



Permanent Mission of Barbados to the United Nations

800 SECOND AVENUE, 2ND FLOOR, NEW YORK, N.Y. 10017

(212) 867-8431 FAX (212) 966-1636



REPRESENTATION PERMANENTE DU
GRAND-DUCHE DE LUXEMBOURG
AUPRES DES NATIONS UNIES

17 BEEKMAN PLACE, NEW YORK, N.Y. 10022
TEL: (212) 935-3569 / FAX: (212) 935-5896

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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800 SECOND AVENUE, 2ND FLOOR, NEW YORK, N.Y. 10017
(212) 867-8431 FAX (212) 986-1030



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GRAND-DUCHE DE LUXEMBOURG
AUPRES DES NATIONS UNIES**

**17 BEEKMAN PLACE, NEW YORK, N.Y. 10022
TEL: (212) 935-9559 / FAX: (212) 935-5005**

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 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)

