

# Delivering as One

SECRETARY-GENERAL'S HIGH-LEVEL PANEL ON UN SYSTEM-WIDE COHERENCE  
IN THE AREAS OF DEVELOPMENT, HUMANITARIAN ASSISTANCE AND THE ENVIRONMENT

BIOGRAPHIES OF THE PANEL

## Panel members

### **Shaukat Aziz (Co-Chair)** **Prime Minister, Pakistan**

Mr. Shaukat Aziz was sworn in as the 23rd Prime Minister of the Islamic Republic of Pakistan on August 28, 2004. Prior to assuming the office of the Prime Minister, Mr. Aziz served as Pakistan's Minister for Finance since his appointment in November 1999. During this time his portfolio included Economic Affairs, Statistics, Planning and Development and Revenue Divisions. Mr. Aziz headed the economic team responsible for introducing extensive structural reforms in the whole range of areas turning around the economy and putting it on a broad-based high growth path. After the General Elections of October 2002, in which Mr. Aziz was elected as a Senator, the elected government chose to continue with Mr. Aziz as Finance Minister, thus endorsing the comprehensive financial and economic reforms agenda introduced by him. International recognition of the economic turnaround was manifested by accolades such as in 2001 when Mr. Aziz was declared as "Finance Minister of the Year" by Euro Money and Bankers Magazines. As Prime Minister, Mr. Aziz chairs the Cabinet as well as Economic Coordination Committee of the Cabinet, National Economic Council, Cabinet Committee on Privatization and Cabinet Committees on Agriculture and Regulatory Bodies. Prior to his entry into politics, Mr. Shaukat Aziz had a prolific career in global finance and international banking, spanning over 30 years and numerous countries. He began his professional career in 1969 on joining Citibank in Karachi. In 1975, he was appointed to overseas designations and went on to serve in the Philippines, Jordan, Greece, USA, UK, Malaysia, Singapore and Saudi Arabia. In 1992, he was appointed Executive Vice President of Citibank. Mr. Aziz is a frequent speaker on the international circuit specializing in geopolitics, international finance and foreign affairs.

### **Luísa Dias Diogo (Co-Chair)** **Prime Minister, Mozambique**

As of 2004, Ms. Luísa Dias Diogo is the first woman ever to hold the position of Prime Minister in Mozambique. She began working in Mozambique's Finance Ministry as the National Budget Director in 1982, held the office of Deputy Minister of Finance & Planning from 1994 to 2000, and Minister from 2000 to 2005. Ms. Diogo received her Bachelor's degree from Maputo's Eduardo Mondlane University, and her Master's degree in Financial Economics from the University of London, after which she worked for the World Bank as programme officer in Mozambique. In 1994, as Deputy Finance Minister in the FRELIMO government, she was a key player in drafting the first five-year development plan with a focus on cementing peace within Mozambique's borders. In 1999, Ms. Diogo was promoted to Minister of Finance, where she focused on poverty and economic growth, and secured numerous grants from international finance institutions. In July 2004, Ms. Diogo officially launched an AIDS Emergency Programme, focused on educating citizens about AIDS prevention, providing income for people and infected with HIV, and giving assistance to people living with AIDS. In the January 2004 issue of *The Banker*, she was named Finance Minister of the Year for Africa. She was also distinguished by *Times Magazine* as one of the world's 100 most influential personalities in 2004, as well as one of the world's 100 most powerful women by *Forbes Magazine* in 2004 and 2005.

**Jens Stoltenberg (Co-Chair)**  
**Prime Minister, Norway**

Mr. Jens Stoltenberg is the current Prime Minister of Norway, in his second tenure since 2000-2001. His government was appointed by the King in 2005. Previous positions include: Minister of Finance in 1996-1997, Minister of Trade and Energy from 1993 to 1996, and State Secretary at the Ministry of the Environment in 1990-1991. He has been a Member of the Storting (Parliament) since 1993, and was Deputy Member of the Storting from 1989 to 1993. He was a Member or Leader of many Standing Committees: on Social Affairs from 1991 to 1993, on Oil and Energy Affairs from 1997 to 2000 and on Foreign Affairs from 2001 to 2005. Mr. Stoltenberg has been leader of the Labour Party since 2002. He was also leader of the Labour Youth League from 1985 to 1989, and Vice-President of the International Union of Socialist Youth from 1985 to 1989. Mr. Stoltenberg has been deeply committed to development issues and is a strong supporter of the United Nations. He was a Member of the Board of the Global Vaccine Fund from 2001 to 2005. From 1989 – 1990 he was a consultant at the Central Bureau of Statistics and a lecturer of economics at the University of Oslo, where he also received his economics degree in 1987.

**Gordon Brown, Member of Parliament, United Kingdom**  
**Chancellor of the Exchequer**

Mr. Gordon Brown has been Chancellor of the Exchequer since 1997, and a Member of Parliament since 1983. As the head of Her Majesty's Treasury, Mr. Brown is responsible for developing and executing the UK Government's public finance and economic policy. Before becoming Shadow Chancellor in 1992, he held two other senior posts on the Opposition front bench - Shadow Chief Secretary to the Treasury from 1987 to 1989 and Shadow Trade and Industry Secretary from 1989 to 1992. Mr. Brown received his Bachelor's with 1st Class Honors and his Ph.D. from Edinburgh University. He was Rector of Edinburgh University, and Chairman of the University Court. He lectured at Edinburgh University and then Caledonian University before taking up a post at Scottish Television. Mr. Brown has edited and published a number of works including a biography of the Independent Labour Party politician, James Maxton. In a 2006 speech to the United Nations, Mr. Brown announced his support for the Millennium Development Goals, and outlined an environmentally sustainable plan for development, vocalizing support for global warming measures. He has also been a key figure in the EFA-Fast Track Initiative donor program for improving education in the developing world.

**Mohamed T. El-Ashry, Egypt**  
**Senior Fellow, United Nations Foundation**  
**Former Chairman and CEO of the Global Environment Facility (GEF)**

Mohamed T. El-Ashry is currently Senior Fellow with the UN Foundation. He has served as Chief Executive Officer and Chairman of the Global Environment Facility from 1994 to 2003. Prior to that, he served as the Chief Environmental Adviser to the President and Director of the Environment Department at the World Bank, as Senior Vice President of the World Resources Institute, and as Director of Environmental Quality with the Tennessee Valley Authority. Dr. El-Ashry also served as Senior Environmental Adviser to UNDP, as Special Adviser to the Secretary General of the Rio Earth Summit, and as a member of the World Water Commission. Dr. El-Ashry received his Ph.D. in Geology from the University of Illinois, and has held teaching and research positions at Cairo University, Illinois Geological Survey, Wilkes University and the Environmental Defense Fund. He has received numerous international awards and honors and has been published extensively. Dr. El-Ashry is a member of the International Task Force on Global Public Goods and is a fellow of the Geological Society of America and the American Association for the Advancement of Science. He is a member of the Third World and African Academies of Sciences, and serves on the Boards of a number of not-for-profit organizations.

**Robert Greenhill**

**President of the Canadian International Development Agency  
Deputy Minister, International Cooperation, Canada**

With his strong interest in global issues, Mr. Robert Greenhill has combined a career in international business with a commitment to international public policy. He was appointed President of the Canadian International Development Agency in 2005. Mr. Greenhill serves as Alternate Governor for Canada on the Board of Governors of the World Bank Group, and sits on the Board of Governors of the International Development Research Centre (IDRC). Mr. Greenhill started his career with the international consulting firm, McKinsey & Company. In 1995 he joined Bombardier Inc., Canada's leading aerospace and rail-transportation manufacturer, where he occupied a number of senior posts, including Senior Vice President Strategy, before becoming President and Chief Operating Officer of Bombardier International in 2000. Focusing full-time on international public policy, Mr. Greenhill joined the International Development Research Centre as Senior Visiting Executive in 2004. Born in Alberta, Mr. Greenhill received his M.A. from the London School of Economics, and his M.B.A. from the European Institute of Business—INSEAD.

**Ruth Jacoby**

**Ambassador of Sweden to Germany  
Ministry for Foreign Affairs, Sweden**

Previous to becoming the Swedish Ambassador to Germany in September this year, Ruth Jacoby was the Director-General for Development Cooperation. Earlier positions include Ambassador for Economic and Social Affairs at the Permanent Mission of Sweden to the United Nations. During that period, from 1999 to 2002, she served as Co-Chair of the Preparatory Committee for the International Conference on Financing for Development at the Monterrey Conference, and was instrumental in bringing the negotiations of the Monterrey Consensus to a successful conclusion. 1994 to 1997 Ms. Jacoby was Executive Director of the World Bank representing Denmark, Estonia, Finland, Iceland, Latvia, Lithuania, Norway and Sweden. Earlier positions in the Swedish Ministry for Foreign Affairs include the Trade Department, and the Department for International Development Cooperation, as Head of the Secretariat for Cooperation with Central and Eastern Europe and as Head of the Department for Global Cooperation. She also served for four years at the Swedish Delegation to the OECD in Paris. During 1989-90 she was Deputy Assistant Under-Secretary at the Swedish Ministry of Finance with responsibility for debt negotiations. Ms. Jacoby received her degrees from the University of Uppsala, Sweden.

**Ricardo Lagos**

**Former President of the Republic of Chile**

Mr. Ricardo Lagos was President of Chile from 2000 to 2006. He played an important role in the recovery of democracy in Chile in his positions as the President of the Democratic Alliance, the Founder of the Party for Democracy, and as President of the Chile XXI Foundation. He had a number of roles at the United Nations as Ambassador in 1971 and 1972, and as a consultant with UNDP and UN University. From 1978 to 1984, he was the chief economist for the International Labor Organization Regional Employment Program for Latin America and the Caribbean. In 1990, he was appointed Minister of Education in Chile where he initiated major reforms for access to education, and from 1994 to 1998, he was Minister of Public Works. Mr. Lagos earned his PhD in Economics from Duke University. From 1957 to 1972, he served at the University of Chile as a Professor, and as Director of the School of Political Science and Administration, and the Institute of Economics. In 1969, he was elected Secretary-General of the University. Mr. Lagos was the Director of the Latin American Faculty of Social Sciences in Buenos Aires, as well as the Regional Director of CLASCO, a UNESCO-UNDP project.

**Louis Michel, Belgium**  
**European Commissioner for Development and Humanitarian Aid**

Prior to his current position as the European Commissioner for Development and Humanitarian Aid, Louis Michel held positions as European Commissioner for Research, Deputy Prime Minister, Minister for Foreign Affairs, and Minister for Institutional Reform of Belgium from July 1999 to July 2004. In his current position, he is in charge of development policy & humanitarian aid in the European Commission under the Presidency of M.Barroso.

Both in his capacity as Belgium's Foreign Minister and as European Commissioner for Development, he has worked extensively in Africa, including performing an instrumental role in the peace process for Congo-Kinshasa. Mr. Michel's previous professional activities include being a Guest Professor at the University of Liège. He was a member of the Jodoigne town council from 1977 to 1982 and Mayor from 1983 to 2004. From 1978 to 2004 he was a Member of the Belgian Federal Parliament. He was the Chairman of the Francophone Liberal Party, the Mouvement Réformateur, and is a leading figure in the Mouvement. His titles and distinctions are numerous, and he has been published extensively since 1980.

**Benjamin W. Mkapa**  
**Former President, United Republic of Tanzania**

Benjamin W. Mkapa, a seasoned journalist, diplomat and politician, was President of Tanzania from 1995 to 2005. From 1974 to 1976, he served as Press Secretary to the President of Tanzania, and in 1976, was the Founding Editor of the Tanzania News Agency. From 1980 to 1982, he was the Minister of Information and Culture, and ten years later, the Minister of Information and Broadcasting. He served as the Minister of Foreign Affairs from 1977 to 1980, and again in 1984. In the 1980's, he served as High Commissioner to Canada then as Ambassador to the US. In 1992, he served as Minister of Science, Technology and Higher Education. He is active in conflict prevention and resolution in the Great Lakes Region of Africa, and in regional economic co-operation within the East African Community, and the Southern African Development Community. In 2002, President Mkapa was appointed Co-Chair of the World Commission on the Social Dimension of Globalization. His book, Truth and Transparency: The People's President Talks to the People was published in 2003. Recently, President Mkapa took over from Dr. Boutros-Boutros Ghali as the New Chairperson of the South Centre.

**Jean-Michel Severino, France**  
**Director General, French Development Agency**  
**Former Vice President of the World Bank East Asia and the Pacific**

Jean-Michel Severino is a French citizen who was born in Abidjan, Ivory Coast. He began his career working for the French Ministry of Finance and Economy before becoming an adviser of the Minister for Development in 1988. In 1990, he was in charge of the Development Ministry's geographical coordination before taking the Director's seat for the Ministry's Development Programs in 1994. Severino's career took an international turn in 1996 when he was appointed Director for Central Europe at the World Bank. From 1997 to 2000 he was the World Bank's Vice-President for Asia. In 2000 Jean-Michel Severino returned to France for an appointment as the Inspector-General of Finance in the Ministry of Economy, Finance and Industry in Paris. In 2001, he was appointed Chief Executive Officer of the Agence Francaise de Developpement, the French agency for development and cooperation, which intervenes on five continents to reduce poverty, finance economic growth and protect Global Public Goods. Mr. Severino graduated from business school in Paris to enter the Ecole Nationale Administration (ENA), the prestigious school for Public Administration and Policy, from which he graduated in 1984.

**Josette Sheeran**

**Under- Secretary for Economic, Business and Agricultural Affairs, United States Department of State**

Ambassador Josette Sheeran currently serves as Under-Secretary of State for Economic, Business and Agricultural Affairs where she is responsible for economic issues including development, trade, agriculture, finance, energy, telecommunications and transportation. She was recently selected as the next head of the UN World Food Program, which provides assistance to millions of hungry people around the world. Ambassador Sheeran has developed several important U.S. initiatives and has been a leader in reconstruction responses for Afghanistan, the Pakistan earthquake, Lebanon and elsewhere. Prior to her appointment, Ambassador Sheeran served as Deputy United States Trade Representative in the Office of the U.S. Trade Representative (USTR). Ambassador Sheeran has a 20-year proven track record as a management leader, including overseeing the State Department's economic diplomatic corps of 2,000. Before joining USTR, she was managing director of Starpoint Solutions, a leading Wall Street technology firm. She also served as President and CEO of Empower America, a Washington DC think tank. Ambassador Sheeran has a distinguished background in media. During her tenure as managing editor of the Washington Times, she was a regular commentator on programs such as CNN, Nightline and the McLaughlin Group. She has been a member of the Council on Foreign Relations for more than a decade and has served on its Washington advisory board. In 1997, Washingtonian magazine named Ambassador Sheeran as one of Washington's 100 Most Powerful Women.

**Keizo Takemi**

**Senior Vice-Minister of Health, Labour and Welfare  
Former State Secretary for Foreign Affairs, Japan**

Along with being a member of the House of Councillors, Mr. Keizo Takemi is serving his second term as Executive Member for the Committee on Health, Welfare and Labor. He is also a Member for the Committee on Audit, an Executive Member for Joint Meeting of Both Houses on the Reform of Pension and Other Social Security Systems, and an Executive Member for the Research Commission on the Constitution. He was appointed as State Secretary for Foreign Affairs during his first term. He serves as Deputy Chairman on the Medical Care Committee for Research of the Social Security System. He has also served as Chairman of the Special Committee on Ocean Matters. Mr. Takemi is widely regarded as having great knowledge of the United Nations system. In 2005, he was a Member of the International Advisory Group for the UNDP Human Development Report on Regional Co-operation in Central Asia. He received his undergraduate and graduate degrees from Faculty of Law, Keio University. Since 1995, he has been a Professor at the School of Political Science and Economics, Tokai University. He was also a visiting scholar at Harvard University.

## **EX-OFFICIO**

**Kemal Derviř**

**Administrator of the United Nations Development Programme (UNDP)  
Former Minister for Economic Affairs and the Treasury, Turkey**

Prior to this appointment in 2005 as the head of the United Nations Development Programme, Mr. Derviř was a member of the Turkish Parliament, after he had been Minister for Economic Affairs and the Treasury from 2001 to 2002. He was also representing the Turkish Parliament in the Constitutional Convention on the Future of Europe. From 1977 to 2001, he worked for the World Bank in various positions including Director for the Central Europe Department, where he coordinated

the donor community's support for the peace and reconstruction process in Bosnia. In 1996, he became Vice-President of the WB for the Middle East and North Africa Region, and in 2000, he became Vice-President for Poverty Reduction and Economic Management. He was also responsible for operational coordination with other institutions, including the UN system, the IMF, and the WTO on international institutional and policy issues. Kemal Derviş has been active in the Global Progressive Forum, and the International Task Force on Global Public Goods. His career reflects a focus on finding ways to make globalization into a more stable and inclusive process and to further international cooperation. He holds degrees from the London School of Economics and Princeton University.

**Lennart Båge**

**President of the International Fund for Agricultural Development (IFAD)**

Mr. Lennart Båge from Sweden was elected President of the International Fund for Agricultural Development in 2001 and again in 2005. He also served as Chairman of the Governing Council of IFAD and Co-Chairman of the High Level Special Committee on Resource Requirements and Related Governance Issues. He joined IFAD with nearly 25 years of experience in international development, and longstanding, active involvement in the United Nations system and multilateral finance institutions. He previously served as Head of the Department for International Development Cooperation in Sweden's Ministry for Foreign Affairs. Mr. Båge, who has rank of Ambassador in the Foreign Ministry, also served as Sweden's Deputy for the International Development Association, and as Alternate Governor for the Asian, African and Inter-American Development Banks and Vice-Chairman of the Board of Governors of the African Capacity Building Foundation. In 2002, Mr. Kofi Annan designated Mr. Båge as chairman of the High-Level Committee on Programmes. Throughout his career, Mr. Båge has focused on the issues of poverty reduction, rural development, economic and social reform, capacity building, environmental management, and gender. Mr. Båge has an MBA from the Stockholm School of Economics.