding without delay to the twelve other international conventions and protocols against terrorism and implementing them.

Peacekeeping

92. Recognizing that United Nations peacekeeping plays a vital role in helping parties to conflict end hostilities and commending the contribution of United Nations peacekeepers in that regard, noting improvements made in recent years in United Nations peacekeeping, including the deployment of integrated missions in complex situations, and stressing the need to mount operations with adequate capacity to counter hostilities and fulfil effectively their mandates, we urge further development of proposals for enhanced rapidly deployable capacities to reinforce peacekeeping operations in crises. We endorse the creation of an initial operating capability for a standing police capacity to provide coherent, effective and responsive start-up capability for the policing component of the United Nations peacekeeping missions and to assist existing missions through the provision of advice and expertise.

93. Recognizing the important contribution to peace and security by regional organizations as provided for under Chapter VIII of the Charter and the importance of forging predictable partnerships and arrangements between the United Nations and regional organizations, and noting in particular, given the special needs of Africa, the importance of a strong African Union:

(a) We support the efforts of the European Union and other regional entities to develop capacities such as for rapid deployment, standby and bridging arrangements;

(b) We support the development and implementation of a ten-year plan for capacity-building with the African Union.

³¹ Resolution 59/290, annex.

94. We support implementation of the 2001 Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects.³²

95. We urge States parties to the Anti-Personnel Mine Ban Convention³³ and Amended Protocol II to the Convention on Certain Conventional Weapons³⁴ to fully implement their respective obligations. We call upon States in a position to do so to provide greater technical assistance to mine-affected States.

96. We underscore the importance of the recommendations of the Adviser to the Secretary-General on Sexual Exploitation and Abuse by United Nations Peacekeeping Personnel,³⁵ and urge that those measures adopted in the relevant General Assembly resolutions based upon the recommendations be fully implemented without delay.

Peacebuilding

97. Emphasizing the need for a coordinated, coherent and integrated approach to post-conflict peacebuilding and reconciliation with a view to achieving sustainable peace, recognizing the need for a dedicated institutional mechanism to address the special needs of countries emerging from conflict towards recovery, reintegration and reconstruction and to assist them in laying the foundation for sustainable development, and recognizing the vital role of the United Nations in that regard, we decide to establish a Peacebuilding Commission as an intergovernmental advisory body.

98. The main purpose of the Peacebuilding Commission is to bring together all relevant actors to marshal resources and to advise on and propose integrated strategies for post-conflict peacebuilding and recovery. The Commission should focus attention on the reconstruction and institution-building efforts necessary for recovery from conflict and support the development of integrated strategies in order to lay the foundation for sustainable development. In addition, it should provide recommendations and information to improve the coordination of all relevant actors within and outside the United Nations, develop best practices, help to ensure predictable financing for early recovery activities and extend the period of attention by the international community to post-conflict recovery. The Commission should act in all matters on the basis of consensus of its members.

99. The Peacebuilding Commission should make the outcome of its discussions and recommendations publicly available as United Nations documents to all relevant bodies and actors, including the international financial institutions. The Peacebuilding Commission should submit an annual report to the General Assembly.

100. The Peacebuilding Commission should meet in various configurations. Country-specific meetings of the Commission, upon invitation of the Organizational

³² See *Report of the United Nations Conference on the Illicit Trade in Small Arms and Light Weapons in All Its Aspects, New York, 9-20 July 2001* (A/CONF.192/15), chap. IV, para. 24.

³³ Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-personnel Mines and on Their Destruction (United Nations, *Treaty Series*, vol. 2056, No. 35597).

³⁴ Amended Protocol II to the Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects (CCW/CONF.I/16 (Part I), annex B).

³⁵ A/59/710, paras. 68-93.

Committee referred to in paragraph 101 below, should include as members, in addition to members of the Organizational Committee, representatives from:

- (a) The country under consideration;
- (b) Countries in the region engaged in the post-conflict process and other countries that are involved in relief efforts and/or political dialogue, as well as relevant regional and subregional organizations;
- (c) The major financial, troop and civilian police contributors involved in the recovery effort;
- (d) The senior United Nations representative in the field and other relevant United Nations representatives;
- (e) Such regional and international financial institutions as may be relevant.

101. The Peacebuilding Commission should have a standing Organizational Committee, responsible for developing its procedures and organizational matters, comprising:

- (a) Members of the Security Council, including permanent members;
- (b) Members of the Economic and Social Council, elected from regional groups, giving due consideration to those countries that have experienced post-conflict recovery;
- (c) Top providers of assessed contributions to the United Nations budgets and voluntary contributions to the United Nations funds, programmes and agencies, including the standing Peacebuilding Fund, that are not among those selected in (a) or (b) above;
- (d) Top providers of military personnel and civilian police to United Nations missions that are not among those selected in (a), (b) or (c) above.

102. Representatives from the World Bank, the International Monetary Fund and other institutional donors should be invited to participate in all meetings of the Peacebuilding Commission in a manner suitable to their governing arrangements, in addition to a representative of the Secretary-General.

103. We request the Secretary-General to establish a multi-year standing Peacebuilding Fund for post-conflict peacebuilding, funded by voluntary contributions and taking due account of existing instruments. The objectives of the Peacebuilding Fund will include ensuring the immediate release of resources needed to launch peacebuilding activities and the availability of appropriate financing for recovery.

104. We also request the Secretary-General to establish, within the Secretariat and from within existing resources, a small peacebuilding support office staffed by qualified experts to assist and support the Peacebuilding Commission. The office should draw on the best expertise available.

105. The Peacebuilding Commission should begin its work no later than 31 December 2005.

Sanctions

106. We underscore that sanctions remain an important tool under the Charter in our efforts to maintain international peace and security without recourse to the use of force, and resolve to ensure that sanctions are carefully targeted in support of clear

objectives, to comply with sanctions established by the Security Council and to ensure that sanctions are implemented in ways that balance effectiveness to achieve the desired results against the possible adverse consequences, including socio-economic and humanitarian consequences, for populations and third States.

107. Sanctions should be implemented and monitored effectively with clear benchmarks and should be periodically reviewed, as appropriate, and remain for as limited a period as necessary to achieve their objectives and should be terminated once the objectives have been achieved.

108. We call upon the Security Council, with the support of the Secretary-General, to improve its monitoring of the implementation and effects of sanctions, to ensure that sanctions are implemented in an accountable manner, to review regularly the results of such monitoring and to develop a mechanism to address special economic problems arising from the application of sanctions in accordance with the Charter.

109. We also call upon the Security Council, with the support of the Secretary-General, to ensure that fair and clear procedures exist for placing individuals and entities on sanctions lists and for removing them, as well as for granting humanitarian exemptions.

110. We support efforts through the United Nations to strengthen State capacity to implement sanctions provisions.

Transnational crime

111. We express our grave concern at the negative effects on development, peace and security and human rights posed by transnational crime, including the smuggling of and trafficking in human beings, the world narcotic drug problem and the illicit trade in small arms and light weapons, and at the increasing vulnerability of States to such crime. We reaffirm the need to work collectively to combat transnational crime.

112. We recognize that trafficking in persons continues to pose a serious challenge to humanity and requires a concerted international response. To that end, we urge all States to devise, enforce and strengthen effective measures to combat and eliminate all forms of trafficking in persons to counter the demand for trafficked victims and to protect the victims.

113. We urge all States that have not yet done so to consider becoming parties to the relevant international conventions on organized crime and corruption and, following their entry into force, to implement them effectively, including by incorporating the provisions of those conventions into national legislation and by strengthening criminal justice systems.

114. We reaffirm our unwavering determination and commitment to overcome the world narcotic drug problem through international cooperation and national strategies to eliminate both the illicit supply of and demand for illicit drugs.

115. We resolve to strengthen the capacity of the United Nations Office on Drugs and Crime, within its existing mandates, to provide assistance to Member States in those tasks upon request.

Women in the prevention and resolution of conflicts

116. We stress the important role of women in the prevention and resolution of conflicts and in peacebuilding. We reaffirm our commitment to the full and effective implementation of Security Council resolution 1325 (2000) of 31 October 2000 on

women and peace and security. We also underline the importance of integrating a gender perspective and of women having the opportunity for equal participation and full involvement in all efforts to maintain and promote peace and security, as well as the need to increase their role in decision-making at all levels. We strongly condemn all violations of the human rights of women and girls in situations of armed conflict and the use of sexual exploitation, violence and abuse, and we commit ourselves to elaborating and implementing strategies to report on, prevent and punish gender-based violence.

Protecting children in situations of armed conflict

117. We reaffirm our commitment to promote and protect the rights and welfare of children in armed conflicts. We welcome the significant advances and innovations that have been achieved over the past several years. We welcome in particular the adoption of Security Council resolution 1612 (2005) of 26 July 2005. We call upon States to consider ratifying the Convention on the Rights of the Child³⁶ and the Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict.³⁷ We also call upon States to take effective measures, as appropriate, to prevent the recruitment and use of children in armed conflict, contrary to international law, by armed forces and groups, and to prohibit and criminalize such practices.

118. We therefore call upon all States concerned to take concrete measures to ensure accountability and compliance by those responsible for grave abuses against children. We also reaffirm our commitment to ensure that children in armed conflicts receive timely and effective humanitarian assistance, including education, for their rehabilitation and reintegration into society.

IV. Human rights and the rule of law

119. We recommit ourselves to actively protecting and promoting all human rights, the rule of law and democracy and recognize that they are interlinked and mutually reinforcing and that they belong to the universal and indivisible core values and principles of the United Nations, and call upon all parts of the United Nations to promote human rights and fundamental freedoms in accordance with their mandates.

120. We reaffirm the solemn commitment of our States to fulfil their obligations to promote universal respect for and the observance and protection of all human rights and fundamental freedoms for all in accordance with the Charter, the Universal Declaration of Human Rights³⁸ and other instruments relating to human rights and international law. The universal nature of these rights and freedoms is beyond question.

Human rights

121. We reaffirm that all human rights are universal, indivisible, interrelated, interdependent and mutually reinforcing and that all human rights must be treated in a fair and equal manner, on the same footing and with the same emphasis. While the significance of national and regional particularities and various historical, cultural and religious backgrounds must be borne in mind, all States, regardless of their

³⁶ United Nations, *Treaty Series*, vol. 1577, No. 27531.

³⁷ Resolution 54/263, annex I.

³⁸ Resolution 217 A (III).

political, economic and cultural systems, have the duty to promote and protect all human rights and fundamental freedoms.

122. We emphasize the responsibilities of all States, in conformity with the Charter, to respect human rights and fundamental freedoms for all, without distinction of any kind as to race, colour, sex, language or religion, political or other opinion, national or social origin, property, birth or other status.

123. We resolve further to strengthen the United Nations human rights machinery with the aim of ensuring effective enjoyment by all of all human rights and civil, political, economic, social and cultural rights, including the right to development.

124. We resolve to strengthen the Office of the United Nations High Commissioner for Human Rights, taking note of the High Commissioner's plan of action, to enable it to effectively carry out its mandate to respond to the broad range of human rights challenges facing the international community, particularly in the areas of technical assistance and capacity-building, through the doubling of its regular budget resources over the next five years with a view to progressively setting a balance between regular budget and voluntary contributions to its resources, keeping in mind other priority programmes for developing countries and the recruitment of highly competent staff on a broad geographical basis and with gender balance, under the regular budget, and we support its closer cooperation with all relevant United Nations bodies, including the General Assembly, the Economic and Social Council and the Security Council.

125. We resolve to improve the effectiveness of the human rights treaty bodies, including through more timely reporting, improved and streamlined reporting procedures and technical assistance to States to enhance their reporting capacities and further enhance the implementation of their recommendations.

126. We resolve to integrate the promotion and protection of human rights into national policies and to support the further mainstreaming of human rights throughout the United Nations system, as well as closer cooperation between the Office of the United Nations High Commissioner for Human Rights and all relevant United Nations bodies.

127. We reaffirm our commitment to continue making progress in the advancement of the human rights of the world's indigenous peoples at the local, national, regional and international levels, including through consultation and collaboration with them, and to present for adoption a final draft United Nations declaration on the rights of indigenous peoples as soon as possible.

128. We recognize the need to pay special attention to the human rights of women and children and undertake to advance them in every possible way, including by bringing gender and child-protection perspectives into the human rights agenda.

129. We recognize the need for persons with disabilities to be guaranteed full enjoyment of their rights without discrimination. We also affirm the need to finalize a comprehensive draft convention on the rights of persons with disabilities.

130. We note that the promotion and protection of the rights of persons belonging to national or ethnic, religious and linguistic minorities contribute to political and social stability and peace and enrich the cultural diversity and heritage of society.

131. We support the promotion of human rights education and learning at all levels, including through the implementation of the World Programme for Human Rights Education, as appropriate, and encourage all States to develop initiatives in this regard.

Internally displaced persons

132. We recognize the Guiding Principles on Internal Displacement³⁹ as an important international framework for the protection of internally displaced persons and resolve to take effective measures to increase the protection of internally displaced persons.

Refugee protection and assistance

133. We commit ourselves to safeguarding the principle of refugee protection and to upholding our responsibility in resolving the plight of refugees, including through the support of efforts aimed at addressing the causes of refugee movement, bringing about the safe and sustainable return of those populations, finding durable solutions for refugees in protracted situations and preventing refugee movement from becoming a source of tension among States. We reaffirm the principle of solidarity and burden-sharing and resolve to support nations in assisting refugee populations and their host communities.

Rule of law

134. Recognizing the need for universal adherence to and implementation of the rule of law at both the national and international levels, we:

(a) Reaffirm our commitment to the purposes and principles of the Charter and international law and to an international order based on the rule of law and international law, which is essential for peaceful coexistence and cooperation among States;

(b) Support the annual treaty event;

(c) Encourage States that have not yet done so to consider becoming parties to all treaties that relate to the protection of civilians;

(d) Call upon States to continue their efforts to eradicate policies and practices that discriminate against women and to adopt laws and promote practices that protect the rights of women and promote gender equality;

(e) Support the idea of establishing a rule of law assistance unit within the Secretariat, in accordance with existing relevant procedures, subject to a report by the Secretary-General to the General Assembly, so as to strengthen United Nations activities to promote the rule of law, including through technical assistance and capacity-building;

(f) Recognize the important role of the International Court of Justice, the principal judicial organ of the United Nations, in adjudicating disputes among States and the value of its work, call upon States that have not yet done so to consider accepting the jurisdiction of the Court in accordance with its Statute and consider means of strengthening the Court's work, including by supporting the Secretary-General's Trust Fund to Assist States in the Settlement of Disputes through the International Court of Justice on a voluntary basis.

³⁹ E/CN.4/1998/53/Add.2, annex.

Democracy

135. We reaffirm that democracy is a universal value based on the freely expressed will of people to determine their own political, economic, social and cultural systems and their full participation in all aspects of their lives. We also reaffirm that while democracies share common features, there is no single model of democracy, that it does not belong to any country or region, and reaffirm the necessity of due respect for sovereignty and the right of self-determination. We stress that democracy, development and respect for all human rights and fundamental freedoms are interdependent and mutually reinforcing.

136. We renew our commitment to support democracy by strengthening countries' capacity to implement the principles and practices of democracy and resolve to strengthen the capacity of the United Nations to assist Member States upon their request. We welcome the establishment of a Democracy Fund at the United Nations. We note that the advisory board to be established should reflect diverse geographical representation. We invite the Secretary-General to help to ensure that practical arrangements for the Democracy Fund take proper account of existing United Nations activity in this field.

137. We invite interested Member States to give serious consideration to contributing to the Fund.

Responsibility to protect populations from genocide, war crimes, ethnic cleansing and crimes against humanity

138. Each individual State has the responsibility to protect its populations from genocide, war crimes, ethnic cleansing and crimes against humanity. This responsibility entails the prevention of such crimes, including their incitement, through appropriate and necessary means. We accept that responsibility and will act in accordance with it. The international community should, as appropriate, encourage and help States to exercise this responsibility and support the United Nations in establishing an early warning capability.

139. The international community, through the United Nations, also has the responsibility to use appropriate diplomatic, humanitarian and other peaceful means, in accordance with Chapters VI and VIII of the Charter, to help to protect populations from genocide, war crimes, ethnic cleansing and crimes against humanity. In this context, we are prepared to take collective action, in a timely and decisive manner, through the Security Council, in accordance with the Charter, including Chapter VII, on a case-by-case basis and in cooperation with relevant regional organizations as appropriate, should peaceful means be inadequate and national authorities are manifestly failing to protect their populations from genocide, war crimes, ethnic cleansing and crimes against humanity. We stress the need for the General Assembly to continue consideration of the responsibility to protect populations from genocide, war crimes, ethnic cleansing and crimes against humanity and its implications, bearing in mind the principles of the Charter and international law. We also intend to commit ourselves, as necessary and appropriate, to helping States build capacity to protect their populations from genocide, war crimes, ethnic cleansing and crimes against humanity and to assisting those which are under stress before crises and conflicts break out.

140. We fully support the mission of the Special Adviser of the Secretary-General on the Prevention of Genocide.

Children's rights

141. We express dismay at the increasing number of children involved in and affected by armed conflict, as well as all other forms of violence, including domestic violence, sexual abuse and exploitation and trafficking. We support cooperation policies aimed at strengthening national capacities to improve the situation of those children and to assist in their rehabilitation and reintegration into society.

142. We commit ourselves to respecting and ensuring the rights of each child without discrimination of any kind, irrespective of the race, colour, sex, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status of the child or his or her parent(s) or legal guardian(s). We call upon States to consider as a priority becoming a party to the Convention on the Rights of the Child.³⁶

Human security

143. We stress the right of people to live in freedom and dignity, free from poverty and despair. We recognize that all individuals, in particular vulnerable people, are entitled to freedom from fear and freedom from want, with an equal opportunity to enjoy all their rights and fully develop their human potential. To this end, we commit ourselves to discussing and defining the notion of human security in the General Assembly.

Culture of peace and initiatives on dialogue among cultures, civilizations and religions

144. We reaffirm the Declaration and Programme of Action on a Culture of Peace⁴⁰ as well as the Global Agenda for Dialogue among Civilizations and its Programme of Action⁴¹ adopted by the General Assembly and the value of different initiatives on dialogue among cultures and civilizations, including the dialogue on interfaith cooperation. We commit ourselves to taking action to promote a culture of peace and dialogue at the local, national, regional and international levels and request the Secretary-General to explore enhancing implementation mechanisms and to follow up on those initiatives. In this regard, we also welcome the Alliance of Civilizations initiative announced by the Secretary-General on 14 July 2005.

145. We underline that sports can foster peace and development and can contribute to an atmosphere of tolerance and understanding, and we encourage discussions in the General Assembly for proposals leading to a plan of action on sport and development.

V. Strengthening the United Nations

146. We reaffirm our commitment to strengthen the United Nations with a view to enhancing its authority and efficiency, as well as its capacity to address effectively, and in accordance with the purposes and principles of the Charter, the full range of challenges of our time. We are determined to reinvigorate the intergovernmental organs of the United Nations and to adapt them to the needs of the twenty-first century.

⁴⁰ Resolutions 53/243 A and B.

⁴¹ See resolution 56/6.

147. We stress that, in order to efficiently perform their respective mandates as provided under the Charter, United Nations bodies should develop good cooperation and coordination in the common endeavour of building a more effective United Nations.

148. We emphasize the need to provide the United Nations with adequate and timely resources with a view to enabling it to carry out its mandates. A reformed United Nations must be responsive to the entire membership, faithful to its founding principles and adapted to carrying out its mandate.

General Assembly

149. We reaffirm the central position of the General Assembly as the chief deliberative, policymaking and representative organ of the United Nations, as well as the role of the Assembly in the process of standard-setting and the codification of international law.

150. We welcome the measures adopted by the General Assembly with a view to strengthening its role and authority and the role and leadership of the President of the Assembly and, to that end, we call for their full and speedy implementation.

151. We call for strengthening the relationship between the General Assembly and the other principal organs to ensure better coordination on topical issues that require coordinated action by the United Nations, in accordance with their respective mandates.

Security Council

152. We reaffirm that Member States have conferred on the Security Council primary responsibility for the maintenance of international peace and security, acting on their behalf, as provided for by the Charter.

153. We support early reform of the Security Council - an essential element of our overall effort to reform the United Nations - in order to make it more broadly representative, efficient and transparent and thus to further enhance its effectiveness and the legitimacy and implementation of its decisions. We commit ourselves to continuing our efforts to achieve a decision to this end and request the General Assembly to review progress on the reform set out above by the end of 2005.

154. We recommend that the Security Council continue to adapt its working methods so as to increase the involvement of States not members of the Council in its work, as appropriate, enhance its accountability to the membership and increase the transparency of its work.

Economic and Social Council

155. We reaffirm the role that the Charter and the General Assembly have vested in the Economic and Social Council and recognize the need for a more effective Economic and Social Council as a principal body for coordination, policy review, policy dialogue and recommendations on issues of economic and social development, as well as for implementation of the international development goals agreed at the major United Nations conferences and summits, including the Millennium Development Goals. To achieve these objectives, the Council should:

(a) Promote global dialogue and partnership on global policies and trends in the economic, social, environmental and humanitarian fields. For this purpose, the Council should serve as a quality platform for high-level engagement among

Member States and with the international financial institutions, the private sector and civil society on emerging global trends, policies and action and develop its ability to respond better and more rapidly to developments in the international economic, environmental and social fields;

(b) Hold a biennial high-level Development Cooperation Forum to review trends in international development cooperation, including strategies, policies and financing, promote greater coherence among the development activities of different development partners and strengthen the links between the normative and operational work of the United Nations;

(c) Ensure follow-up of the outcomes of the major United Nations conferences and summits, including the internationally agreed development goals, and hold annual ministerial-level substantive reviews to assess progress, drawing on its functional and regional commissions and other international institutions, in accordance with their respective mandates;

(d) Support and complement international efforts aimed at addressing humanitarian emergencies, including natural disasters, in order to promote an improved, coordinated response from the United Nations;

(e) Play a major role in the overall coordination of funds, programmes and agencies, ensuring coherence among them and avoiding duplication of mandates and activities.

156. We stress that in order to fully perform the above functions, the organization of work, the agenda and the current methods of work of the Economic and Social Council should be adapted.

Human Rights Council

157. Pursuant to our commitment to further strengthen the United Nations human rights machinery, we resolve to create a Human Rights Council.

158. The Council will be responsible for promoting universal respect for the protection of all human rights and fundamental freedoms for all, without distinction of any kind and in a fair and equal manner.

159. The Council should address situations of violations of human rights, including gross and systematic violations, and make recommendations thereon. It should also promote effective coordination and the mainstreaming of human rights within the United Nations system.

160. We request the President of the General Assembly to conduct open, transparent and inclusive negotiations, to be completed as soon as possible during the sixtieth session, with the aim of establishing the mandate, modalities, functions, size, composition, membership, working methods and procedures of the Council.

Secretariat and management reform

161. We recognize that in order to effectively comply with the principles and objectives of the Charter, we need an efficient, effective and accountable Secretariat. Its staff shall act in accordance with Article 100 of the Charter, in a culture of organizational accountability, transparency and integrity. Consequently we:

(a) Recognize the ongoing reform measures carried out by the Secretary-General to strengthen accountability and oversight, improve management

performance and transparency and reinforce ethical conduct, and invite him to report to the General Assembly on the progress made in their implementation;

(b) Emphasize the importance of establishing effective and efficient mechanisms for responsibility and accountability of the Secretariat;

(c) Urge the Secretary-General to ensure that the highest standards of efficiency, competence, and integrity shall be the paramount consideration in the employment of the staff, with due regard to the principle of equitable geographical distribution, in accordance with Article 101 of the Charter;

(d) Welcome the Secretary-General's efforts to ensure ethical conduct, more extensive financial disclosure for United Nations officials and enhanced protection for those who reveal wrongdoing within the Organization. We urge the Secretary-General to scrupulously apply the existing standards of conduct and develop a system-wide code of ethics for all United Nations personnel. In this regard, we request the Secretary-General to submit details on an ethics office with independent status, which he intends to create, to the General Assembly at its sixtieth session;

(e) Pledge to provide the United Nations with adequate resources, on a timely basis, to enable the Organization to implement its mandates and achieve its objectives, having regard to the priorities agreed by the General Assembly and the need to respect budget discipline. We stress that all Member States should meet their obligations with regard to the expenses of the Organization;

(f) Strongly urge the Secretary-General to make the best and most efficient use of resources in accordance with clear rules and procedures agreed by the General Assembly, in the interest of all Member States, by adopting the best management practices, including effective use of information and communication technologies, with a view to increasing efficiency and enhancing organizational capacity, concentrating on those tasks that reflect the agreed priorities of the Organization.

162. We reaffirm the role of the Secretary-General as the chief administrative officer of the Organization, in accordance with Article 97 of the Charter. We request the Secretary-General to make proposals to the General Assembly for its consideration on the conditions and measures necessary for him to carry out his managerial responsibilities effectively.

163. We commend the Secretary-General's previous and ongoing efforts to enhance the effective management of the United Nations and his commitment to update the Organization. Bearing in mind our responsibility as Member States, we emphasize the need to decide on additional reforms in order to make more efficient use of the financial and human resources available to the Organization and thus better comply with its principles, objectives and mandates. We call on the Secretary-General to submit proposals for implementing management reforms to the General Assembly for consideration and decision in the first quarter of 2006, which will include the following elements:

(a) We will ensure that the United Nations budgetary, financial and human resource policies, regulations and rules respond to the current needs of the Organization and enable the efficient and effective conduct of its work, and request the Secretary-General to provide an assessment and recommendations to the General Assembly for decision during the first quarter of 2006. The assessment and recommendations of the Secretary-General should take account of the measures already under way for the reform of human resources management and the budget process;

(b) We resolve to strengthen and update the programme of work of the United Nations so that it responds to the contemporary requirements of Member States. To this end, the General Assembly and other relevant organs will review all mandates older than five years originating from resolutions of the General Assembly and other organs, which would be complementary to the existing periodic reviews of activities. The General Assembly and the other organs should complete and take the necessary decisions arising from this review during 2006. We request the Secretary-General to facilitate this review with analysis and recommendations, including on the opportunities for programmatic shifts that could be considered for early General Assembly consideration;

(c) A detailed proposal on the framework for a one-time staff buyout to improve personnel structure and quality, including an indication of costs involved and mechanisms to ensure that it achieves its intended purpose.

164. We recognize the urgent need to substantially improve the United Nations oversight and management processes. We emphasize the importance of ensuring the operational independence of the Office of Internal Oversight Services. Therefore:

(a) The expertise, capacity and resources of the Office of Internal Oversight Services in respect of audit and investigations will be significantly strengthened as a matter of urgency;

(b) We request the Secretary-General to submit an independent external evaluation of the auditing and oversight system of the United Nations, including the specialized agencies, including the roles and responsibilities of management, with due regard to the nature of the auditing and oversight bodies in question. This evaluation will take place within the context of the comprehensive review of the governance arrangements. We ask the General Assembly to adopt measures during its sixtieth session at the earliest possible stage, based on the consideration of recommendations of the evaluation and those made by the Secretary-General;

(c) We recognize that additional measures are needed to enhance the independence of the oversight structures. We therefore request the Secretary-General to submit detailed proposals to the General Assembly at its sixtieth session for its early consideration on the creation of an independent oversight advisory committee, including its mandate, composition, selection process and qualification of experts;

(d) We authorize the Office of Internal Oversight Services to examine the feasibility of expanding its services to provide internal oversight to United Nations agencies that request such services in such a way as to ensure that the provision of internal oversight services to the Secretariat will not be compromised.

165. We insist on the highest standards of behaviour from all United Nations personnel and support the considerable efforts under way with respect to the implementation of the Secretary-General's policy of zero tolerance regarding sexual exploitation and abuse by United Nations personnel, both at Headquarters and in the field. We encourage the Secretary-General to submit proposals to the General Assembly leading to a comprehensive approach to victims' assistance by 31 December 2005.

166. We encourage the Secretary-General and all decision-making bodies to take further steps in mainstreaming a gender perspective in the policies and decisions of the Organization.

167. We strongly condemn all attacks against the safety and security of personnel engaged in United Nations activities. We call upon States to consider becoming parties to the Convention on the Safety of United Nations and Associated Personnel⁴² and stress the need to conclude negotiations on a protocol expanding the scope of legal protection during the sixtieth session of the General Assembly.

System-wide coherence

168. We recognize that the United Nations brings together a unique wealth of expertise and resources on global issues. We commend the extensive experience and expertise of the various development-related organizations, agencies, funds and programmes of the United Nations system in their diverse and complementary fields of activity and their important contributions to the achievement of the Millennium Development Goals and the other development objectives established by various United Nations conferences.

169. We support stronger system-wide coherence by implementing the following measures:

Policy

- Strengthening linkages between the normative work of the United Nations system and its operational activities
- Coordinating our representation on the governing boards of the various development and humanitarian agencies so as to ensure that they pursue a coherent policy in assigning mandates and allocating resources throughout the system
- Ensuring that the main horizontal policy themes, such as sustainable development, human rights and gender, are taken into account in decision-making throughout the United Nations

Operational activities

- Implementing current reforms aimed at a more effective, efficient, coherent, coordinated and better-performing United Nations country presence with a strengthened role for the senior resident official, whether special representative, resident coordinator or humanitarian coordinator, including appropriate authority, resources and accountability, and a common management, programming and monitoring framework
- Inviting the Secretary-General to launch work to further strengthen the management and coordination of United Nations operational activities so that they can make an even more effective contribution to the achievement of the internationally agreed development goals, including the Millennium Development Goals, including proposals for consideration by Member States for more tightly managed entities in the fields of development, humanitarian assistance and the environment

⁴² United Nations, *Treaty Series*, vol. 2051, No. 35457.

Humanitarian assistance

- Upholding and respecting the humanitarian principles of humanity, neutrality, impartiality and independence and ensuring that humanitarian actors have safe and unhindered access to populations in need in conformity with the relevant provisions of international law and national laws
- Supporting the efforts of countries, in particular developing countries, to strengthen their capacities at all levels in order to prepare for and respond rapidly to natural disasters and mitigate their impact
- Strengthening the effectiveness of the United Nations humanitarian response, inter alia, by improving the timeliness and predictability of humanitarian funding, in part by improving the Central Emergency Revolving Fund
- Further developing and improving, as required, mechanisms for the use of emergency standby capacities, under the auspices of the United Nations, for a timely response to humanitarian emergencies

Environmental activities

- Recognizing the need for more efficient environmental activities in the United Nations system, with enhanced coordination, improved policy advice and guidance, strengthened scientific knowledge, assessment and cooperation, better treaty compliance, while respecting the legal autonomy of the treaties, and better integration of environmental activities in the broader sustainable development framework at the operational level, including through capacity-building, we agree to explore the possibility of a more coherent institutional framework to address this need, including a more integrated structure, building on existing institutions and internationally agreed instruments, as well as the treaty bodies and the specialized agencies

Regional organizations

170. We support a stronger relationship between the United Nations and regional and subregional organizations, pursuant to Chapter VIII of the Charter, and therefore resolve:

(a) To expand consultation and cooperation between the United Nations and regional and subregional organizations through formalized agreements between the respective secretariats and, as appropriate, involvement of regional organizations in the work of the Security Council;

(b) To ensure that regional organizations that have a capacity for the prevention of armed conflict or peacekeeping consider the option of placing such capacity in the framework of the United Nations Standby Arrangements System;

(c) To strengthen cooperation in the economic, social and cultural fields.

Cooperation between the United Nations and parliaments

171. We call for strengthened cooperation between the United Nations and national and regional parliaments, in particular through the Inter-Parliamentary Union, with a view to furthering all aspects of the Millennium Declaration in all fields of the work of the United Nations and ensuring the effective implementation of United Nations reform.

Participation of local authorities, the private sector and civil society, including non-governmental organizations

172. We welcome the positive contributions of the private sector and civil society, including non-governmental organizations, in the promotion and implementation of development and human rights programmes and stress the importance of their continued engagement with Governments, the United Nations and other international organizations in these key areas.

173. We welcome the dialogue between those organizations and Member States, as reflected in the first informal interactive hearings of the General Assembly with representatives of non-governmental organizations, civil society and the private sector.

174. We underline the important role of local authorities in contributing to the achievement of the internationally agreed development goals, including the Millennium Development Goals.

175. We encourage responsible business practices, such as those promoted by the Global Compact.

Charter of the United Nations

176. Considering that the Trusteeship Council no longer meets and has no remaining functions, we should delete Chapter XIII of the Charter and references to the Council in Chapter XII.

177. Taking into account General Assembly resolution 50/52 of 11 December 1995 and recalling the related discussions conducted in the General Assembly, bearing in mind the profound cause for the founding of the United Nations and looking to our common future, we resolve to delete references to “enemy States” in Articles 53, 77 and 107 of the Charter.

178. We request the Security Council to consider the composition, mandate and working methods of the Military Staff Committee.

*8th plenary meeting
16 September 2005*



General Assembly

Distr.: General
14 August 2007

Sixty-first session
Agenda item 110

Resolution adopted by the General Assembly

[without reference to a Main Committee (A/61/L.65)]

61/292. Revitalizing the role and authority of the General Assembly and strengthening its performance

The General Assembly,

Reaffirming its previous resolutions relating to the revitalization of its work, including resolutions 46/77 of 12 December 1991, 47/233 of 17 August 1993, 48/264 of 29 July 1994, 51/241 of 31 July 1997, 52/163 of 15 December 1997, 55/14 of 3 November 2000, 55/285 of 7 September 2001, 56/509 of 8 July 2002, 57/300 of 20 December 2002, 57/301 of 13 March 2003, 58/126 of 19 December 2003, 58/316 of 1 July 2004, 59/313 of 12 September 2005 and 60/286 of 8 September 2006,

Stressing the importance of implementing resolutions on the revitalization of its work,

Commending the President of the General Assembly for her efforts during the sixty-first session, in particular with regard to holding thematic debates on issues of high importance to the Member States, as well as increasing the visibility of the Assembly and its work in the public, especially the media,

1. *Requests* the Secretary-General to submit, at its sixty-second session, an update to his report¹ on the implementation of resolutions on the revitalization of the work of the General Assembly, in particular resolutions 58/126, 58/316, 59/313, 60/286 and the present resolution;

2. *Decides* to establish, at its sixty-second session, an ad hoc working group on the revitalization of the General Assembly, open to all Member States, to evaluate and assess the status of implementation of relevant resolutions, to identify ways to further enhance the role, authority, effectiveness and efficiency of the Assembly, inter alia, by building on previous resolutions, and to submit a report thereon to the Assembly.

*106th plenary meeting
2 August 2007*

¹ A/61/483.



General Assembly

Distr.: General
9 October 2006

Sixtieth session
Agenda item 116

Resolution adopted by the General Assembly

[without reference to a Main Committee (A/60/999)]

60/286. Revitalization of the General Assembly

The General Assembly,

Reaffirming the central position of the General Assembly as the chief deliberative, policymaking and representative organ of the United Nations, as well as the role of the Assembly in the process of standard-setting and the codification of international law,

Reaffirming also the authority of the General Assembly and the strengthening of its role on global matters of concern to the international community, as set out in the Charter of the United Nations, and reaffirming its central role in the reform process,

Recognizing that the General Assembly is the universal and representative forum comprising all Members of the United Nations,

Stressing the need fully to respect and maintain the balance between the principal organs of the United Nations within their respective purviews and mandates in accordance with the Charter,

Reaffirming that the plenary meetings of the General Assembly should constitute a forum for high-level policy statements, as well as for the consideration, inter alia, of agenda items of special importance or urgency,

Underlining the importance of providing adequate resources for the implementation of mandated programmes and activities,

Reaffirming its authority in the consideration of all budgetary issues, as stipulated in the Charter,

Reaffirming also its previous resolutions relating to the revitalization of its work, in particular resolutions 58/126 of 19 December 2003, 58/316 of 1 July 2004 and 59/313 of 12 September 2005,

Recalling its resolution 51/241 of 31 July 1997,

* Reissued for technical reasons.

Noting with appreciation the report of the Ad Hoc Working Group on the Revitalization of the General Assembly established by Assembly resolution 59/313,¹

Decides to adopt the text contained in the annex to the present resolution.

*99th plenary meeting
8 September 2006*

Annex

The General Assembly,

Cluster I. Role and authority of the General Assembly

In the context of further strengthening the role and authority of the General Assembly as set out in the Charter of the United Nations,

1. Reaffirms the role and the authority of the General Assembly, including on questions relating to international peace and security, as stipulated in Articles 10 to 14 and 35 of the Charter of the United Nations, where appropriate using the procedures set forth in rules 7 to 10 of the rules of procedure of the General Assembly, which enable swift and urgent action by the Assembly, bearing in mind that the Security Council has primary responsibility for the maintenance of international peace and security in accordance with Article 24 of the Charter;

2. Urges the Presidents of the General Assembly, the Security Council and the Economic and Social Council to meet periodically to ensure increased cooperation and coordination of their work programmes in accordance with their respective responsibilities under the Charter; the President of the Assembly shall inform Member States about the outcome of those meetings on a regular basis;

3. Encourages the holding of thematic interactive debates on current issues of critical importance to the international community in the General Assembly, and invites the President of the Assembly to propose themes for such interactive debates, in consultation with Member States;

4. Invites the Security Council to further its initiatives to improve the quality of its annual report to the General Assembly, mandated by Article 24, paragraph 3, of the Charter, in order to provide the Assembly with a substantive and analytical report;

5. In carrying out the assessment of the debate on the annual report of the Security Council called for in paragraph 12 of the annex to resolution 51/241 of 31 July 1997, the President shall inform the General Assembly of his decision regarding the need for further consideration of the report of the Council, including in respect of the convening of informal consultations, on the need for, and content of, any action by the Assembly based on the debate, as well as on any matters to be brought to the attention of the Council;

6. Invites the Security Council to update the General Assembly on a regular basis on the steps it has taken or is contemplating with respect to improving its reporting to the Assembly;

¹ A/60/999.

7. Also invites the Security Council to submit periodically, in accordance with Articles 15 and 24 of the Charter, special subject-oriented reports to the General Assembly for its consideration on issues of current international concern;

8. Invites the Economic and Social Council to continue to prepare its report to the General Assembly in accordance with Assembly resolution 50/227 of 24 May 1996, striving to make it more concise and action-oriented by highlighting the critical areas requiring action by the Assembly and, as appropriate, by making specific recommendations for consideration by the Member States;

9. Requests the President of the General Assembly, at the end of his/her tenure, to provide an informal, short report on best practices and lessons learned to his/her successor;

10. Takes note of paragraph 3 (b) of its resolution 59/313 of 12 September 2005, and also takes note of paragraph 9 of its resolution 60/246 of 23 December 2005, by which two additional positions at management and senior levels were made available to the Office of the President of the General Assembly, within the programme budget for the biennium 2006–2007, as part of the effort to strengthen the Office of the President;

11. Requests the Secretary-General to continue to make the necessary arrangements for the provision of transitional office accommodation and other support to the President-elect of the General Assembly, in accordance with resolution 58/126 of 19 December 2003;

12. Encourages enhanced interaction, as and where appropriate, with civil society, including non-governmental organizations, in particular those from developing countries, on relevant issues, while fully respecting the intergovernmental nature of the General Assembly and in conformity with the relevant rules of procedure;

13. Also encourages, where appropriate, continued cooperation between the General Assembly and national and regional parliaments, particularly through the Inter-Parliamentary Union;

14. Requests the Department of Public Information of the Secretariat, in cooperation with countries concerned and with the relevant organizations and bodies of the United Nations system, to continue to take appropriate measures to enhance world public awareness of the work of the General Assembly;

15. Urges the Secretariat to continue its endeavours to raise the visibility of the General Assembly and, to that end, requests the rearrangement of items in the *Journal of the United Nations* so that listings of plenary meetings and other major events of the General Assembly may appear alongside those of the meetings of the Security Council;

16. Encourages the Presidents of the General Assembly to increase their public visibility, including through enhanced contacts with representatives of the media and civil society, thus promoting the activities of the Assembly, and encourages the Secretary-General to continue the practice of providing to the Office of the President of the Assembly a Spokesperson for the President of the Assembly and an assistant to the Spokesperson;

Cluster II. Selection of the Secretary-General

17. Recalls Article 97 of the Charter, as well as the provisions of General Assembly resolutions 11(I) of 24 January 1946 and 51/241, as relevant to the role of

the Assembly in appointing the Secretary-General, upon the recommendation of the Security Council;

18. Emphasizes, bearing in mind the provisions of Article 97 of the Charter, the need for the process of selection of the Secretary-General to be inclusive of all Member States and made more transparent and that, in the course of the identification and appointment of the best candidate for the post of Secretary-General, due regard should be given to regional rotation and gender equality, and invites the Security Council to regularly update the General Assembly on the steps it has taken in this regard;

19. Encourages, without prejudice to the role of the principal organs as enshrined in Article 97 of the Charter, the President of the General Assembly to consult with Member States to identify potential candidates endorsed by a Member State and, upon informing all Member States of the results, to forward those results to the Security Council;

20. Also encourages formal presentation of candidatures for the position of Secretary-General in a manner that allows sufficient time for interaction with Member States, and requests candidates to present their views to all States members of the General Assembly;

21. Recalls paragraph 61 of its resolution 51/241, in which it is stated that, in order to ensure a smooth and efficient transition, the Secretary-General should be appointed as early as possible, preferably no later than one month before the date on which the term of the incumbent expires;

22. Emphasizes the importance of candidates for the post of Secretary-General possessing and displaying, *inter alia*, commitment to the purposes and principles of the Charter of the United Nations, extensive leadership, and administrative and diplomatic experience;

Cluster III. Working methods

23. Reaffirms the sovereign right of Member States to submit proposals in the context of the rules of procedure of the General Assembly, and encourages Member States to submit draft resolutions in a more concise, focused and action-oriented form;

24. Requests the Secretary-General to issue the rules of procedure of the General Assembly in a consolidated version in all official languages, in print and online, and requests the Office of Legal Affairs of the Secretariat to make precedents and past practice available in the public domain with respect to rules and practices of the intergovernmental bodies of the Organization;

25. Requests the Main Committees to continue their efforts to further rationalize their agendas and to improve their working methods, and invites the Bureaux of the Main Committees to enhance their cooperation, in conformity with the rules of procedure;

26. Decides, in that respect, to give due consideration to those recommendations of the Main Committees regarding the improvement of their working methods and the allocation of agenda items which require the approval of the General Assembly for their implementation;

27. Reiterates its call for the effective implementation of rule 42 of the rules of procedure of the General Assembly;

28. Requests an update on its recommendation, in paragraph 15 of its resolution 59/313, regarding consideration of the use of optical scanners as a means of expediting the counting of votes cast through secret ballots during elections, taking due account of the security requirements in this regard and the credibility, reliability and confidentiality of such means, and requests the Secretary-General to report on the modalities thereof to the General Assembly;

29. Requests the Secretary-General to implement further the measures set out in paragraph 20 of resolution 57/300 of 20 December 2002 on the consolidation of reports and in paragraph 6 of the annex to resolution 58/316 of 1 July 2004 on documentation;

30. Recalls paragraph 19 of its resolution 59/313, and requests the Secretary-General to submit a status report with a factual chart to the General Assembly at its sixty-first session on the implementation of all resolutions regarding the revitalization of its work, including resolutions 58/126, 58/316 and 59/313, and the present resolution;

31. Decides to invite the President of the sixty-first session of the General Assembly to convene consultations among Member States to decide on the establishment of an ad hoc working group on the revitalization of the Assembly, open to all Member States: to identify ways to further enhance the role, authority, effectiveness and efficiency of the Assembly, inter alia, by building on relevant Assembly resolutions and reviewing the agenda and working methods of the Assembly; and to submit a report to the Assembly at its sixty-first session.



General Assembly

Distr.: General
21 September 2005

Fifty-ninth session
Agenda item 52

Resolution adopted by the General Assembly

[without reference to a Main Committee (A/59/L.69/Rev.1)]

59/313. A strengthened and revitalized General Assembly

The General Assembly,

Reaffirming the central position of the General Assembly as the chief deliberative, policymaking and representative organ of the United Nations,

Recalling its previous resolutions relating to the revitalization of its work,¹

Recognizing that the current interdependent international environment requires the strengthening of the multilateral system in accordance with the purposes and principles of the Charter of the United Nations and the principles of international law,

Recognizing also that the General Assembly is the universal and representative forum comprising all Members of the United Nations,

Recognizing further that, in order to be fully utilized, the General Assembly must fully play its role as set out in the Charter,

Stressing the need to strengthen the role and authority of the General Assembly,

Reaffirming the role and authority of the General Assembly on global matters of concern to the international community, as set out in the Charter,

Reaffirming also the role and authority of the General Assembly in encouraging the progressive development of international law and its codification in accordance with Article 13 of the Charter,

Stressing the need fully to respect and maintain the balance between the principal organs of the United Nations within their respective purviews and mandates, in accordance with the Charter,

¹ Resolutions 46/77 of 12 December 1991, 47/233 of 17 August 1993, 48/264 of 29 July 1994, 51/193 of 17 December 1996, 51/241 of 31 July 1997, 52/163 of 15 December 1997, 55/14 of 3 November 2000, 55/285 of 7 September 2001, 56/509 of 8 July 2002, 57/300 of 20 December 2002, 57/301 of 13 March 2003, 58/126 of 19 December 2003, 58/316 of 1 July 2004 and 59/95 of 3 December 2004.

Reaffirming that the plenary meetings of the General Assembly should constitute a forum for high-level policy statements, as well as for the consideration, inter alia, of agenda items of special political importance and/or urgency,

Underscoring the importance of providing adequate resources for the implementation of mandated programmes and activities,

Reaffirming its authority in the consideration of all budgetary issues, as stipulated in the Charter,

Role and authority of the General Assembly

1. *Stresses* the need to demonstrate political will to ensure the effective implementation of the resolutions adopted by the General Assembly;

2. *Decides*, in the context of further strengthening the role and authority of the General Assembly as set out in the Charter of the United Nations:

(a) To convene and organize major thematic debates in order to establish broad international understanding on current substantive issues of importance to Member States;

(b) To discuss issues pertaining to the maintenance of international peace and security in accordance with Articles 10, 11, 12, 14 and 35 of the Charter, where appropriate using the procedures set forth in rules 7, 8, 9 and 10 of the rules of procedure of the General Assembly, which enable swift and urgent action by the Assembly, bearing in mind that the Security Council has primary responsibility for the maintenance of international peace and security in accordance with Article 24 of the Charter;

(c) To consider the annual reports as well as special reports of the Security Council, in accordance with Article 15, paragraph 1, and Article 24, paragraph 3, of the Charter, through substantive and interactive debates;

(d) To invite the Security Council to submit periodically, in accordance with Article 24 of the Charter, special subject-oriented reports to the General Assembly for its consideration on issues of current international concern;

(e) To also invite the Security Council to update the General Assembly on a regular basis on the steps it has taken or is contemplating with respect to improving its reporting to the Assembly;

(f) To hold interactive debates on other reports submitted to the General Assembly in accordance with Article 15, paragraph 2, of the Charter;

President of the General Assembly

3. *Decides* to strengthen the role and leadership of the President of the General Assembly by:

(a) Authorizing the President of the General Assembly to propose interactive debates on current issues on the agenda of the Assembly, in consultation with Member States;

(b) Augmenting the resources available to the Office of the President of the General Assembly from within existing resources, subject to consideration by the Assembly of the proposed programme budget for the biennium 2006–2007, to provide for two further additional posts at management and senior levels to be filled

on an annual basis following consultations with the incoming President, beginning at the sixtieth session of the Assembly;

(c) Making available to the President of the General Assembly adequate office and conference space with a view to enabling the President to carry out his/her functions in a manner commensurate with the dignity and stature of the Office;

(d) Requesting the Secretary-General to ensure that the President of the General Assembly is provided with proper protocol services at Headquarters and at other United Nations duty stations;

Agenda and working methods of the plenary Assembly and the Main Committees

4. *Decides* to establish an ad hoc working group open to all Member States to identify ways to further enhance the role, authority, effectiveness and efficiency of the General Assembly, inter alia, by building on relevant Assembly resolutions and reviewing the agenda and working methods of the Assembly;

5. *Decides also* that the ad hoc working group shall submit a report with specific recommendations to the General Assembly at its sixtieth session;

6. *Requests* the Secretary-General to provide the ad hoc working group with the necessary services;

7. *Encourages* the Main Committees to implement in full the provisions contained in paragraph 3 of the annex to resolution 58/316 of 1 July 2004, building upon the results of relevant discussions in each Committee;

8. *Encourages* the bureaux of the Main Committees to enhance their cooperation and to learn from each other's best practices;

9. *Requests* the Chairpersons of the Main Committees, at the end of their terms of office, to provide a short report on their observations and "lessons learned" to their immediate successors;

10. *Decides* that time limits on speeches in the plenary Assembly and in the Main Committees shall be applied in accordance with rules 72 and 114 of the rules of procedure of the General Assembly;

11. *Strongly urges* all officers presiding over meetings of the General Assembly to start such meetings on time;

12. *Encourages* the holding of interactive debates with a view to contributing to intergovernmental decision-making;

13. *Invites* Member States that are aligned with statements already made by the chair of a group of Member States, where possible, to focus additional interventions that they make in their national capacity on points that have not already been adequately addressed in the statements of the group in question, bearing in mind the sovereign right of each Member State to express its national position;

14. *Requests* the Secretary-General to issue the rules of procedure of the General Assembly in a consolidated version in all official languages, in print and online;

15. *Recommends* consideration of the use of optical scanners as a means of expediting the counting of votes cast through secret ballots during elections, taking due account of the security requirements in this regard and the credibility, reliability

and confidentiality of such means, and requests the Secretary-General to report on the modalities thereof to the General Assembly through the Committee on Conferences;

Documentation

16. *Requests* the Secretary-General to implement further the measures set out in paragraph 20 of resolution 57/300 of 20 December 2002 on the consolidation of reports and in paragraph 6 of the annex to resolution 58/316, on documentation;

17. *Encourages* Member States, when seeking additional information, to request that they be provided with the information either orally or, if in writing, in the form of information sheets, annexes, tables and the like, and encourages the wider use of this practice;

18. *Requests* the Secretary-General to ensure that documentation and reports are issued well in advance, in keeping with the six-week rule for the issuance of documentation simultaneously in all official languages, as set out in resolution 49/221 B of 23 December 1994 and in resolution 59/309 of 22 June 2005 on multilingualism;

19. *Also requests* the Secretary-General to submit a status report to the General Assembly at its sixtieth session on the implementation of all resolutions regarding the revitalization of its work, including resolutions 58/126 of 19 December 2003 and 58/316 and the present resolution.

*117th plenary meeting
12 September 2005*



General Assembly

Distr.: General
13 January 2004

Fifty-eighth session
Agenda item 55

Resolution adopted by the General Assembly

[without reference to a Main Committee (A/58/L.49/Rev.1)]

58/126. Revitalization of the work of the General Assembly

The General Assembly,

Recalling its previous resolutions relating to the revitalization of its work,¹

Aware of the need to enhance its authority and role and to improve its working methods,

Decides to adopt the text contained in the annex to the present resolution.

76th plenary meeting
19 December 2003

Annex

A. Enhancing the authority and role of the General Assembly

In order to enhance the authority and role of the General Assembly, it is decided that:

1. Member States reaffirm the relevant provisions of the Charter of the United Nations and the United Nations Millennium Declaration² on the central position of the General Assembly.
2. The Security Council is invited to submit periodically, in accordance with Article 24 of the Charter, special subject-oriented reports to the General Assembly for its consideration on issues of current international concern.
3. The Security Council is invited to continue with initiatives to improve the quality of its annual report to the General Assembly, mandated by Article 24, paragraph 3, of the Charter, in order to provide the Assembly with a substantive, analytical and material account of its work, in accordance with resolution 51/193.

¹ Resolutions 46/77 of 12 December 1991, 47/233 of 17 August 1993, 48/264 of 29 July 1994, 51/193 of 17 December 1996, 51/241 of 31 July 1997, 52/163 of 15 December 1997, 55/14 of 3 November 2000, 55/285 of 7 September 2001, 56/509 of 8 July 2002, 57/300 of 20 December 2002 and 57/301 of 13 March 2003.

² See resolution 55/2.

4. In carrying out the assessment of the debate on the annual report of the Security Council called for in resolution 51/241, annex, paragraph 12, the President shall inform the General Assembly of his decision regarding the need for further consideration of the Security Council report, including in respect of the convening of informal consultations, on the need for, and content of, any action by the Assembly based on the debate, as well as on any matters to be brought to the attention of the Security Council.
5. The President of the General Assembly should continue to be briefed regularly by the President of the Security Council on the work of the Council. The President of the Assembly may wish to inform Member States about the substantive issues raised during these meetings.
6. The Presidents of the General Assembly, the Security Council and the Economic and Social Council should meet together periodically with a view to ensuring increased cooperation, coordination and complementarity of the work programmes of the three organs in accordance with their respective responsibilities under the Charter. In this connection, the President of the Security Council may wish to discuss the plans of the Security Council for thematic debates with the President of the General Assembly and the President of the Economic and Social Council. The President of the Assembly will inform Member States about the outcome of these meetings.
7. In June of each year, the President-elect of the General Assembly, after taking into account the views provided by Member States and following consultations with the incumbent President and the Secretary-General, will suggest an issue, or issues, of global concern upon which Member States will be invited to comment during the general debate at the forthcoming session of the Assembly. The views provided by Member States should also be summarized and circulated to Member States. Such suggestions regarding the issue(s) for comment will be without prejudice to the sovereign right of Member States to solely and entirely determine the content of their general debate statements.
8. The work and decisions of the General Assembly should be better publicized. Accordingly, the support provided by the Department of Public Information of the Secretariat for these purposes should be intensified and strengthened. The Secretary-General is requested to present a plan to this end, within existing resources, to the next session of the Committee on Information, so that recommendations can be made to the Assembly.
9. Member States and the Secretariat should consider initiatives that might be taken for better monitoring of the follow-up of resolutions of the General Assembly, such as the provision of timely inputs for reports of the Secretary-General and giving effect to proposals that would advance the follow-up of major United Nations conferences and summits.
10. The resources available to the Office of the President of the General Assembly in personnel and other support shall be augmented from within existing resources, bearing in mind the provisions of paragraph 22 of the annex to resolution 55/285. Five additional posts shall be made available to supplement current support, of which three shall be filled on an annual basis, following consultations with the incoming President, beginning at the fifty-ninth session of the Assembly.
11. Transitional office accommodation and other support shall be provided to the President-elect of the General Assembly. The Secretary-General is requested to make the necessary arrangements for the provision of such support, within existing

resources, beginning with the President-elect of the fifty-ninth session of the Assembly.

B. Improving the working methods of the General Assembly

The working methods of the General Assembly need to be further rationalized in order to improve its efficiency and effectiveness and to make its outcomes more productive. Towards this end:

1. The General Committee shall meet throughout the session and further improve its working methods to increase its efficiency and effectiveness. It will play the leading role in advising the General Assembly on the efficient organization, coordination and management of its work. In this connection, the Assembly will also consider proposals to reform the General Committee.
2. The work of the Main Committees of the General Assembly might benefit if it is scheduled over two substantive periods during the session. The rescheduling of the work of the Main Committees should not lead to additional costs, additional or longer meetings, or staggered work schedules of the Main Committees. With a view to enabling the Assembly to consider changes in this regard, with effect from the sixtieth session of the Assembly, the Secretary-General is requested to present, by 1 February 2004, various options for consideration by the General Committee, taking into account the requirements of the relevant intergovernmental bodies and the different locations of their meetings and the budget cycle. The General Committee shall hold open-ended discussions on the options presented by the Secretary-General before making recommendations to the Assembly for its decision by 1 July 2004.
3. The General Assembly will consider convening more interactive debates. At the beginning of each session, the General Committee, following recommendations from the President of the General Assembly, shall recommend to the Assembly a programme of, and format for, interactive debates during that session on items on its agenda.
4. With a view to better conceptualization of the content of the agenda of the General Assembly, the Secretary-General is requested to submit to the Assembly, for its consideration by 1 March 2004, an illustrative agenda of the Assembly, based on all the agenda items of the fifty-eighth session, organized around the priorities of the Organization for the period 2002–2005.³ The General Committee shall hold open-

³ For the priorities of the Organization for the period 2002–2005:

- (a) Maintenance of international peace and security;
- (b) Promotion of sustained economic growth and sustainable development in accordance with the relevant resolutions of the General Assembly and recent United Nations conferences;
- (c) Development of Africa;
- (d) Promotion of human rights;
- (e) Effective coordination of humanitarian assistance efforts;
- (f) Promotion of justice and international law;
- (g) Disarmament;
- (h) Drug control, crime prevention and combating international terrorism in all its forms and manifestations,

see paragraph 26 of the introduction to the medium-term plan for the period 2002–2005 (*Official Records of the General Assembly, Fifty-fifth Session, Supplement No. 6 (A/55/6/Rev.1)*) adopted in resolution 55/234.

ended discussions on the illustrative agenda before making recommendations on the matter to the Assembly for its decision by 1 July 2004.

5. It would be advantageous for the General Assembly to have a shorter agenda to ensure the fullest discussion of all issues, so that its decisions may have greater impact. Accordingly, the President of the General Assembly at its fifty-eighth session, in consultation with the Secretary-General, and following consultations with concerned Member States, is requested to make proposals for the further biennialization, triennialization, clustering and elimination of items of the customary agenda of the Assembly for the consideration of the General Committee by 1 April 2004. The General Committee shall hold open-ended discussions on the proposals before making recommendations on the matter to the Assembly for its decision by 1 July 2004.

6. General Assembly resolutions should be more concise, focused and action-oriented. Where practical, more actions taken by the Assembly should be in the form of decisions. Preambular paragraphs in resolutions of the Assembly should normally be kept to the minimum.

7. The heavy volume of documentation that is submitted to the General Assembly for its consideration should be reduced. In this regard, the Secretary-General is requested to continue his efforts to make proposals to Member States for the consolidation of reports on related subjects in accordance with the provisions of paragraph 20 of resolution 57/300. The proposals on a shorter agenda should be accompanied by related proposals for a reduction in the volume of documentation.

8. The Main Committees of the General Assembly are bound by the rules of procedure of the General Assembly, although they have different practices and working methods. With a view to identifying best practices and working methods, and recognizing the ongoing efforts of the Main Committees to streamline their work, the Secretary-General, drawing on the experience of previous Chairmen of the Main Committees, is requested to submit a historical and analytical note on the practices and working methods of the Main Committees for the consideration of the General Committee by 1 April 2004. The General Committee shall hold open-ended discussions on the note before making recommendations on the matter to the Assembly for its decision by 1 July 2004.

9. In accordance with paragraph 2 (a) and (c) of resolution 56/509, the General Assembly elects the President of the Assembly, the Vice-Presidents of the Assembly, and the Chairmen of the Main Committees at least three months before the opening of the session in which they will serve. In order to foster better advance planning and preparation of the work of the Main Committees, the full Bureaux of the Main Committees shall similarly be elected three months in advance of the next session.



General Assembly

Distr.: General
13 July 2004

Fifty-eighth session
Agenda item 55

Resolution adopted by the General Assembly

[without reference to a Main Committee (A/58/L.66)]

58/316. Further measures for the revitalization of the work of the General Assembly

The General Assembly,

Recalling its resolution 58/126 of 19 December 2003 on the revitalization of the work of the General Assembly,

Recalling also its previous resolutions relating to the revitalization of its work,

1. *Decides* to adopt the text contained in the annex to the present resolution;
2. *Determines* to continue with efforts for the revitalization of its work;
3. *Requests* the Secretary-General to report on all aspects of the implementation of resolution 58/126 and the present resolution to the General Assembly at its sixtieth session.

92nd plenary meeting
1 July 2004

Annex

A. Reordering the work of the General Assembly

1. Recalling section B, paragraph 2, of the annex to General Assembly resolution 58/126 of 19 December 2003, and having reviewed the note by the Secretariat entitled "Options for the rescheduling of the Main Committees of the General Assembly",¹ it is decided that:

(a) The consideration of the implementation of paragraph 2 of section B of the annex to resolution 58/126 shall be deferred until its fifty-ninth session, taking into account the views expressed as well as the suggestions made by Member States in the context of the deliberations of the open-ended meetings of the General Committee during the fifty-eighth session;

(b) With effect from the fifty-ninth session of the General Assembly, the meetings of the plenary Assembly shall normally be held on Mondays and Thursdays.

¹ A/58/CRP.3.

B. Organization of the agenda of the General Assembly

2. Recalling section B, paragraph 4, of the annex to resolution 58/126, and having reviewed the note by the Secretariat entitled “Illustrative agenda of the General Assembly”,² and taking into account the views expressed by Member States on the matter, it is decided that:

(a) Pursuant to paragraph 4 of section B of the annex to resolution 58/126, the agenda of the General Assembly shall be organized under headings corresponding to the priorities of the Organization, as contained in the medium-term plan for the period 2002–2005³ (or in the strategic framework, as appropriate), with an additional heading for “Organizational, administrative and other matters” for the purpose of giving a sense of structure to the work of the Assembly, achieving a better presentation of the issues and challenges with which the Assembly deals and making the work of the Assembly more accessible, with the understanding that the new arrangement will not prejudice the way in which the work of the Assembly is organized and carried out;

(b) The headings of the agenda shall consequently be:

(i) Maintenance of international peace and security;

(ii) Promotion of sustained economic growth and sustainable development in accordance with the resolutions of the General Assembly and recent United Nations conferences;

(iii) Development of Africa;

(iv) Promotion of human rights;

(v) Effective coordination of humanitarian assistance efforts;

(vi) Promotion of justice and international law;

(vii) Disarmament;

(viii) Drug control, crime prevention and combating international terrorism in all its forms and manifestations;

(ix) Organizational, administrative and other matters;

(c) The General Committee shall make recommendations, after consultation with Member States, to the General Assembly at its fifty-ninth session on the placement of the agenda items for the fifty-ninth session under the headings set out above, with a view to making the new arrangement effective;

(d) The provisions of the present section shall be reviewed by the General Assembly at its sixty-first session with a view to making further improvements, as appropriate.

C. Practices and working methods of the Main Committees

3. Recalling section B, paragraph 8, of the annex to resolution 58/126, and having reviewed the note by the Secretariat entitled “Historical and analytical note on the practices and working methods of the Main Committees”,⁴ recalling that the

² A/58/CRP.4.

³ *Official Records of the General Assembly, Fifty-fifth Session, Supplement No. 6 (A/55/6/Rev.1)*.

⁴ A/58/CRP.5.

Main Committees are bound by the rules of procedure of the General Assembly, and taking into account the views expressed by Member States on the matter, it is decided that:

(a) Each Main Committee shall give specific attention to the rationalization of their future agendas by the biennialization, triennialization, clustering and elimination of items, and make recommendations to the plenary Assembly for its decision by 1 April 2005;

(b) Each Main Committee shall adopt a provisional programme of work at the end of the session for the next session to help them better to plan, prepare and organize and, in this context, review the related documentation requirements;

(c) The practice of interactive debates and panel discussions shall be utilized or expanded, as appropriate, by all Main Committees so as to enhance informal, in-depth discussions and to bring together experts from various fields without prejudicing the progress of the substantive work of the Main Committees;

(d) The practice of "question time" shall be introduced, as appropriate, in all Main Committees to enable a dynamic and candid exchange with heads of departments and offices, representatives of the Secretary-General and special rapporteurs;

(e) The web sites of the Main Committees shall be enhanced and thereafter regularly updated and their content maintained by the secretariats of the Main Committees;

(f) The bureaux-elect of the Main Committees shall meet immediately after their election in order to discuss the organization and division of their work;

(g) With a view to ensuring the continuity and the effective organization of their work, the incoming bureaux of the Main Committees shall, no later than two weeks after their election, meet with the outgoing bureaux in order to consult on and review issues relating to the efficient functioning of the Main Committees;

(h) Prior to the opening of each session, informal briefings of each Main Committee shall be convened to discuss the organization of work.

D. Review of the agenda of the General Assembly

4. Recalling section B, paragraph 5, of the annex to resolution 58/126, having reviewed the note by the Secretariat entitled "Analysis of the agenda of the General Assembly",⁵ which provides factual information on the frequency of consideration, origin and history of action on the 333 items and sub-items on the agenda, taking into account the views expressed by Member States, and following consultations with concerned Member States, it is decided that:

(a) The items entitled "Launching of global negotiations on international economic cooperation for development" and "Restructuring and revitalization of the United Nations in the economic, social and related fields" shall be eliminated from the agenda;

(b) The items entitled "Question of Cyprus", "Armed aggression against the Democratic Republic of the Congo", "Question of the Falkland Islands (Malvinas)", "The situation of democracy and human rights in Haiti", "Armed Israeli aggression

⁵ A/58/CRP.6.

against the Iraqi nuclear installations and its grave consequences for the established international system concerning the peaceful uses of nuclear energy, the non-proliferation of nuclear weapons and international peace and security”, “Consequences of the Iraqi occupation of and aggression against Kuwait”, and “Declaration of the Assembly of Heads of State and Government of the Organization of African Unity on the aerial and naval military attack against the Socialist People’s Libyan Arab Jamahiriya by the present United States Administration in April 1986” shall remain on the agenda for consideration upon notification by a Member State;

(c) The item entitled “Report of the Economic and Social Council” shall be considered in its entirety in plenary;

(d) While remaining on the agenda of the plenary, the sub-item entitled “Sport for peace and development: Building a peaceful and better world through sport and the Olympic ideal” shall be considered every other year and the items entitled “Return or restitution of cultural property to the countries of origin” and “Elimination of unilateral extraterritorial coercive economic measures as a means of political and economic compulsion” shall be considered every three years;

(e) The item entitled “Information and communication technologies for development” and the sub-item entitled “Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance: Special economic assistance to individual countries or regions” shall be allocated for annual consideration in the Second Committee;

(f) The item entitled “Towards global partnerships” shall be allocated for consideration every other year in the Second Committee;

(g) The sub-item entitled “Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance: Participation of volunteers, ‘White Helmets’, in the activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development” shall be allocated for consideration every three years in the Second Committee;

(h) The item entitled “Global road safety crisis” shall be allocated for consideration every other year in the Third Committee;

(i) The item entitled “Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples” shall be allocated for annual consideration in the Special Political and Decolonization Committee (Fourth Committee);

(j) The item entitled “Assistance in mine action” shall be allocated for consideration every other year in the Special Political and Decolonization Committee (Fourth Committee);

(k) The item entitled “University for Peace” shall be allocated for consideration every three years in the Special Political and Decolonization Committee (Fourth Committee);

(l) Bearing in mind that the General Assembly decided in resolution 55/285 of 7 September 2001 to cluster all cooperation items under one item, to make individual cooperation items sub-items and to hold a joint debate for all sub-items, the Secretary-General shall submit a single consolidated report under the item entitled “Cooperation between the United Nations and regional and other organizations”;

(m) The adjustments outlined in the paragraphs above shall take effect beginning with the fifty-ninth session of the General Assembly;

(n) The General Assembly shall monitor the effects of the adjustments outlined in the paragraphs above and continue to make efforts, as appropriate, to further streamline the agenda of the plenary.

E. General Committee

5. Recalling section B, paragraph 1, of the annex to resolution 58/126, having conducted a review of the work of the General Committee, and taking into account the views expressed by Member States on the matter, it is decided that:

(a) The work of the General Committee shall be carried out in accordance with section VI of the rules of procedure of the General Assembly;

(b) The General Committee shall continue to meet throughout the session and to play the leading role in advising the General Assembly on the efficient organization, coordination and management of its work;

(c) To ensure the effective implementation of rule 42 of the rules of procedure of the General Assembly, the General Committee shall meet regularly throughout the session with the bureaux of the Main Committees to review the progress of the work of the Main Committees and to make recommendations for furthering such progress;

(d) In July of each year, the General Committee shall conduct a review of the proposed programme of work for the forthcoming session of the General Assembly, on the basis of a report to be submitted by the Secretary-General, and submit recommendations on the matter to the forthcoming Assembly. The report of the Secretary-General shall include information on the status of documentation to be issued during the forthcoming session;

(e) The General Committee, meeting in open-ended consultations, shall continue to consider the further biennialization, triennialization, clustering and elimination of items of the customary agenda of the General Assembly and make recommendations thereon to the Assembly during its fifty-ninth session;

(f) On the basis of proposals from the President of the General Assembly, and in the light of the positive experience during the fifty-eighth session, the General Committee shall be encouraged, as appropriate, to continue to schedule informal briefings on topical issues;

(g) At the beginning of each session, the General Committee, following recommendations from the President of the General Assembly, shall recommend to the Assembly a programme of, and format for, interactive debates on the items on its agenda;

(h) The General Committee shall continue to consider ways and means to further improve its working methods to increase its efficiency and effectiveness in all aspects, and make recommendations on the matter to the General Assembly for its decision by 1 April 2005.

F. Documentation

6. In the light of its decision in section B, paragraph 7, of the annex to resolution 58/126 that the heavy volume of documentation that is submitted to the General

Assembly for its consideration should be reduced, the Secretary-General is requested:

(a) To update the note by the Secretariat, entitled "Control and limitation of documentation",⁶ in the light of the provisions of the present resolution;

(b) To submit the updated version of the note by the Secretariat for the consideration of the General Committee, meeting in open-ended consultations, so that it may make recommendations to the General Assembly at its fifty-ninth session;

(c) To take the necessary action to initiate the implementation of the provisions of paragraph 20 of resolution 57/300 of 20 December 2002, in which the General Assembly requested the Secretary-General to start, on a trial basis, a consultative process with the President of the General Assembly and the Chairmen of the Main Committees of the Assembly at the end of the main part of each session of the Assembly, with a view to consolidating reports on related subjects, if decided by the Main Committees.

⁶ A/58/CRP.7.



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Agenda item 121

Revitalization of the work of the General Assembly

Revitalization of the work of the General Assembly

Report of the Secretary-General

Summary

The present report has been prepared in compliance with paragraph 1 of General Assembly resolution 61/292 and provides an update on the status of implementation by the Secretariat of General Assembly resolutions relating to the revitalization of its work, with a particular focus on the resolutions adopted by the Assembly at its fifty-eighth through sixty-first sessions.



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I. Introduction

1. In compliance with the requests of the General Assembly in its resolutions 58/316, 59/313 and 60/286 for a report of the Secretary-General on the implementation by the Secretariat of Assembly resolutions regarding the revitalization of the Assembly, a status report, including a factual chart, was submitted during the sixty-first session of the Assembly (see A/61/483).
2. At its sixty-first session, in resolution 61/292 entitled “Revitalizing the role and authority of the General Assembly and strengthening its performance”, the General Assembly requested the Secretary-General to submit, at its sixty-second session, an update to his report on the implementation of resolutions on the revitalization of the work of the Assembly, in particular resolutions 58/126, 58/316, 59/313, 60/286 and 61/292.
3. The present report and its annex have been prepared in compliance with that request and reflect developments since the issuance of the earlier report.

II. Update on the implementation of resolutions relating to the revitalization of the work of the General Assembly

4. The authority and activity of the General Assembly have continued to gain through the follow-up process to the 2005 World Summit. In this regard, the Assembly adopted resolution 61/16 on the strengthening of the Economic and Social Council and continued to convene informal consultations, including on management reform, mandate review, the environment and Security Council reform. Revitalization of the Assembly itself, though an item on the agenda of the Assembly dating back many years, continues to be actively examined and pursued in this context.
5. In compliance with resolutions 58/126, 59/313 and 60/286, in which the Assembly, inter alia, encouraged the holding of thematic interactive debates on current issues of critical importance to the international community in the Assembly and invited the President of the General Assembly to propose themes for such interactive debates, in consultation with Member States, the President of the General Assembly at its sixty-first session convened four thematic debates, namely on “Partnerships towards achieving the Millennium Development Goals: taking stock, moving forward” (27 November 2006), “Promotion of gender equality and the empowerment of women (6 and 7 March 2007), “Civilizations and the challenge for peace: obstacles and opportunities” (10 and 11 May 2007) and “climate change as a global challenge” (31 July and 1 August 2007).
6. Also during the sixty-first session, the General Committee, reflecting the role envisaged for it in numerous resolutions, namely, to play the leading role in advising the General Assembly on the efficient organization, coordination and management of its work, considered options for response in the case of an outbreak of an influenza pandemic. Accordingly, the President of the General Assembly convened a briefing by the United Nations Pandemic Influenza Preparedness Coordinator open to all Member States.
7. Regarding working methods, earlier improvements were built upon and reinforced, including the enhancement and regular updating of the websites of the

General Assembly and the Main Committees and the transmission of lessons learned from outgoing to incoming Chairmen. The Presidents of the General Assembly, the Security Council and the Economic and Social Council continued their periodic meetings, including to coordinate the work programme of those principal organs.

8. In addition, the rules of procedure of the General Assembly, whose issuance the Assembly requested in a consolidated version in all official languages in print and online, were made available during the sixty-first session, both on the United Nations website and in hard copy (A/520/Rev.16 and Corr.1).

9. In response to a request contained in paragraph 24 of the annex to General Assembly resolution 60/286, the Office of Legal Affairs concluded the process of compiling precedents and past practice with respect to the rules and practices of the intergovernmental bodies of the Organization that information will be made available in the public domain shortly.

10. Regarding the conduct of elections in the General Assembly, the Assembly, in its resolution 59/313, recommended consideration of the use of optical scanners as a means of expediting the counting of votes cast through secret ballots, taking due account of the security requirements in that regard and the credibility, reliability and confidentiality of such means, and requested the Secretary-General to submit a report on the modalities thereof to the Assembly through the Committee on Conferences. Several options have now been examined and have been made available to Member States, in the form of a paper on revitalization, which was prepared by the Secretariat and submitted through the co-chairs in the course of the sixty-first session. The proposals contained therein are currently under consideration.

11. At the end of its sixtieth session, pursuant to resolution 60/286, the General Assembly decided to invite the President of the sixty-first session of the General Assembly to convene consultations among Member States to decide on the establishment of an ad hoc working group on the revitalization of the Assembly, open to all Member States: to identify ways to further enhance the role, authority, effectiveness and efficiency of the Assembly, inter alia, by building on relevant Assembly resolutions and reviewing the agenda and working methods of the Assembly, and to submit a report to the Assembly at its sixty-first session.

12. Following consultations at its sixty-first session, convened by the two facilitators who had been appointed by the President of the General Assembly at its sixty-first session, the Assembly adopted resolution 61/292, in which it decided to establish an ad hoc working group, open to all Member States, on the revitalization of the Assembly to evaluate and assess the status of implementation of relevant resolutions, to identify ways to further enhance the role, authority, effectiveness and efficiency of the Assembly, inter alia, by building on previous resolutions, and to submit a report thereon to the Assembly.

13. During its sixty-second session, on 26 November 2007, the President of the General Assembly appointed two co-chairmen of the ad hoc working group, which will commence its work in the course of the session.

14. Regarding paragraph 7 of annex A of resolution 58/126, according to which the President-elect is to suggest an issue or issues of global concern upon which Member States will be invited to comment during the forthcoming general debate,

the President-elect of the General Assembly at its sixty-second session suggested the topic "Responding to climate change".

15. In respect of documentation, the Secretary-General continues to issue annual advance reports containing the status of documentation for the forthcoming sessions of the General Assembly, with a view to facilitating the work of Member States.

Annex

Updated factual chart on the implementation by the Secretariat of the relevant provisions of resolutions 58/126, 58/316, 59/313, 60/286 and 61/292 on the revitalization of the work of the General Assembly

A. Resolution 58/126

Annex A: Enhancing the authority and role of the General Assembly

Status of implementation

The work and decisions of the General Assembly should be better publicized. Accordingly, the support provided by the Department of Public Information of the Secretariat for these purposes should be intensified and strengthened. The Secretary-General is requested to present a plan to this end, within existing resources, to the next session of the Committee on Information, so that recommendations can be made to the Assembly (para. 8).

A plan was presented by the Secretary-General to the Committee on Information at its twenty-sixth session (see A/AC.198/2004/6; see also resolutions 59/126 B and 60/286, annex, para. 14).

Member States and the Secretariat should consider initiatives that might be taken for better monitoring of the follow-up of resolutions of the General Assembly, such as the provision of timely inputs for reports of the Secretary-General and giving effect to proposals that would advance the follow-up of major United Nations conferences and summits (para. 9).

Communications from the Secretary-General have been sent to Member States on an ongoing basis to ask for pertinent information.

The resources available to the Office of the President of the General Assembly in personnel and other support shall be augmented from within existing resources, bearing in mind the provisions of paragraph 22 of the annex to resolution 55/285. Five additional posts shall be made available to supplement current support, of which three shall be filled on an annual basis, following consultations with the incoming President, beginning at the fifty-ninth session of the Assembly (para. 10).

Implemented as of the fifty-ninth session.

Transitional office accommodation and other support shall be provided to the President-elect of the General Assembly. The Secretary-General is requested to make the necessary arrangements for the provision of such support, within existing resources, beginning with the President-elect of the fifty-ninth session of the Assembly (para. 11).

Beginning with the fifty-ninth session, transitional office space and other support have been provided to the Office of the President-elect.

Annex B: Improving the working methods of the General Assembly

The work of the Main Committees of the General Assembly might benefit if it is scheduled over two substantive periods during the session. The rescheduling of the work of the Main Committees should not lead to additional costs, additional or longer meetings, or staggered work schedules of the Main Committees. With a view to enabling the Assembly to consider changes in this regard, with effect from the sixtieth session of the Assembly, the Secretary-General is requested to present, by 1 February 2004, various options for consideration by the General Committee, taking into account the requirements of the relevant intergovernmental bodies and the different locations of their meetings and the budget cycle (para. 2).

With a view to better conceptualization of the content of the agenda of the General Assembly, the Secretary-General is requested to submit to the Assembly, for its consideration by 1 March 2004, an illustrative agenda of the Assembly, based on all the agenda items of the fifty-eighth session, organized around the priorities of the Organization for the period 2002-2005 (para. 4).^a

Status of implementation

In response to this request, the Secretariat circulated a note entitled "Options for the rescheduling of the Main Committees of the General Assembly" (A/58/CRP.3), which the Assembly considered at its fifty-eighth session.

In response to this request, the Secretariat circulated a note entitled "Illustrative agenda of the General Assembly" (A/58/CRP.4), which the Assembly considered at its fifty-eighth session. Additionally, as noted in the reference below to resolution 58/316, annex, section B, para. 2 (b), from the fifty-ninth session onwards, the agenda of the General Assembly has been organized under headings corresponding to the priorities of the Organization, as contained in the medium-term plan for the period 2002-2005 and, subsequently, in accordance with the strategic frameworks for the periods 2006-2007 and 2008-2009, with an additional heading I, entitled "Organizational, administrative and other matters".

^a For the priorities of the Organization for the period 2002-2005:

- (a) Maintenance of international peace and security;
- (b) Promotion of sustained economic growth and sustainable development in accordance with the relevant resolutions of the General Assembly and recent United Nations conferences;
- (c) Development of Africa;
- (d) Promotion of human rights;
- (e) Effective coordination of humanitarian assistance efforts;
- (f) Promotion of justice and international law;
- (g) Disarmament;
- (h) Drug control, crime prevention and combating international terrorism in all its forms and manifestations, see paragraph 26 of the introduction to the medium-term plan for the period 2002-2005 (*Official Records of the General Assembly, Fifty-fifth Session, Supplement No. 6 (A/55/6/Rev.1)*) adopted in resolution 55/234.

The heavy volume of documentation that is submitted to the General Assembly for its consideration should be reduced. In this regard, the Secretary-General is requested to continue his efforts to make proposals to Member States for the consolidation of reports on related subjects in accordance with the provisions of paragraph 20 of resolution 57/300. The proposals on a shorter agenda should be accompanied by related proposals for a reduction in the volume of documentation (para. 7).

The Main Committees of the General Assembly are bound by the rules of procedure of the Assembly, although they have different practices and working methods. With a view to identifying best practices and working methods, and recognizing the ongoing efforts of the Main Committees to streamline their work, the Secretary-General, drawing on the experience of previous Chairmen of the Main Committees, is requested to submit a historical and analytical note on the practices and working methods of the Main Committees for the consideration of the General Committee by 1 April 2004 (para. 8).

See resolution 58/316, annex, section F.

A number of reports, where appropriate, have been consolidated.

In response to this request, the Secretariat circulated a note entitled "Historical and analytical note on the practices and working methods of the Main Committees" (A/58/CRP.5), which was considered by the General Committee in open-ended informal consultations (see resolution 58/316, annex, section C).

B. Resolution 58/316

Annex A: reordering the work of the General Assembly

With effect from the fifty-ninth session of the General Assembly, the meetings of the plenary Assembly shall normally be held on Mondays and Thursdays (para. 1 (b)).

Annex, section B: organization of the agenda of the General Assembly

Pursuant to paragraph 4 of section B of the annex to resolution 58/126, the agenda of the General Assembly shall be organized under headings corresponding to the priorities of the Organization, as contained in the medium-term plan for the period 2002-2005^b (or in the

Status of implementation

As of the fifty-ninth session, plenary meetings of the Assembly are scheduled and held on Mondays and Thursdays to the extent possible.

Status of implementation

From the fifty-ninth session onwards, the agenda of the General Assembly has been organized under headings corresponding to the priorities of the Organization, as contained in the medium-term plan for the period 2002-2005 and, subsequently, in accordance with the

^b *Official Records of the General Assembly, Fifty-fifth Session, Supplement No. 6 (A/55/6/Rev.1)*

strategic framework, as appropriate), with an additional heading for “Organizational, administrative and other matters” for the purpose of giving a sense of structures to the work of the Assembly, achieving a better presentation of the issues and challenges with which the Assembly deals and making the work of the Assembly more accessible, with the understanding that the new arrangement will not prejudice the way in which the work of the Assembly is organized and carried out (para. 2 (a)).

strategic frameworks for the periods 2006-2007 and 2008-2009, with an additional heading I, entitled “Organizational, administrative and other matters”.

The headings of the agenda shall consequently be:

See also 2 (a) above.

- (i) Maintenance of international peace and security;
- (ii) Promotion of sustained economic growth and sustainable development in accordance with the resolutions of the General Assembly and recent United Nations conferences;
- (iii) Development of Africa;
- (iv) Promotion of human rights;
- (v) Effective coordination of humanitarian assistance efforts;
- (vi) Promotion of justice and international law;
- (vii) Disarmament;
- (viii) Drug control, crime prevention and combating international terrorism in all its forms and manifestations;
- (ix) Organizational, administrative and other matters (para. 2 (b)).

Annex, section C: practices and working methods of the Main Committees

Status of implementation

Main Committees shall adopt a provisional programme of work at the end of the session for the next session to help them better to plan, prepare and organize and, in this context, review the related documentation requirements (para. 3 (b)).

Implemented as of the fifty-ninth session.^c

^c Information on the programme of work of the Fifth Committee is usually not available owing to the time frame of the Committee’s work.

The websites of the Main Committees shall be enhanced and thereafter regularly updated and their content maintained by the secretariats of the Main Committees (para. 3 (c)).

Annex, section D: review of the agenda of the General Assembly

Recalling section B, paragraph 5, of the annex to resolution 58/126, having reviewed the note by the Secretariat entitled “Analysis of the agenda of the General Assembly”,^d which provides factual information on the frequency of consideration, origin and history of action on the 333 items and sub-items on the agenda, taking into account the views expressed by Member States, and following consultations with concerned Member States, it is decided that:

(a) The items entitled “Launching of global negotiations on international economic cooperation for development” and “Restructuring and revitalization of the United Nations in the economic, social and related fields” shall be eliminated from the agenda;

(b) The items entitled “Question of Cyprus”, “Armed aggression against the Democratic Republic of the Congo”, “Question of the Falkland Islands (Malvinas)”, “The situation of democracy and human rights in Haiti”, “Armed Israeli aggression against the Iraqi nuclear installations and its grave consequences for the established international system concerning the peaceful uses of nuclear energy, the non-proliferation of nuclear weapons and international peace and security”, “Consequences of the Iraqi occupation of and aggression against Kuwait” and “Declaration of the Assembly of Heads of State and Government of the Organization of African Unity on the aerial and naval military attack against the Socialist People’s Libyan Arab Jamahiriya by the present United States Administration in April 1986” shall remain on the agenda for consideration upon notification by a Member State;

(c) The item entitled “Report of the Economic and Social Council” shall be considered in its entirety in plenary;

The websites of the Main Committees continue to be enhanced and regularly updated by the respective secretariats.

Status of implementation

The provisions of this paragraph were implemented as of the fifty-ninth session and have been reflected in the agenda of each subsequent session.

^d A/58/CRP.6.

(d) While remaining on the agenda of the plenary, the sub-item entitled “Sport for peace and development: building a peaceful and better world through sport and the Olympic ideal” shall be considered every other year and the items entitled “Return or restitution of cultural property to the countries of origin” and “Elimination of unilateral extraterritorial coercive economic measures as a means of political and economic compulsion” shall be considered every three years;

(e) The item entitled “Information and communication technologies for development” and the sub-item entitled “Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance: special economic assistance to individual countries or regions” shall be allocated for annual consideration in the Second Committee;

(f) The item entitled “Towards global partnerships” shall be allocated for consideration every other year in the Second Committee;

(g) The sub-item entitled “Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance: participation of volunteers, ‘White Helmets’, in the activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development” shall be allocated for consideration every three years in the Second Committee;

(h) The item entitled “Global road safety crisis” shall be allocated for consideration every other year in the Third Committee;

(i) The item entitled “Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples” shall be allocated for annual consideration in the Special Political and Decolonization Committee (Fourth Committee);

(j) The item entitled “Assistance in mine action” shall be allocated for consideration every other year in the Special Political and Decolonization Committee (Fourth Committee);

(k) The item entitled “University for Peace” shall be allocated for consideration every three years in the Special Political and Decolonization Committee (Fourth Committee);

(l) Bearing in mind that the General Assembly decided in resolution 55/285 of 7 September 2001 to cluster all cooperation items under one item, to make individual cooperation items sub-items and to hold a joint debate for all sub-items, the Secretary-General shall submit a single consolidated report under the item entitled “Cooperation between the United Nations and regional and other organizations” (para. 4).

Annex, section E: General Committee

In July of each year, the General Committee shall conduct a review of the proposed programme of work for the forthcoming session of the General Assembly, on the basis of a report to be submitted by the Secretary-General, and submit recommendations on the matter to the forthcoming Assembly. The report of the Secretary-General shall include information on the status of documentation to be issued during the forthcoming session (para. 5 (d)).

Annex, section F: documentation

In the light of its decision in section B, paragraph 7, of the annex to resolution 58/126 that the heavy volume of documentation that is submitted to the General Assembly for its consideration should be reduced, the Secretary-General is requested:

To take the necessary action to initiate the implementation of the provisions of paragraph 20 of resolution 57/300 of 20 December 2002, in which the General Assembly requested the Secretary-General to start, on a trial basis, a consultative process with the President of the General Assembly and the Chairmen of the Main Committees of the Assembly at the end of the main part of each session of the Assembly, with a view to consolidating reports on related subjects, if decided by the Main Committees (para. 6 (c)).

Status of implementation

In response to this request the Secretary-General has submitted reports at every session since, including the requested information on the status of documentation (see A/58/864, A/59/860, A/60/971 and A/61/1015 and their respective addenda).

Status of implementation

See resolution 60/286, annex, para. 29.

A number of reports recommended by the Main Committees have been consolidated.

C. Resolution 59/313

President of the General Assembly

(b) Augmenting the resources available to the Office of the President of the General Assembly from within existing resources, subject to consideration by the Assembly of the proposed programme budget for the biennium 2006-2007, to provide for two further additional posts at management and senior levels to be filled on an annual basis following consultations with the incoming President, beginning at the sixtieth session of the Assembly;

(c) Making available to the President of the General Assembly adequate office and conference space with a view to enabling the President to carry out his/her functions in a manner commensurate with the dignity and stature of the Office;

(d) Requesting the Secretary-General to ensure that the President of the General Assembly is provided with proper protocol services at Headquarters and at other United Nations duty stations (para. 3).

Agenda and working methods of the plenary Assembly and the Main Committees

Requests the Secretary-General to provide the ad hoc working group with the necessary services (para. 6).

Strongly urges all officers presiding over meetings of the General Assembly to start such meetings on time (para. 11).

Requests the Secretary-General to issue the rules of procedure of the General Assembly in a consolidated version in all official languages, in print and online (para. 14).

Recommends consideration of the use of optical scanners as a means of expediting the counting of votes cast through secret ballots during elections, taking due account of the security requirements in this regard and the credibility, reliability and confidentiality of such means, and requests the Secretary-General to report on the modalities thereof to the General Assembly through the Committee on Conferences (para. 15).

Status of implementation

Implemented as of the sixtieth session.

See resolution 58/126, annex A, para. 11.

Support by the Protocol Office to the Office of the President of the General Assembly has been further strengthened through closer coordination with the Office of the President on appointments and programmes of the President where protocol services are necessary, including also the social events hosted by the President.

Status of implementation

Action completed.

Periodically, the Department for General Assembly and Conference Management provides presiding officers with statistics on the financial impact of the implementation of this provision.

See status of implementation reference to resolution 60/286, annex, para. 24, below.

See status of implementation reference to resolution 60/286, annex, para. 28, below.

Documentation

Requests the Secretary-General to implement further the measures set out in paragraph 20 of resolution 57/300 of 20 December 2002 on the consolidation of reports and in paragraph 6 of the annex to resolution 58/316 on documentation (para. 16).

Requests the Secretary-General to ensure that documentation and reports are issued well in advance, in keeping with the six-week rule for the issuance of documentation simultaneously in all official languages, as set out in resolution 49/221 B of 23 December 1994 and in resolution 59/309 of 22 June 2005 on multilingualism (para. 18).

Also requests the Secretary-General to submit a status report to the General Assembly at its sixtieth session on the implementation of all resolutions regarding the revitalization of its work, including resolutions 58/126 of 19 December 2003 and 58/316 and the present resolution (para. 19).

Status of implementation

See status of implementation reference to resolution 60/286, annex, para. 29, below.

In response to this request, the Department for General Assembly and Conference Management has entered into a compact with the Secretary-General which provides for zero tolerance of late submission of documents.

This report has been submitted at the sixty-first session pursuant also to resolution 60/286, annex, para. 30. The present report is the update to that report, as requested by the General Assembly in resolution 61/292, para. 1.

D. Resolution 60/286**Cluster I. Role and authority of the General Assembly**

Requests the Secretary-General to continue to make the necessary arrangements for the provision of transitional office accommodation and other support to the President-elect of the General Assembly, in accordance with resolution 58/126 (para. 11).

Requests the Department of Public Information, in cooperation with countries concerned and with the relevant organizations and bodies of the United Nations system, to continue to take appropriate measures to enhance world public awareness of the work of the General Assembly (para. 14).

Status of implementation

See status of implementation reference to resolution 59/313, President of the General Assembly, para. 3 (c), above.

The Department of Public Information continues to implement its communications strategy to publicize the work and decisions of the General Assembly approved by the Assembly in its resolutions 59/126 B, 60/109 B and 61/121 B.

Urges the Secretariat to continue its endeavours to raise the visibility of the General Assembly and, to that end, requests the rearrangement of items in the *Journal of the United Nations* so that listings of plenary meetings and other major events of the General Assembly may appear alongside those of the meetings of the Security Council (para. 15).

Encourages the Presidents of the General Assembly to increase their public visibility, including through enhanced contacts with representatives of the media and civil society, thus promoting the activities of the General Assembly, and encourages the Secretary-General to continue the practice of providing to the Office of the President of the General Assembly a Spokesperson for the President of the Assembly and an assistant to the Spokesperson (para. 16).

Cluster III. Working methods

Requests the Secretary-General to issue the rules of procedure of the General Assembly in a consolidated version in all official languages, in print and online, and requests the Office of Legal Affairs to make precedents and past practice available in the public domain with respect to rules and practices of the intergovernmental bodies of the Organization (para. 24).

Requests an update on its recommendation, in paragraph 15 of its resolution 59/313, regarding consideration of the use of optical scanners as a means of expediting the counting of votes cast through secret ballots during elections, taking due account of the security requirements in this regard and the credibility, reliability and confidentiality of such means, and requests the Secretary-General to report on the modalities thereof to the General Assembly (para. 28).

Requests the Secretary-General to implement further the measures set out in paragraph 20 of resolution 57/300 of 20 December 2002 on the consolidation of reports and in paragraph 6 of the annex to resolution 58/316 on documentation (para. 29).

Implemented as of the sixty-first session.

Implementation is ongoing. As of the sixtieth session, for example, the Presidents of the General Assembly, together with the Chairmen of the Main Committees, have periodically briefed representatives of civil society on the programme of work of the Assembly at its current sessions.

Status of implementation

The consolidated version of the rules of procedure is set out in document A/520/Rev.16 and Corr.1, both in print and online. The Office of Legal Affairs has concluded the process of compiling precedents and past practice with respect to the rules and practices of the intergovernmental bodies of the Organization. That information will be made available in the public domain shortly.

Several options, taking into account the security requirements and the credibility, reliability and confidentiality of such means, have now been examined and have been made available to Member States in the form of a paper on revitalization which was prepared by the Secretariat and submitted to the Member States by the co-chairs in the course of the sixty-first session. The proposals contained therein are currently under consideration.

Since the adoption of this resolution, a number of reports, where appropriate, have been consolidated.

Recalls paragraph 19 of its resolution 59/313 and requests the Secretary-General to submit a status report with a factual chart to the General Assembly at its sixty-first session on the implementation of all resolutions regarding the revitalization of its work, including resolutions 58/126, 58/316 and 59/313, and the present resolution (para. 30).

Decides to invite the President of the sixty-first session of the General Assembly to convene consultations among Member States to decide on the establishment of an ad hoc working group on the revitalization of the Assembly, open to all Member States: to identify ways to further enhance the role, authority, effectiveness and efficiency of the Assembly, inter alia, by building on relevant Assembly resolutions and reviewing the agenda and working methods of the Assembly, and to submit a report to the Assembly at its sixty-first session (para. 31).

The report was issued as document A/61/483. The present report is the update to it, as requested by the General Assembly in resolution 61/292, para. 1.

The President of the General Assembly at its sixty-first session appointed two facilitators to convene consultations and subsequently submitted a report on the views expressed by Member States. As a result of the consultations, the General Assembly adopted resolution 61/292, in which, in paragraph 2, it decided to establish, at its sixty-second session, an ad hoc working group on the revitalization of the Assembly, open to all Member States, to evaluate and assess the status of implementation of relevant resolutions, to identify ways to further enhance the role, authority, effectiveness, and efficiency of the Assembly.

E. Resolution 61/292 of 2 August 2007

Requests the Secretary-General to submit, at its sixty-second session, an update to his report^e on the implementation of resolutions on the revitalization of the work of the General Assembly, in particular resolutions 58/126, 58/316, 59/313, 60/286 and the present resolution (para. 1).

Decides to establish, at its sixty-second session, an ad hoc working group on the revitalization of the General Assembly, open to all Member States, to evaluate and assess the status of implementation of relevant resolutions, to identify ways to further enhance the role, authority, effectiveness and efficiency of the Assembly, inter alia, by building on previous resolutions, and to submit a report thereon to the Assembly (para. 2).

Implemented by the present report.

The President of the General Assembly at its sixty-second session appointed two co-chairs of the ad hoc working group, which will commence its work in the course of the sixty-second session.

^e A/61/483.



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Revitalization of the work of the General Assembly

Revitalization of the work of the General Assembly

Report of the Secretary-General

Summary

The present report has been prepared in compliance with paragraph 3 of resolution 58/316, paragraph 19 of resolution 59/313 and paragraph 30 of the annex to resolution 60/286. The report is organized under sections according to topics and provides an overview of the status of implementation of General Assembly resolutions relating to the revitalization of its work, with a particular focus on the three resolutions adopted by the Assembly at its fifty-eighth and fifty-ninth sessions. In terms of both structure and content, it also parallels closely the areas and issues examined by the Open-ended Ad Hoc Working Group on the Revitalization of the General Assembly in the course of the sixtieth session. It is followed by an annex that provides fuller detail on earlier resolutions and the implementation by the Secretariat of measures contained in them that relate directly to it and its work. An addendum to the present report, covering further measures taken to implement the provisions of resolution 60/286, will be issued, as appropriate, during the sixty-first session.



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I. Introduction

1. The revitalization of the General Assembly has been examined by the Assembly at length and in depth in the course of the last 15 sessions. Moreover, even before it was addressed as such, many measures were adopted during the early years of the Organization to improve the efficiency and effectiveness of the Assembly. The item on revitalization has been included in the agenda of the Assembly since its forty-sixth session in 1991. Subsequently, it has considered this item regularly and has adopted important annual resolutions on the subject.

2. In the 2005 World Summit Outcome (resolution 60/1), Member States reaffirmed the central position of the General Assembly as the chief deliberative, policymaking and representative organ of the United Nations, as well as the role of the Assembly in the process of standard-setting and the codification of international law. Heads of State and Government welcomed the measures adopted by the Assembly with a view to strengthening its role and authority and the role and leadership of the President of the Assembly and, to that end, called for their full and speedy implementation.

3. In its resolution 58/316, entitled “Further measures for the revitalization of the work of the General Assembly”, the Assembly requested the Secretary-General to submit a report on all aspects of the implementation of resolutions 58/126 and 58/316 to the Assembly at its sixtieth session. It also requested the Secretary-General, in its resolution 59/313, entitled “A strengthened and revitalized General Assembly”, to submit a status report to the Assembly at its sixtieth session on the implementation of all resolutions regarding the revitalization of its work, including resolutions 58/126, 58/316 and 59/313. Moreover, recalling those requests, the Assembly, in paragraph 30 of the annex to its resolution 60/286, additionally requested the Secretary-General to submit the status report with a factual chart on the implementation of all resolutions regarding the revitalization of its work.

4. The present report has been prepared in compliance with those requests and has been organized under sections according to topics related to the revitalization of the work of the General Assembly, reflecting also the structure and substance of issues examined in the course of the sixtieth session by the Open-ended Ad Hoc Working Group on the Revitalization of the General Assembly. It is followed by an annex that provides fuller detail on earlier resolutions and the implementation by the Secretariat of measures contained in them that relate directly to it and its work. An addendum to the present report, covering measures taken to implement the provisions of resolution 60/286, will be issued, as appropriate, during the sixty-first session.

II. Enhancing the authority and role of the General Assembly

5. The authority of the General Assembly derives from its status as the chief deliberative, policymaking and representative organ of the United Nations, which has been further underpinned by the holding of the 2005 World Summit — the largest gathering of Heads of State and Government in history. In addition, the Assembly’s role has gained considerably through the ensuing follow-up process. There are nearly a dozen areas in which it has now convened informal consultations, from management, development, the environment and terrorism to the institutional

reform of the Secretariat, the Economic and Social Council and the Security Council. Furthermore, in the course of the sixtieth session alone, the Assembly established the Peacebuilding Commission and the Human Rights Council. These are just some of the successes achieved thus far in the implementation of the World Summit Outcome document, and revitalization of the Assembly, though dating back for a much longer time, is also being discussed within this context.

6. Indeed, since the early 1990s, the General Assembly has adopted several resolutions aimed at enhancing its authority and role of the Assembly by touching upon one or several of the aspects covered in the present report (e.g. resolutions 46/77, 47/233, 48/264, 51/193, 51/241, 55/285 and 57/300). At its fifty-eighth and fifty-ninth sessions, the Assembly adopted three landmark resolutions on the revitalization of its work (resolutions 58/126, 58/316 and 59/313). As a result of those resolutions, and in addition to the central role it has played in the follow-up and implementation of the Outcome document, the Assembly's role and authority have been further underlined and accentuated.

7. Moreover, the President-elect, as of the sixtieth session of the General Assembly, now suggests an issue or issues of global concern upon which Member States will be invited to comment during the forthcoming general debate. The President-elect for the sixtieth session suggested the theme "Follow-up and implementation of the Summit outcome" for that session, which followed immediately the conclusion of the World Summit of 2005 and provided an important opportunity for delegations to express their views on the Outcome document and the way forward on its implementation. The President-elect of the sixty-first session put forward "Implementing a Global Partnership for Development" as the suggested theme.

8. For example, the President of the General Assembly now meets periodically with the Presidents of the Security Council and the Economic and Social Council, with a view to ensuring increased cooperation, coordination and complementarity of the work programmes of the three organs. In addition, the Presidents of the Assembly, since the adoption of resolution 58/126, have regularly informed the membership of the briefings held with the Presidents of the Economic and Social Council and the Security Council, thereby further strengthening the coordination among those organs. The President of the Assembly also continues to be briefed regularly by the President of the Security Council on the work of the Council.

9. In the annex to its resolution 58/126, the General Assembly decided that the Security Council is invited to submit periodically special subject-oriented reports to the Assembly on issues of current international concern and to continue with initiatives to improve the quality of its annual report. In its resolution 59/313, it also decided to consider the annual reports and special reports of the Council through substantive and interactive debates. Since the adoption of resolution 58/126, the Council twice submitted its annual report to the Assembly. Those reports were considered by the Assembly at its fifty-ninth and sixtieth sessions, from 11 to 13 October 2004 and on 10 and 11 November 2005, respectively, and the Council continues to consider ways to further improve the quality of its reports to the Assembly.

10. A further step envisaged by the General Assembly in the annex to its resolution 58/126, harking back to resolution 51/241, was to ask the President to inform the Assembly of the need for further consideration of the Security Council report,

including through the convening of informal consultations. To date, the Assembly has been able to consider and address the Council report in the time frame allotted.

11. With regard to publicizing the work and decisions of the General Assembly, the Assembly requested that a plan for the intensification and strengthening of the support provided by the Department of Public Information be presented to the Committee on Information. In line with that request, the report of the Secretary-General to the Committee (A/AC.198/2004/6) described the activities of the Department to publicize the work and decisions of the Assembly as well as recommendations for their further development. Those recommendations were taken up by the Assembly at its fifty-ninth session, and in its resolution 59/126 B, the Assembly welcomed the Department's recommendations, encouraged the Department to establish a closer working relationship with the Office of the President of the General Assembly and requested a further report on those matters to the next session of the Committee on Information (see A/AC.198/2005/2, para. 18). In turn, the Assembly, at its sixtieth session, noted with appreciation the efforts of the Department and encouraged it to further strengthen its working relationship with the Office of the President of the General Assembly (see resolution 60/109 B).

12. Furthermore, the General Assembly decided that Member States and the Secretariat should consider initiatives that might be taken for better monitoring the follow-up of Assembly resolutions, such as the provision of timely inputs for reports of the Secretary-General and giving effect to proposals that would advance the follow-up of major United Nations conferences and summits. Those issues continue to be considered in the realm of the revitalization of the Assembly, underlining their continuing relevance.

13. In its resolution 59/313, the General Assembly stressed the need to demonstrate political will to ensure the effective implementation of its resolutions and decided to convene and organize major thematic debates in order to establish broad international understanding on current substantive issues of importance to Member States. The Assembly also decided to discuss issues pertaining to the maintenance of international peace and security in accordance with the Charter, where appropriate, using the procedures set forth in rules 7, 8, 9 and 10 of the rules of procedure of the Assembly. In that regard, neither special sessions nor emergency special sessions have been summoned since the adoption of resolution 59/313.

14. During the sixtieth session, the Open-ended Ad Hoc Working Group on the Revitalization of the General Assembly also addressed issues surrounding the selection of the Secretary-General in Cluster II of the annex to resolution 60/286. In paragraph 18 of the annex, the Assembly emphasized the need for the process of selection of the Secretary-General to be inclusive to all Member States and made more transparent and, in this regard, in paragraph 20, it encouraged formal presentation of candidatures for the position of Secretary-General in a manner that allows sufficient time for interaction with Member States and requested candidates to present their views to all States Members of the Assembly. In agreeing upon those steps, delegations expressed the hope that they would facilitate the transparency and outcome of the selection process. That positive step by the Assembly is a concrete example of the ongoing efforts to revitalize itself through the further enhancement of its role and authority.

III. Improving the working methods of the General Assembly

15. Much has also been achieved in the improvement of the working methods of the General Assembly. For example, the President is now elected several months in advance of the opening of the session, as are the chairpersons of the Main Committees and their full bureaux. During the main part of Assembly sessions, meetings of the plenary are normally held on Mondays and Thursdays. The websites of the Main Committees have been enhanced and are regularly updated by the relevant secretariats. The rules of procedure of the Assembly, whose issuance the Assembly requested in a consolidated version in all official languages in print and online, will be made available on the United Nations website and in hard copy during the sixty-first session. Furthermore, in paragraph 24 of the annex to its resolution 60/286, the Assembly requested the Office of Legal Affairs to make precedents and past practice available in the public domain with respect to rules and practices of the intergovernmental bodies of the Organization. That document will be made available in the course of the sixty-first session.

16. Other measures that have been implemented include the utilization by the Main Committees of the practice of interactive debates, panel discussions and question time so as to enhance informal, in-depth discussions and to bring together experts from various fields. Those practices, inter alia, have enabled a dynamic and candid exchange with heads of departments and offices, representatives of the Secretary-General and special rapporteurs, thereby adding to the deliberations and decision-making processes in the Main Committees.

17. With a view to ensuring the continuity and the effective organization of the work of the Main Committees, their bureaux-elect now meet immediately after their election to discuss the organization and division of their work. Moreover, with a view to better harnessing the institutional memory acquired by the chairpersons and the bureaux of the Main Committees, the incoming bureaux also meet with the outgoing bureaux in order to consult on and review issues relating to the efficient functioning of the Main Committees. Where such meetings have taken place, they have proven to be of value to the work of the respective Committees. In fact, they have proven to be particularly useful and effective as a means of transmitting and reporting on the observations and lessons learned that outgoing Committee chairpersons were requested to provide their successors.

18. In addition, a number of measures the General Assembly decided upon require implementation by the Member States themselves. They include the request to draft more concise, focused and action-oriented resolutions and decisions, that preambular paragraphs in resolutions should normally be kept to the minimum, that time limits on speeches in the plenary as well as in the Main Committees should be applied and that Member States aligned with statements already made by the chairperson of a group of Member States should focus additional interventions on points that have not already been adequately addressed in the statements of the group in question.

19. Some measures brought up in the course of the discussions on the improvement of the working methods of the General Assembly remain to be decided. In its resolution 58/126, for example, the Assembly stated that the work of the Main Committees might benefit if it was scheduled over two substantive periods during the session. With a view to enabling the Assembly to consider changes in that

regard, various options were presented for consideration by the General Committee, taking into account the requirements of the relevant intergovernmental bodies and the different locations of their meetings and the budget cycle (see A/58/CRP.3). The General Committee then held open-ended discussions on those options and the Assembly decided that the consideration of that subject would be deferred until its fifty-ninth session. Member States, however, have not taken any further action on the matter.

20. The General Assembly also noted that its Main Committees had different practices and working methods and requested, with a view to identifying best practices and working methods, the submission of a historical and analytical note on the practices and working methods of the Committees. That note (A/58/CRP.5) was submitted and discussed in open-ended discussions of the General Committee. However, the Committee has not yet made any further recommendations in that regard to the plenary.

21. Regarding the conduct of elections in the General Assembly, the Assembly, in its resolution 59/313, recommended the consideration of the use of optical scanners as a means of expediting the counting of votes cast through secret ballots, taking due account of the security requirements in that regard and the credibility, reliability and confidentiality of such means, and requested the Secretary-General to submit a report on the modalities thereof to the Assembly through the Committee on Conferences. Several options have now been examined and, once all the results have been compiled, taking into account the criteria listed by Member States, a study will be presented to the Committee on Conferences during the current session.

IV. Agenda

22. The agenda of the General Assembly reflects its working programme and the scope of its activity. From the early years, the multitude of items on the agenda testified to the variety of issues of concern to the United Nations. The number of items has grown steadily and further underlines the body's responsiveness to global events as well as its relevancy. At the same time, the increasing number of items has reduced the actual amount of time available to focus on any particular issue. And while items continue to be included on an annual basis, rarely are any eliminated.

23. Rationalizing and streamlining the agenda of the General Assembly in order to focus its work on priority issues has been a subject of debate for many years. In the annex to its resolution 55/285, the Assembly decided to cluster all cooperation items on its agenda and to biennialize its consideration in the form of a joint debate. In operative paragraph 4 (1) of the annex to its resolution 58/316, the Assembly decided to consolidate the 18 reports theretofore submitted on cooperation into a single report. In both resolutions, the Assembly decided to biennialize and triennialize a number of other items as well.

24. At its fifty-eighth session, with a view to better conceptualizing the content of its agenda, the General Assembly requested an illustrative agenda of the Assembly, organized around the priorities of the Organization. The illustrative agenda is contained in a note by the Secretariat (A/58/CRP.4). The General Committee held open-ended discussions on the note, leading to the decision of the Assembly to organize the agenda under headings for the purpose of giving a sense of structure to its work, thus achieving a better presentation of the issues and challenges with

which it deals and making its work more accessible. At the fifty-ninth and sixtieth sessions, the General Committee made recommendations on the placement of agenda items under those headings and the agenda of the Assembly has since been arranged under them. In accordance with resolution 58/316, those provisions shall be reviewed by the Assembly at its sixty-first session with a view to making further improvements, as appropriate.

25. In the annex to its resolution 58/126, the General Assembly also stated that it would be advantageous to have a shorter agenda to ensure the fullest discussion of all issues, so that its decisions might have greater impact. Having reviewed the note by the Secretariat entitled "Analysis of the agenda of the General Assembly" (A/58/CRP.6), which provides factual information on the frequency of consideration, origin and history of action on the 333 items and sub-items on the agenda, and having taken into account the views expressed by Member States, the Assembly decided, in the annex to its resolution 58/316, that a number of items and sub-items should be eliminated, biennialized, triennialized, should remain on the agenda for consideration upon notification by a Member State, should be allocated to one of the Main Committees, or should be considered in their entirety in plenary. The Assembly also decided that each Main Committee should give specific attention to the rationalization of its future agendas by the biennialization, triennialization, clustering and elimination of items.

26. Those adjustments took effect beginning with the fifty-ninth session. The General Assembly continues to monitor the effects of the adjustments and to make efforts to streamline the agenda of the plenary further.

V. General Committee

27. At its fifty-eighth session, taking up earlier provisions, the General Assembly stated that the General Committee should continue to consider ways and means to further improve its working methods to increase its efficiency and effectiveness and should play the leading role in advising the Assembly on the efficient organization, coordination and management of its work.

28. The General Committee now meets regularly throughout the session with the bureaux of the Main Committees to review the progress of the work of those Committees and to make recommendations for furthering that progress. The General Committee also conducts a review, in July of each year, of the proposed programme of work for the forthcoming session of the General Assembly and submits recommendations on the matter to the forthcoming Assembly (see A/58/864 and A/59/860 and Add.1).

29. On the basis of proposals from the President, the General Committee convened four informal topical briefings open to all Member States at the fifty-ninth session (by the Special Adviser on Africa; the Special Representative for children and armed conflict; the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator; and the Under-Secretary-General and High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States), which provided Member States an opportunity to engage in a direct exchange on topical issues on the agenda of the Assembly with high-level officials of the Organization.

30. In light of the late date of the adoption of resolution 59/313 and the ensuing workload following the World Summit 2005, the General Committee did not recommend to the General Assembly, at the beginning of the sixtieth session, a programme of interactive debates on the items on the agenda of the Assembly.

VI. President of the General Assembly

31. The role of the President of the General Assembly has been touched upon in a number of the revitalization resolutions adopted by the Assembly (e.g. resolutions 46/77, 51/24 and 55/285). At its fifty-eighth session, the Assembly stated that the resources available to the Office of the President in personnel and other support should be augmented. Moreover, transitional office accommodation should be provided to the President-elect of the Assembly, beginning with the President-elect of the fifty-ninth session. Those provisions have been fully implemented. In connection with those requests, the Office of the President has been increased by five posts and transitional office accommodation has been arranged for and is now being provided to the Presidents-elect.

32. At its fifty-ninth session, the General Assembly reiterated its decision to augment the resources available to the Office of the President from within existing resources, subject to consideration by the Assembly of the proposed programme budget for the biennium 2006-2007, to provide for two further additional posts at management and senior levels to be filled on an annual basis following consultations with the incoming President, beginning at the sixtieth session of the Assembly. In paragraph 10 of the annex to its resolution 60/286, the Assembly took note of that request as well as paragraph 9 of its resolution 60/246, by which those posts were made available to the Office of the President of the Assembly, within the programme budget for the biennium 2006-2007, as part of the effort to strengthen the Office.

33. The General Assembly, also at the fifty-ninth session, decided to strengthen the role and leadership of the President by authorizing him or her to propose, in consultation with Member States, interactive debates on current issues on the Assembly's agenda. In light of the full schedule and exigencies posed by the follow-up and implementation process of the World Summit Outcome document, the President of the Assembly at its sixtieth session decided not to propose to hold an interactive debate at that session.

VII. Documentation

34. As was pointed out in the report of the Secretary-General on the review of mandates (A/60/733), the quantity of the reports requested often obscures their quality and impact, overwhelming the Member States and overburdening the Secretariat. Already at its forty-eighth session, the General Assembly, in its resolution 48/264, encouraged Member States to exercise restraint in making proposals requesting new reports of the Secretary-General, bearing in mind the desirability of reducing the number of such reports. Moreover, in the annex to its resolution 51/241, reaffirmed by the annex to its resolution 55/285, the Assembly plainly stated that the number of reports requested should be rationalized where possible so as to permit more focused consideration of issues.

35. At its fifty-eighth session, the General Assembly noted that the heavy volume of documentation submitted to the Assembly for its consideration should be reduced. It requested the presentation of further proposals to Member States for the consolidation of reports on related subjects in accordance with the provisions of paragraph 20 of its resolution 57/300 (i.e. in consultation, at the end of the main part of each session, with the President of the Assembly and the Chairmen of the Main Committees (see resolutions 58/126, annex, 58/316, annex, and 59/313)) for the consideration of the General Committee. There has been limited success in that respect. In paragraph 29 of the annex to its resolution 60/286, the Assembly requested the Secretary-General to implement further the measures set out in paragraph 20 of its resolution 57/300 and in paragraph 6 of the annex to its resolution 58/316 on documentation.

36. In its resolution 59/313, the General Assembly also encouraged Member States, when seeking additional information, to request that they be provided with the information either orally or, if in writing, in the form of information sheets, annexes, tables and the like, and encouraged the wider use of that practice.

VIII. Open-ended Ad Hoc Working Group established by resolution 59/313

37. At the end of its fifty-ninth session, the General Assembly decided to establish an ad hoc working group open to all Member States with the objective of identifying ways to further enhance the role, authority, effectiveness and efficiency of the Assembly, inter alia, by building on its relevant resolutions and reviewing its agenda and working methods. The scope of the Open-ended Ad Hoc Working Group therefore was comprehensive, covering all the subjects covered in the present report.

38. By the same resolution, the General Assembly also requested the Open-ended Ad Hoc Working Group to submit a report of its own with specific recommendations to the Assembly at its sixtieth session.

39. The President of the General Assembly at its sixtieth session invited the Permanent Representatives of Latvia and Yemen to co-chair the Open-ended Ad Hoc Working Group. The Working Group held 12 meetings (on 16 February, 3, 16 and 29 March, 6, 19 and 26 April, 6 and 29 June, 21 July, and 1 and 5 September 2006). The drafting group, which was established by the co-Chairpersons to continue negotiations on the draft resolution on the Assembly's revitalization, met on 26, 28 and 31 July, and 3 and 8 August 2006 under the chairmanship of Mexico; on 22, 23 and 25 August 2006 under the chairmanship of New Zealand; and on 1 and 5 September 2006 under the chairmanship of Canada. Following the conclusion of the drafting group's deliberations, the Working Group adopted its report and draft resolution on 5 September 2006. At its 99th plenary meeting, the Assembly adopted its resolution 60/286 on the revitalization of the General Assembly, which contains, in the annex, the resolution adopted by the Working Group.

Annex

Factual chart on the implementation by the Secretariat of the relevant provisions of resolutions 58/126, 58/316, 59/313 and 60/286 on the revitalization of the work of the General Assembly

A. Resolution 58/126 of 19 December 2003

Annex A: Enhancing the authority and role of the General Assembly

Status of implementation

The work and decisions of the General Assembly should be better publicized. Accordingly, the support provided by the Department of Public Information of the Secretariat for these purposes should be intensified and strengthened. The Secretary-General is requested to present a plan to this end, within existing resources, to the next session of the Committee on Information, so that recommendations can be made to the Assembly (para. 8).

A plan was presented by the Secretary-General to the Committee on Information at its twenty-sixth session (see A/AC.198/2004/6; see also resolutions 59/126 B and 60/286, annex para. 14).

Member States and the Secretariat should consider initiatives that might be taken for better monitoring of the follow-up of resolutions of the General Assembly, such as the provision of timely inputs for reports of the Secretary-General and giving effect to proposals that would advance the follow-up of major United Nations conferences and summits (para. 9).

Communications from the Secretary-General have been sent to Member States on an ongoing basis to ask for pertinent information.

The resources available to the Office of the President of the General Assembly in personnel and other support shall be augmented from within existing resources, bearing in mind the provisions of paragraph 22 of the annex to resolution 55/285. Five additional posts shall be made available to supplement current support, of which three shall be filled on an annual basis, following consultations with the incoming President, beginning at the fifty-ninth session of the Assembly (para. 10).

Implemented as of the fifty-ninth session

Transitional office accommodation and other support shall be provided to the President-elect of the General Assembly. The Secretary-General is requested to make the necessary arrangements for the provision of such support, within existing resources, beginning with the President-elect of the fifty-ninth session of the Assembly (para. 11).

Beginning with the fifty-ninth session, transitional office space and other support have been provided to the President-elect.

Annex B: Improving the working methods of the General Assembly

The work of the Main Committees of the General Assembly might benefit if it is scheduled over two substantive periods during the session. The rescheduling of the work of the Main Committees should not lead to additional costs, additional or longer meetings, or staggered work schedules of the Main Committees. With a view to enabling the Assembly to consider changes in this regard, with effect from the sixtieth session of the Assembly, the Secretary-General is requested to present, by 1 February 2004, various options for consideration by the General Committee, taking into account the requirements of the relevant intergovernmental bodies and the different locations of their meetings and the budget cycle (para. 2).

With a view to better conceptualization of the content of the agenda of the General Assembly, the Secretary-General is requested to submit to the Assembly, for its consideration by 1 March 2004, an illustrative agenda of the Assembly, based on all the agenda items of the fifty-eighth session, organized around the priorities of the Organization for the period 2002-2005 (para. 4).^a

Status of implementation

In response to this request, the Secretariat circulated a note entitled "Options for the rescheduling of the Main Committees of the General Assembly" (A/58/CRP.3), which the Assembly considered at its fifty-eighth session.

In response to this request, the Secretariat circulated a note entitled "Illustrative agenda of the General Assembly" (A/58/CRP.4), which the Assembly considered at its fifty-eighth session (see also resolution 58/316, annex, para. 2 (b)).

^a For the priorities of the Organization for the period 2002-2005:

- (a) Maintenance of international peace and security;
- (b) Promotion of sustained economic growth and sustainable development in accordance with the relevant resolutions of the General Assembly and recent United Nations conferences;
- (c) Development of Africa;
- (d) Promotion of human rights;
- (e) Effective coordination of humanitarian assistance efforts;
- (f) Promotion of justice and international law;
- (g) Disarmament;
- (h) Drug control, crime prevention and combating international terrorism in all its forms and manifestations, see paragraph 26 of the introduction to the medium-term plan for the period 2002-2005 (*Official Records of the General Assembly, Fifty-fifth Session, Supplement No. 6 (A/55/6/Rev.1)*) adopted in resolution 55/234.

The heavy volume of documentation that is submitted to the General Assembly for its consideration should be reduced. In this regard, the Secretary-General is requested to continue his efforts to make proposals to Member States for the consolidation of reports on related subjects in accordance with the provisions of paragraph 20 of resolution 57/300. The proposals on a shorter agenda should be accompanied by related proposals for a reduction in the volume of documentation (para. 7).

See resolution 58/316, annex, section F.

The Main Committees of the General Assembly are bound by the rules of procedure of the Assembly, although they have different practices and working methods. With a view to identifying best practices and working methods, and recognizing the ongoing efforts of the Main Committees to streamline their work, the Secretary-General, drawing on the experience of previous Chairmen of the Main Committees, is requested to submit a historical and analytical note on the practices and working methods of the Main Committees for the consideration of the General Committee by 1 April 2004 (para. 8).

In response to this request, the Secretariat circulated a note entitled "Historical and analytical note on the practices and working methods of the Main Committees" (A/58/CRP.5), which was considered by the General Committee in open-ended informal consultations (see resolution 58/316, annex, section C).

B. Resolution 58/316 of 1 July 2004

Annex, section A: reordering the work of the General Assembly

With effect from the fifty-ninth session of the General Assembly, the meetings of the plenary Assembly shall normally be held on Mondays and Thursdays (para. 1 (b)).

Status of implementation

As of the fifty-ninth session, plenary meetings of the Assembly are scheduled and held on Mondays and Thursdays to the extent possible.

Annex, section B: organization of the agenda of the General Assembly

Pursuant to paragraph 4 of section B of the annex to resolution 58/126, the agenda of the General Assembly shall be organized under headings corresponding to the priorities of the Organization, as contained in the medium-term plan for the period 2002-2005^b (or in the strategic framework, as appropriate), with an additional heading for "Organizational, administrative and other matters" for the purpose

Status of implementation

As of the fifty-ninth session, the agenda of the General Assembly has been organized under headings corresponding to the priorities of the Organization, as contained in the medium-term plan for the period 2002-2005 and, subsequently, in accordance with the strategic framework for the period 2006-2007, with an additional heading I, entitled "Organizational, administrative and other matters".

^b *Official Records of the General Assembly, Fifty-fifth Session, Supplement No. 6 (A/55/6/Rev.1).*

of giving a sense of structure to the work of the Assembly, achieving a better presentation of the issues and challenges with which the Assembly deals and making the work of the Assembly more accessible, with the understanding that the new arrangement will not prejudice the way in which the work of the Assembly is organized and carried out (para. 2 (a)).

The headings of the agenda shall consequently be: See 2 (a) above.

- (i) Maintenance of international peace and security;
- (ii) Promotion of sustained economic growth and sustainable development in accordance with the resolutions of the General Assembly and recent United Nations conferences;
- (iii) Development of Africa;
- (iv) Promotion of human rights;
- (v) Effective coordination of humanitarian assistance efforts;
- (vi) Promotion of justice and international law;
- (vii) Disarmament;
- (viii) Drug control, crime prevention and combating international terrorism in all its forms and manifestations;
- (ix) Organizational, administrative and other matters (para. 2 (b)).

Annex, section C: practices and working methods of the Main Committees

Main Committees shall adopt a provisional programme of work at the end of the session for the next session to help them better to plan, prepare and organize and, in this context, review the related documentation requirements (para. 3 (b)).

Status of implementation

Implemented as of the fifty-ninth session.^c

^c Information on the programme of work of the Fifth Committee is usually not available owing to the time frame of the Committee's work.

The websites of the Main Committees shall be enhanced and thereafter regularly updated and their content maintained by the secretariats of the Main Committees (para. 3 (c)).

The websites of the Main Committees continue to be enhanced and regularly updated by the respective secretariats.

Annex, section D: review of the agenda of the General Assembly

Status of implementation

Recalling section B, paragraph 5, of the annex to resolution 58/126, having reviewed the note by the Secretariat entitled “Analysis of the agenda of the General Assembly”,^d which provides factual information on the frequency of consideration, origin and history of action on the 333 items and sub-items on the agenda, taking into account the views expressed by Member States, and following consultations with concerned Member States, it is decided that:

The provisions of this paragraph are being implemented as of the fifty-ninth session and reflected in the agenda of each session.

(a) The items entitled “Launching of global negotiations on international economic cooperation for development” and “Restructuring and revitalization of the United Nations in the economic, social and related fields” shall be eliminated from the agenda;

(b) The items entitled “Question of Cyprus”, “Armed aggression against the Democratic Republic of the Congo”, “Question of the Falkland Islands (Malvinas)”, “The situation of democracy and human rights in Haiti”, “Armed Israeli aggression against the Iraqi nuclear installations and its grave consequences for the established international system concerning the peaceful uses of nuclear energy, the non-proliferation of nuclear weapons and international peace and security”, Consequences of the Iraqi occupation of and aggression against Kuwait” and “Declaration of the Assembly of Heads of State and Government of the Organization of African Unity on the aerial and naval military attack against the Socialist People’s Libyan Arab Jamahiriya by the present United States Administration in April 1986” shall remain on the agenda for consideration upon notification by a Member State;

^d A/58/CRP.6.

(c) The item entitled “Report of the Economic and Social Council” shall be considered in its entirety in plenary;

(d) While remaining on the agenda of the plenary, the sub-item entitled “Sport for peace and development: building a peaceful and better world through sport and the Olympic ideal” shall be considered every other year and the items entitled “Return or restitution of cultural property to the countries of origin” and “Elimination of unilateral extraterritorial coercive economic measures as a means of political and economic compulsion” shall be considered every three years;

(e) The item entitled “Information and communication technologies for development” and the sub-item entitled “Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance: special economic assistance to individual countries or regions” shall be allocated for annual consideration in the Second Committee;

(f) The item entitled “Towards global partnerships” shall be allocated for consideration every other year in the Second Committee;

(g) The sub-item entitled “Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance: participation of volunteers, ‘White Helmets’, in the activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development” shall be allocated for consideration every three years in the Second Committee;

(h) The item entitled “Global road safety crisis” shall be allocated for consideration every other year in the Third Committee;

(i) The item entitled “Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples” shall be allocated for annual consideration in the Special Political and Decolonization Committee (Fourth Committee);

(j) The item entitled “Assistance in mine action” shall be allocated for consideration every other year in the Special Political and Decolonization Committee (Fourth Committee);

(k) The item entitled “University for Peace” shall be allocated for consideration every three years in the Special Political and Decolonization Committee (Fourth Committee);

(l) Bearing in mind that the General Assembly decided in resolution 55/285 of 7 September 2001 to cluster all cooperation items under one item, to make individual cooperation items sub-items and to hold a joint debate for all sub-items, the Secretary-General shall submit a single consolidated report under the item entitled “Cooperation between the United Nations and regional and other organizations” (para. 4).

Annex, section E: General Committee

In July of each year, the General Committee shall conduct a review of the proposed programme of work for the forthcoming session of the General Assembly, on the basis of a report to be submitted by the Secretary-General, and submit recommendations on the matter to the forthcoming Assembly. The report of the Secretary-General shall include information on the status of documentation to be issued during the forthcoming session (para. 5 (d)).

Annex, section F: documentation

In the light of its decision in section B, paragraph 7, of the annex to resolution 58/126 that the heavy volume of documentation that is submitted to the General Assembly for its consideration should be reduced, the Secretary-General is requested:

Status of implementation

In response to this request the Secretary-General has submitted reports at the fifty-eighth, fifty-ninth and sixtieth sessions of the General Assembly, including the requested information on the status of documentation (see A/58/864, A/59/860 and A/60/971 and their respective addenda).

Status of implementation

To take the necessary action to initiate the implementation of the provisions of paragraph 20 of resolution 57/300 of 20 December 2002, in which the General Assembly requested the Secretary-General to start, on a trial basis, a consultative process with the President of the General Assembly and the Chairmen of the Main Committees of the Assembly at the end of the main part of each session of the Assembly, with a view to consolidating reports on related subjects, if decided by the Main Committees (para. 6 (c)).

See resolution 60/286, annex, para. 29.

C. Resolution 59/313 of 12 September 2005

President of the General Assembly

Status of implementation

(b) Augmenting the resources available to the Office of the President of the General Assembly from within existing resources, subject to consideration by the Assembly of the proposed programme budget for the biennium 2006-2007, to provide for two further additional posts at management and senior levels to be filled on an annual basis following consultations with the incoming President, beginning at the sixtieth session of the Assembly;

Implemented as of the sixtieth session

(c) Making available to the President of the General Assembly adequate office and conference space with a view to enabling the President to carry out his/her functions in a manner commensurate with the dignity and stature of the Office;

See resolution 58/126, annex A, para. 11.

(d) Requesting the Secretary-General to ensure that the President of the General Assembly is provided with proper protocol services at Headquarters and at other United Nations duty stations (para. 3).

Support by the Protocol Office to the Office of the President of the General Assembly has been further strengthened through closer coordination with the Office of the President on appointments and programmes of the President where protocol services are necessary, including also the social events hosted by the President.

Agenda and working methods of the plenary Assembly and the Main Committees

Status of implementation

Requests the Secretary-General to provide the ad hoc working group with the necessary services (para. 6)

Action completed.

Strongly urges all officers presiding over meetings of the General Assembly to start such meetings on time (para. 11)

Periodically, the Department for General Assembly and Conference Management provides presiding officers with statistics on the financial impact of the implementation of this provision.

Requests the Secretary-General to issue the rules of procedure of the General Assembly in a consolidated version in all official languages, in print and online (para. 14)

See resolution 60/286, annex, para. 24.

Recommends consideration of the use of optical scanners as a means of expediting the counting of votes cast through secret ballots during elections, taking due account of the security requirements in this regard and the credibility, reliability and confidentiality of such means, and requests the Secretary-General to report on the modalities thereof to the General Assembly through the Committee on Conferences (para. 15)

See resolution 60/286, annex, para. 28.

Documentation

Status of implementation

Requests the Secretary-General to implement further the measures set out in paragraph 20 of resolution 57/300 of 20 December 2002 on the consolidation of reports and in paragraph 6 of the annex to resolution 58/316 on documentation (para. 16)

See resolution 60/286, annex, para. 29.

Requests the Secretary-General to ensure that documentation and reports are issued well in advance, in keeping with the six-week rule for the issuance of documentation simultaneously in all official languages, as set out in resolution 49/221 B of 23 December 1994 and in resolution 59/309 of 22 June 2005 on multilingualism (para. 18)

In response to this request, the Department for General Assembly and Conference Management has entered into a compact with the Secretary-General which provides for zero tolerance of late submission of documents.

Also requests the Secretary-General to submit a status report to the General Assembly at its sixtieth session on the implementation of all resolutions regarding the revitalization of its work, including resolutions 58/126 of 19 December 2003 and 58/316 and the present resolution (para. 19)

This report has been submitted at the sixty-first session pursuant also to resolution 60/286, annex, para. 30.

D. Resolution 60/286 of 8 September 2006

Cluster I. Role and authority of the General Assembly	Status of implementation
Requests the Secretary-General to continue to make the necessary arrangements for the provision of transitional office accommodation and other support to the President-elect of the General Assembly, in accordance with resolution 58/126 (para. 11)	See resolution 59/313, President of the General Assembly, para. 3 (c).
Requests the Department of Public Information, in cooperation with countries concerned and with the relevant organizations and bodies of the United Nations system, to continue to take appropriate measures to enhance world public awareness of the work of the General Assembly (para. 14)	The Department of Public Information continues to implement its communications strategy to publicize the work and decisions of the General Assembly approved by the Assembly in its resolutions 59/126 B and 60/109 B.
Urges the Secretariat to continue its endeavours to raise the visibility of the General Assembly and, to that end, requests the rearrangement of items in the <i>Journal of the United Nations</i> so that listings of plenary meetings and other major events of the General Assembly may appear alongside those of the meetings of the Security Council (para. 15)	This provision will be implemented during the sixty-first session.
Encourages the Presidents of the General Assembly to increase their public visibility, including through enhanced contacts with representatives of the media and civil society, thus promoting the activities of the General Assembly, and encourages the Secretary-General to continue the practice of providing to the Office of the President of the General Assembly a Spokesperson for the President of the Assembly and an assistant to the Spokesperson (para. 16)	Implementation is continuous.
Cluster III. Working methods	Status of implementation
Requests the Secretary-General to issue the rules of procedure of the General Assembly in a consolidated version in all official languages, in print and online, and requests the Office of Legal Affairs to make precedents and past practice available in the public domain with respect to rules and practices of the intergovernmental bodies of the Organization (para. 24)	This provision will be implemented during the sixty-first session.

Requests an update on its recommendation, in paragraph 15 of its resolution 59/313, regarding consideration of the use of optical scanners as a means of expediting the counting of votes cast through secret ballots during elections, taking due account of the security requirements in this regard and the credibility, reliability and confidentiality of such means, and requests the Secretary-General to report on the modalities thereof to the General Assembly (para. 28)

Various options are being explored by the Secretariat and will be discussed further during the sixty-first session.

Requests the Secretary-General to implement further the measures set out in paragraph 20 of resolution 57/300 of 20 December 2002 on the consolidation of reports and in paragraph 6 of the annex to resolution 58/316 on documentation (para. 29)

Since the adoption of this resolution, a number of reports, where appropriate, have been consolidated.

Recalls paragraph 19 of its resolution 59/313 and requests the Secretary-General to submit a status report with a factual chart to the General Assembly at its sixty-first session on the implementation of all resolutions regarding the revitalization of its work, including resolutions 58/126, 58/316 and 59/313, and the present resolution (para. 30)

Implemented by the present report. An addendum will be issued, as necessary.
