**Chief Executives Board
for Coordination**

3 May 2004

English and French only

**Summary of the conclusions of the United Nations System Chief
Executives Board for Coordination at its first regular session of 2004**
Vienna, 2-3 April 2004

Summary: Conclusions of the Chief Executives Board requiring specific follow-up

Programme matters

The Board expressed appreciation to the Chairman of the High-level Committee on Programmes (HLCP) for the excellent work being done by the Committee under his leadership. It noted with satisfaction the evolution of the work of the Committee and welcomed its efforts to enhance synergies among the coordination mechanisms within the United Nations system.

A. Curbing transnational crime

The Board addressed this item on the basis of a note prepared by the United Nations Office on Drugs and Crime in consultation with relevant agencies, entitled "Organized crime and corruption are threats to security and development: the role of the United Nations system", and finalized in the light of HLCP discussions at its last session. The note reviewed the impact of transnational crime in three critical sectors — peace and security; development; and human rights, democracy and good governance. It identified a number of actions for the review of CEB, as well as recommendations for its consideration on a strategic system-wide response to organized crime, building on the work and expertise of concerned agencies. In this regard, it highlighted recent progress in achieving a global consensus on curbing organized crime and corruption through the entry into force of the United Nations Convention against Transnational Organized Crime, with its three Protocols against trafficking of human beings, smuggling of migrants and trafficking in firearms, as well as the adoption by the General Assembly on 31 October 2003 of the United Nations Convention against Corruption (resolution 58/4, annex).

The Board endorsed the measures outlined in the note aimed at building an effective system-wide response to curbing transnational crime, both in the short and medium term. They included a set of specific actions for immediate implementation, as well as a series of broader interventions in the short and medium term across the United Nations system, as follows:

For immediate implementation

(a) **A review by the relevant agencies of the implications of the links between ongoing conflicts and organized crime, taking into consideration the specific areas for action identified in the note;**

(b) **Actions identified in respect of collaborative interventions to counter the trafficking in human beings and the smuggling of migrants, including responding to the vulnerability of trafficking victims to HIV/AIDS, be taken up by the Geneva Migration Group, as appropriate to its mandate;**

(c) **Promotion of multi-agency assessments to determine the extent of involvement of organized criminal activity in the trafficking of the following illicit commodities: small arms and light weapons in conflict zones; nuclear and other radioactive materials, as well as biological and chemical-weapon relevant materials; endangered species, ozone-depleting substances and other commodities outlawed under multilateral environmental agreements; and cultural property;**

(d) **An urgent assessment, drawing on the resources of the relevant agencies, to be conducted of the extent of HIV/AIDS in prisons.**

For implementation in the short and medium term

(a) **Promotion by the agencies of the United Nations system, with due regard to their mandates, of the ratification of the United Nations Convention against Transnational Organized Crime, the signing and entry into force of the United Nations Convention against Corruption, as well as the signing and ratification of other conventions addressing organized criminal activities in various fields;**

(b) **Seeking of the agreement of the Conference of the Parties to the United Nations Convention against Transnational Organized Crime for the development of a United Nations system-wide strategic response to organized crime. Issues that could be built into this strategic response include: mechanisms in which United Nations agencies and other organizations can help to motivate States to ratify the Convention and its Protocols, as well as the Convention against Corruption; and encouraging the Conference of the Parties to develop a multi-year action plan for implementation, including a programme for technical cooperation;**

(c) **Inviting competent organizations outside of the United Nations system to contribute to a further examination of the issues outlined in the note;**

(d) **Development of a cross-agency system for sharing best practices in countering organized crime, with a particular focus on preventive mechanisms, including in the important area of education and awareness-raising;**

(e) **Requesting the United Nations Development Group to consider, as part of its annual work programme, the inclusion of issues of organized crime and corruption in programme planning mechanisms, including in the common country assessment and the United Nations Development Assistance Framework;**

(f)   **Contribution by relevant agencies of the United Nations system to the next session of the Commission on Crime Prevention and Criminal Justice, to be held in Vienna in May 2004, given that the fact that the theme of the meeting, "The rule of law and development", encompassed many of the critical issues outlined in the note;**

(g)   **Encouragement of further discussion and analysis of these issues at the Eleventh United Nations Congress on Crime Prevention and Criminal Justice, to be held in Bangkok in April 2005 and, given the importance and urgency of responding to those matters, active participation by agencies of the United Nations system in the discussions at the Congress;**

(h)   **Inviting the organizations of the United Nations system to pursue actively and in a collaborative way the programmatic activities set out in the note.**

B.   Bridging the digital divide

The Secretary-General noted that CEB would devote its autumn 2004 session to a full discussion on the issue of "bridging the digital divide", on the basis of preparatory work done by HLCP. He invited CEB members, meanwhile, to make an initial assessment at the present session of the first phase of the World Summit on the Information Society and its implications for the United Nations system.

The Board considered the first phase of the Summit to be a success and expressed its appreciation to the host authorities and to the International Telecommunication Union as the organizing agency. **CEB stressed the importance of implementing the Plan of Action of the Geneva phase and collectively addressing the challenges ahead, in particular those involving the key issues of Internet governance and funding mechanisms to bridge the digital divide. It urged its members to participate actively in the preparatory process of the Tunis phase of the Summit and to contribute to ensuring its success. CEB requested HLCP for a substantive, action-oriented paper to assist its deliberations on the subject at its autumn 2004 session, building on the work of the High-level Summit Organizing Committee.**

C.   Other issues dealt with by the High-level Committee on Programmes

The Secretary-General noted that the work of HLCP was increasingly focusing on key programme issues. He was pleased to see that the system's interactions with the political arm of the United Nations Secretariat were evolving around the issue of conflict prevention. He noted that, while there were several ongoing efforts involving various organizations of the system, HLCP, on behalf of CEB, could play a unique role in ensuring a system-wide approach. In particular, the Committee could help to achieve tangible progress in harnessing both the analytical and operational strengths of the United Nations system to launch early, preventive actions and to develop long-term solutions to conflicts.

The Secretary-General welcomed the attention being given by HLCP to the support that the system was providing for African development. He looked forward in the near future to a further in-depth discussion in CEB on the New Partnership for Africa's Development (NEPAD).

On the issue of follow-up to the International Conference on Financing for Development, the Secretary-General welcomed HLCP efforts in actively pursuing two issues: the proliferation of special funds and its implications for the United Nations system; and the CEB requirement to have at its disposal common, reliable data on which to base its advocacy efforts.

In the context of the work of the Committee on the follow-up to the World Summit on Sustainable Development, the Secretary-General noted with satisfaction the arrangements that had been made or were being finalized on oceans and coastal areas, water and energy. He briefed the Executive Heads on the establishment of an Advisory Board on Water and Sanitation, under the chairmanship of former Prime Minister of Japan, Ryutaro Hashimoto. The Board would rely upon, complement and support the full range of the ongoing activities of the United Nations system — those of individual United Nations organizations, as well as collective inter-agency work under the aegis of UN-Water. As part of this effort, the same secretariat unit would service both the Board and UN-Water. For its part, HLCP should ensure that collaborative arrangements for the follow-up to the World Summit on Sustainable Development were effectively coordinated and mutually reinforcing.

The Secretary-General also expressed appreciation for the work done by HLCP to prepare the Board's discussion on multilateralism at its retreat. In the same context, he welcomed the Committee's initiative to map out the outcomes of the various high-level panels and commissions set up to address different aspects of multilateralism, as they conclude their work, and to analyse the implications for the United Nations system.

The Director-General of the International Labour Organization (ILO) briefed CEB on the report of the World Commission on the Social Dimension of Globalization.

Board members were invited to examine the proposals contained in the report, in the light of how each organization could contribute to achieving more equitable globalization.

The Board took note with appreciation of the report of the Commission and decided to pursue further its implications for the system at its retreat.

Management issues

A. Policy on domestic partnerships

The Board noted the general principles of policy on domestic partnerships submitted by the High-level Committee on Management (HLCM). It requested the Committee to inform CEB at its next session of developments in that regard, including the decision to be adopted by the General Assembly, relevant outcomes of agency governing bodies, the experience of organizations applying the policy, as well as other implications.

B. Establishment of the Senior Management Service

The Chairman of HLCM outlined the key features of the Senior Management Service and highlighted the rationale and objectives of the initiative.

The Board approved the recommendation of HLCM to establish a Senior Management Service in the United Nations system, as described in Annex III to the present report.

Other matters

Dates and venue of the CEB autumn 2004 and spring 2005 sessions

The Board confirmed the dates of Friday, 29 October, and Saturday, 30 October, for its 2004 autumn session in New York. It also welcomed the offer of the Director-General of ILO to host the 2005 spring session of CEB in Geneva, the dates of which would be subject to further consultations.

I. Introduction

1.   The first regular session of the United Nations System Chief Executives Board for Coordination (CEB) for 2004 was held at the Vienna International Centre on 2 and 3 April 2004, at the invitation of the Executive Director of the United Nations Office on Drugs and Crime.

2.   A private meeting of CEB members, chaired by the Secretary-General, was held in the afternoon of 2 April at the Hotel Sauerhof in Baden.

3.   Board members also held a retreat at Hotel Sauerhof on 3 April, under the chairmanship of the Secretary-General, at which Executive Heads pursued their previous discussions on the future of multilateralism.

4.   The present report covers the outcome of the regular session of CEB held at the Vienna International Centre.

Agenda

5.   The agenda of the first regular session of 2004 of CEB was as follows:

1.   Adoption of the agenda.

2.   Programme matters:

(a)   Curbing transnational crime;

(b)   Bridging the digital divide;

(c)   Other issues dealt with by HLCP.

3.   Management issues:

(a)   Policy on domestic partnerships;

(b)   Establishment of the Senior Management Service.

4.   Other matters:

Dates and venue of the CEB autumn 2004 and spring 2005 sessions.

6.   The Secretary-General welcomed, on behalf of CEB, the Secretary-General of the World Tourism Organization, which had been granted the status of a United Nations specialized agency by the General Assembly at its last session (resolution 58/232), Francesco Frangialli, and the Secretary-General of the World Meteorological Organization, Michel Jarraud, and the Secretary-General of the International Maritime Organization, Efthimios E. Mitropoulos, who were attending CEB for the first time.

II. Programme matters

7.   The Chairman of the High-level Committee on Programmes (HLCP) briefed CEB on the work of the Committee at its seventh session, held in Beirut on 26 and 27 February 2004. In preparing for the main theme on the agenda of the CEB spring session, "Curbing transnational crime", the Committee had launched a consultative process within the system under the leadership of the United Nations Office on

Drugs and Crime. The process had resulted in a series of recommendations for the organizations of the system to take collective and individual actions to combat transnational crime, which was being increasingly acknowledged as a grave challenge to peace and security, development, human rights, democracy and good governance. Those recommendations were outlined in the report of the Committee.

8.   The Committee had also started preparatory work on the main theme for the autumn session of CEB, "Bridging the digital divide". At its last session, HLCP deliberations had focused on a review of the outcome of phase I of the World Summit on the Information Society. The Committee had considered the Summit a success, particularly in shifting the focus from technology to its application in improving people's lives. On the basis of guidance from CEB, HLCP would prepare a contribution for in-depth discussion by CEB later in 2004.

9.   The Chairman also informed CEB that, in anticipation of its further discussion on the future of multilateralism, HLCP had prepared a paper outlining issues that might be pursued by the Executive Heads at their retreat. He also briefed the Board on preparations for the Board's contribution to the 2005 comprehensive review of the implementation of the United Nations Millennium Declaration; collaborative arrangements for the follow-up to the World Summit on Sustainable Development; progress in follow-up to the International Conference on Financing for Development; work in the area of conflict prevention; support for the New Partnership for Africa's Development (NEPAD); and the follow-up to the CEB conclusions on the "triple crisis" of HIV/AIDS, food security and governance. In addition, he referred to the Committee's efforts to enhance synergies with the High-level Committee on Management and with the United Nations Development Group.

10.   **The Board expressed appreciation to the Chairman for the excellent work being done by the Committee under his leadership. It noted with satisfaction the evolution of the work of the Committee and welcomed its efforts to enhance synergies among the coordination mechanisms within the United Nations system.**

A.   Curbing transnational crime

11.   The Board addressed this item on the basis of a note prepared by the United Nations Office on Drugs and Crime, in consultation with relevant agencies, entitled "Organized crime and corruption are threats to security and development: the role of the United Nations system", and finalized in the light of HLCP discussions at its last session. The note reviewed the impact of transnational crime in three critical sectors: peace and security; development; and human rights, democracy and good governance. It identified a number of actions for the review of CEB, as well as recommendations for its consideration on a strategic system-wide response to organized crime, building on the work and expertise of concerned agencies. In that regard, it highlighted recent progress in achieving a global consensus on curbing organized crime and corruption through the entry into force of the United Nations Convention against Transnational Organized Crime with its three Protocols, against trafficking of human beings, smuggling of migrants and trafficking in firearms, respectively, as well as the adoption by the General Assembly, in its resolution 58/4 of 31 October 2003, of the United Nations Convention against Corruption.

12.	The Secretary-General observed that the rise of criminal networks in the wake of globalization, and the link between transnational crime and terrorism, made a concerted response by the United Nations system essential and urgent. It was important to address the issue as an integral element of the work of the United Nations system to achieve peace and sustainable development.

13.	The Executive Director of the United Nations Office on Drugs and Crime noted that significant shifts had taken place in recent years, with organized crime taking on truly global proportions, and that measures to curb such activity needed to be global as well as cross-sectoral. Data illustrated these shifts in a variety of commodities, such as drugs, arms, cultural property, flora and fauna and human organs, with markets crossing the divide between the developed and developing world, linking global demand with points of supply. Further, developments in organized criminal activity were closely linked to conflict zones and areas of weak governance, as well as to terrorism.

14.	The Executive Director highlighted the impact of organized crime and corruption on the goals and activities of the United Nations system, including the subversion of peacekeeping, peace-building and development, as well as the undermining of human rights. In the same context, he underscored the problems posed by the transport and trafficking of human beings for purposes of economic and sexual exploitation and in relation to the spread of HIV/AIDS. He proposed that the support of the Conference of States Parties to the Convention against Transnational Organized Crime be sought for the development of a United Nations-system-wide strategy that would not only respond to, but more importantly, would help to prevent organized crime.

15.	Board members expressed support for the note, underscoring the manifold impact of organized crime on their mandates and activities. Organized crime posed significant threats to the international financial system, the postal system, telecommunications, maritime safety and security, civil aviation, tourism, the environment, intellectual property, and the preservation of cultural heritage, among others things. A link existed between transnational crime and petty and street-level crime, primarily in cities. The suggestion was made that the relationship between city governance and organized crime be assessed and the capacity to develop, coordinate and implement crime prevention mechanisms at the local level be strengthened. In addition, the illicit transfer of hazardous wastes across national borders and the export and use of outdated pesticides in developing countries, noxious consumer goods, as well as of endangered species, were a major source of revenue for criminal organizations.

16.	The United Nations system was engaged in a wide range of activities to counter and curb such threats. Measures undertaken included the provision of technical assistance and specialized training for police officers, customs officials and the judiciary, as well as collaboration in networks and partnerships with Interpol and other organizations committed to crime control and to combating money-laundering. The United Nations system also played an important role in dealing with egregious violations of human rights brought about by criminal activity, primarily affecting women and children, both through advocacy to highlight the issue and support of government actions and programmes, including at the local level.

17.	Responding to the questions raised during the discussion, the Executive Director of the United Nations Office on Drugs and Crime observed that measuring

the extent of organized crime, particularly in the area of money-laundering and assessing progress in curbing criminal activity remained key challenges. The problem of criminal networks remained serious, with criminal groups both changing their form and expanding their activities into new areas. The Office would continue to work in measuring the extent of organized crime and its activities.

18.   The Deputy Secretary-General recalled the exchange in CEB at the autumn 2001 session on the relevance of the work of the system in combating terrorism, which had revealed a much wider range of activities and a much greater capacity for developing common approaches and concerted responses within the system than was generally known. The present exchange had similarly shown a much deeper and more widespread involvement of the system in combating transnational crime than was perceived by the public. The Deputy Secretary-General underscored the importance for the system to better project the totality of its involvement in this area by developing an integrated message to the public, and suggested that the matter be followed up by the communications specialists within the system.

19.   **The Board endorsed the measures outlined in the note aimed at building an effective system-wide response to curbing transnational crime, both in the short and medium term. They included a set of specific actions for immediate implementation, as well as a series of broader interventions in the short and medium term across the United Nations system, as follows:**

For immediate implementation

        (a)   **A review by the relevant agencies of the implications of the links between ongoing conflicts and organized crime, taking into consideration the specific areas for action identified in the note;**

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        (c)   **Promotion of multi-agency assessments to determine the extent of involvement of organized criminal activity in the trafficking of the following illicit commodities: small arms and light weapons in conflict zones; nuclear and other radioactive materials, as well as biological and chemical-weapon relevant materials; endangered species, ozone-depleting substances and other commodities outlawed under multilateral environmental agreements; and cultural property;**

        (d)   **An urgent assessment, drawing on the resources of the relevant agencies, to be conducted of the extent of HIV/AIDS in prisons.**

For implementation in the short and medium term

        (a)   **Promotion by the agencies of the United Nations system, with due regard to their mandates, of the ratification of the United Nations Convention against Transnational Organized Crime, the signing and entry into force of the United Nations Convention against Corruption, as well as the signing and ratification of other conventions addressing organized criminal activities in various fields;**

(b)   **Seeking of the agreement of the Conference of the Parties to the United Nations Convention against Transnational Organized Crime for the development of a United Nations system-wide strategic response to organized crime. Issues that could be built into this strategic response include: mechanisms in which United Nations agencies and other organizations can help to motivate States to ratify the Convention and its Protocols, as well as the Convention against Corruption; and encouraging the Conference of the Parties to develop a multi-year action plan for implementation, including a programme for technical cooperation;**

(c)   **Inviting competent organizations outside of the United Nations system to contribute to a further examination of the issues outlined in the note;**

(d)   **Development of a cross-agency system for sharing best practices in countering organized crime, with a particular focus on preventive mechanisms, including in the important area of education and awareness-raising;**

(e)   **Requesting the United Nations Development Group to consider, as part of its annual work programme, the inclusion of issues of organized crime and corruption in programme planning mechanisms, including in the common country assessment and the United Nations Development Assistance Framework;**

(f)   **Contribution by relevant agencies of the United Nations system to the next session of the Commission on Crime Prevention and Criminal Justice to be held in Vienna in May 2004, given the fact that the theme of the meeting, "The rule of law and development", encompassed many of the critical issues outlined in the note;**

(g)   **Encouragement of further discussion and analysis of these issues at the Eleventh United Nations Congress on Crime Prevention and Criminal Justice, to be held in Bangkok in April 2005 and, given the importance and urgency of responding to those matters, active participation by agencies of the United Nations system in the discussions at the Congress;**

(h)   **Inviting the organizations of the United Nations system to pursue actively and in a collaborative way the programmatic activities set out in the note.**

B.   Bridging the digital divide

20.   The Secretary-General noted that CEB would devote its autumn 2004 session to a full discussion on the issue of "bridging the digital divide", on the basis of preparatory work by HLCP. He invited CEB members, meanwhile, to make an initial assessment at the present session of the first phase of the World Summit on the Information Society and its implications for the United Nations system.

21.   The Secretary-General recalled that, in the Plan of Action adopted at the Summit, he had been requested to establish a working group on Internet governance and to organize a task force on financing mechanisms to bridge the digital divide. As a first step, he was setting up a small secretariat based in Geneva to support the process of consultations on the issue of Internet governance and underscored the importance of active cooperation by organizations of the system in advancing this

process. Meanwhile, the Global Forum on Internet Governance organized by the Information and Communication Technology Task Force had helped the various stakeholders to achieve a better understanding of the issues involved and to convey their respective positions. As for the Task Force on Information and Communication Technology Funding, he had asked the Administrator of the United Nations Development Programme (UNDP) to take the lead in following up on the relevant recommendations of the World Summit on the Information Society, in consultation with the World Bank and the Department of Economic and Social Affairs.

22.   The Secretary-General of the International Telecommunication Union (ITU) presented an overview of the outcome of the Geneva phase of the World Summit as well as the state of preparations for the second phase in Tunisia. The Summit had represented an innovative approach to global summits in terms of system-wide involvement (through the High-level Summit Organizing Committee), its two-phase process, the active involvement of all relevant stakeholders, and voluntary funding of the cost of the Summit and its preparations. More than 11,000 delegates, representing all key stakeholders, had participated in the Geneva phase. The main outcome of the first phase had been the adoption of a Declaration of Principles and a Plan of Action, which, together, put forth a strong consensus for the use of information and communication technologies in development, built around an assumption that the wider use of such technologies would lead to the creation of an information society. The Plan of Action contained ambitious targets to improve connectivity, so as to increase the use of information and communication technologies for development and its contribution to helping achieve many of the Millennium Development Goals. The Declaration and Plan of Action touched directly on the work of many CEB member organizations, notably in the area of e-applications. Internet governance and financing mechanisms to bridge the digital divide — the two issues highlighted by the Secretary-General — were among the dimensions of the information society to be addressed in the Tunis phase of the Summit.

23.   Organizations of the system should contribute to the second phase of the Summit by implementing the Declaration and Plan of Action within their respective mandates; helping organize and actively participating in thematic and other Summit-related events; and contributing both staff and financial resources to the executive secretariat of the Summit. The Secretary-General of ITU invited CEB members to submit their proposals for the thematic meetings in the Tunis phase of the Summit by 15 May.

24.   The Secretary-General of ITU also briefed CEB on the outcome of the High-level Summit Organizing Committee meeting held on 1 April. The Committee was expected to play a major role in coordinating implementation of the Action Plan of the Geneva phase and in preparing the second phase of the Summit, including in preparing initial drafts of the United Nations system's report on bridging the digital divide.

25.   The Under-Secretary-General for Economic and Social Affairs stressed the importance of a system-wide mobilization in implementing the Summit's outcomes. He noted that the Secretary-General had already informed CEB members of the actions he had initiated to follow up on the Plan of Action. A number of meetings on Internet governance had already been organized to follow up on the Summit's outcomes: the ITU workshop held in Geneva on 26 and 27 February 2004; the

Internet Corporation for Assigned Names and Numbers workshop held in Rome on 5 and 6 March 2004; and the International Chamber of Commerce Special Advisory Committee meeting held in Paris on 24 February. The latest such meeting, the United Nations Information and Communication Technology Task Force's Global Forum on Internet Governance, held in New York on 25 and 26 March 2004, had attracted the participation of over 300 representatives of all stakeholders, including leaders of the Internet community, Governments, the private sector, civil society and academia. The Forum had highlighted the need to preserve security and stability of the Internet infrastructure; build on existing mechanisms and institutions; expand transparency; adopt a layered approach to Internet governance; and promote multi-stakeholder collaboration, especially on the part of the developing countries.

26. The Administrator of the United Nations Development Programme (UNDP) noted that work was under way to address general issues of financing, including official development assistance, for information and communication technology and highlighted the challenge of mobilizing resources to help bridge the digital divide, recalling that financing in the information and communication technology area was generally regarded as largely a matter for the private sector.

27. The Board noted that important work was ongoing in the organizations of the system in the area of information and communication technology. Emphasis was placed on addressing the unequal access by the developing countries to such technologies through training and education, capacity-building, improving connectivity and e-readiness, as well as strengthening information technology infrastructures, particularly in developing countries.

28. The Board considered the first phase of the Summit to be a success and expressed its appreciation to the host authorities and to ITU as the organizing agency. **CEB stressed the importance of implementing the Plan of Action of the Geneva phase and collectively addressing the challenges ahead, in particular those involving the key issues of Internet governance and funding mechanisms to bridge the digital divide. It urged its members to participate actively in the preparatory process of the Tunis phase of the Summit and to contribute to ensuring its success. CEB requested HLCP for a substantive, action-oriented paper to assist in its deliberations on the subject at its Autumn 2004 session, building on the work of the High-level Summit Organizing Committee.**

C. Other issues dealt with by the High-level Committee on Programmes

29. The Secretary-General noted that the work of HLCP was increasingly focusing on key programme issues. He was pleased to see that the system's interactions with the political arm of the United Nations Secretariat were evolving around the issue of conflict prevention. He noted that, while there were several ongoing efforts involving various organizations of the system, HLCP, on behalf of CEB, could play a unique role in ensuring a system-wide approach. In particular, the Committee could help to achieve tangible progress in harnessing both the analytical and operational strengths of the United Nations system to launch early, preventive actions and to develop long-term solutions to conflicts.

30. The Secretary-General welcomed the attention being given by HLCP to the support that the system was providing for African development. He looked forward

in the near future to a further in-depth discussion in CEB on the New Partnership for Africa's Development (NEPAD).

31. On the issue of follow-up to the International Conference on Financing for Development, the Secretary-General welcomed HLCP efforts in actively pursuing two issues: the proliferation of special funds and its implications for the United Nations system; and the CEB requirement to have at its disposal common, reliable data on which to base its advocacy efforts.

32. In the context of the work of the Committee on the follow-up to the World Summit on Sustainable Development, the Secretary-General noted with satisfaction the arrangements that had been made or were being finalized on oceans and coastal areas, water and energy. He briefed the Executive Heads on the establishment of an Advisory Board on Water and Sanitation, under the chairmanship of the former Prime Minister of Japan, Ryutaro Hashimoto. The Advisory Board was tasked with galvanizing international efforts to meet the Millennium Summit and Johannesburg targets, by raising awareness of the issues, mobilizing funds for water and sanitation projects and encouraging new partnerships. The Board would rely upon, complement and support the full range of the ongoing activities of the United Nations system — those of individual United Nations organizations, as well as collective inter-agency work under the aegis of UN-Water. As part of this effort, the same secretariat unit would service both the Board and UN-Water. For its part, HLCP should ensure that collaborative arrangements for the follow-up to the World Summit on Sustainable Development were effectively coordinated and mutually reinforcing.

33. Board members highlighted ongoing collaboration among organizations of the United Nations system through UN-Water, and particularly stressed the importance of establishing close links between the Advisory Board and UN-Water.

34. The Secretary-General also expressed appreciation for the work done by HLCP to prepare the Board's discussion on multilateralism at its retreat. In the same context, he welcomed the Committee's initiative to map out the outcomes of the various high-level panels and commissions set up to address different aspects of multilateralism, as they concluded their work, and to analyse the implications for the United Nations system. In that connection, he invited the Director-General of the International Labour Organization (ILO) to brief CEB on the report of the World Commission on the Social Dimension of Globalization.

35. The Director-General of ILO introduced the report of the Commission, entitled "A fair globalization: creating opportunities for all". He stressed that the composition of the Commission of individuals with diverse views on the issue of globalization was critical for achieving a balanced perspective and, consequently, a way forward for more equitable globalization. The Commission had also benefited from an extensive series of dialogues with key actors around the world.

36. Board members were invited to examine the proposals contained in the report, in the light of how each organization could contribute to achieving more equitable globalization. In that regard, the Director-General highlighted the Commission's strong support of multilateralism, addressing important issues of efficiency, effectiveness, transparency and accountability. There was a need for further thinking and collective action on such critical issues as an international framework on

migration, foreign direct investment, the role of parliaments and, most importantly, policy coherence.

37.   To move in this direction, the Commission had proposed that concerned international organizations should launch "policy coherence initiatives" to develop more balanced policies for achieving a fair and inclusive globalization. The first such initiative would be on "sustainable growth, investment and employment". The Board and the Economic and Social Council would be kept informed of work in this area. In addition, the Commission had called for a greater convergence of actors through a "globalization policy forum", bringing the United Nations system together with organizations and individuals concerned with the social dimensions of globalization. The forum would assess the social impact of developments and policies in the global economy on a regular basis.

38.   **The Board took note with appreciation of the report of the Commission and decided to pursue its implications for the system further at its retreat.**

III.   Management issues

A.   Policy on domestic partnerships

39.   The Chairman of the High-level Committee on Management (HLCM) briefed CEB on the outcome of the Committee's discussion on the matter. A policy statement was recommended for adoption by CEB, contained in annex I to the present report.

40.   The Board was further informed that the issues involved were currently being discussed in the Fifth Committee of the General Assembly, which was expected to reach shortly agreement on a decision on the matter.

41.   In the ensuing discussion, the importance of ensuring that staff members were treated in an equitable, non-discriminatory manner was generally reconfirmed. A number of Executive Heads indicated that they would have to put the proposed elements of the policy to their governing bodies.

42.   **The Board noted the general principles of policy on domestic partnerships submitted by HLCM. It requested the Committee to inform CEB at its next session of developments in that regard, including the decision to be adopted by the General Assembly, relevant outcomes of agency governing bodies, the experience of organizations applying the policy, as well as other implications.**

B.   Establishment of the Senior Management Service

43.   The Chairman of HLCM outlined the key features of the Senior Management Service and highlighted the rationale and objectives of the initiative which included: strengthening managerial and leadership capacity throughout the system as an integral step to improving organizational performance; building a common corporate culture; facilitating devolution of responsibility; enhancing inter-agency cohesion and coordination and promoting increased mobility and learning across the system; and professionalizing the managerial function.

44.   Questions were raised as to who would control the Senior Management Service, the process of selecting candidates and the issue of geographical representation. The Vice-Chairman of HLCM clarified that Executive Heads would continue to have control over the selection of candidates and would also decide what positions in their respective organizations would be included in the Service. The principle of geographical representation was not a factor in the selection of positions for inclusion in the Service. The CEB machinery would be responsible for supporting the establishment of the Senior Management Service and for monitoring and reporting progress in respect of implementation.

45.   **The Board approved the recommendation of HLCM to establish a Senior Management Service in the United Nations system as described in annex II to the present report.**

IV. Other matters

Dates and venue of the CEB autumn 2004 and spring 2005 sessions

46.   **The Board confirmed the dates of Friday, 29 October, and Saturday, 30 October, for its 2004 autumn session in New York. It also welcomed the offer of the Director-General of ILO to host the 2005 spring session of CEB in Geneva, the dates of which would be subject to further consultations.**

47.   The Executive Director of the United Nations Children's Fund gave a presentation on DevInfo, a database system containing indicators, time periods and geographic areas organized to monitor global and national commitments to sustained human development. DevInfo supported global and user-defined indicators; multiple languages; and customized name, logo, and graphics. It was a tool for monitoring development priorities as well as progress achieved by countries in implementing the Millennium Development Goals.

48.   The Board paid tribute to the former Managing Director of the International Monetary Fund and his contribution to the work of the Board.

49.   The Board expressed appreciation to the Executive Director of the United Nations Office on Drugs and Crime/Director-General of the United Nations Office at Vienna, for hosting CEB and to the staff of the United Nations Office on Drugs and Crime and the United Nations Office at Vienna for the excellent meeting and logistical arrangements.

Annex I

Policy on domestic partnerships

Recognition of family status for dependants of United Nations staff members is an increasingly important concern, particularly with regard to issues of the recruitment, retention, mobility and security of United Nations system staff. It is also an issue of equity.

Executive Heads affirm the following principles with respect to the recognition of marriage and domestic partnerships, as set out below:

- Family status for the purpose of entitlements is determined by reference to the law of nationality of the staff member concerned.

- A marriage recognized as valid under the law of the country of nationality of a staff member will qualify that staff member to receive the entitlements provided for eligible family members.

- A legally recognized domestic partnership contracted by a staff member under the laws of the country of his or her nationality will qualify the staff member to receive the entitlements provided for eligible family members.

Each organization will endeavour to implement these principles, having regard to its own circumstances and requirements. Organizations will also share information, through the HLCM Human Resources Network, on countries that have enacted legislation on same-sex marriages, and/or domestic partnerships, on the basis of which one or more organizations have established family entitlements.

Annex II

Establishment of the Senior Management Service

Rationale for the Senior Management Service

1.   The challenges facing the organizations of the common system require strengthened leadership and management capacity, as well as an enhanced ability to work together. The impetus for creating a senior management service is, therefore, to support reform efforts under way to strengthen the international civil service and improve organizational performance throughout the system by strengthening the organization's managerial and leadership capacity. Managers in the United Nations system can no longer be only substantive experts; they must also be leaders of people and managers of resources, information and change, operating in a complex multicultural environment. In the present climate, in which many organizations are decentralizing and delegating authority, there is greater responsibility on managers as key drivers of change, together with enhanced accountability for results. This requires the development of tools and strategies to attract and retain more creative, versatile and multi-skilled managers who are client-oriented, are team builders, can think strategically, are less risk-averse and are able to work collaboratively within and across organizations.

2.   Experience in a considerable number of public and private organizations that have introduced approaches to leadership and management development through a senior management service indicates that focusing on the leadership group can have a powerful positive impact on the rest of the staff of the organization. The introduction of leadership and management development tools associated with the Senior Management Service will be expected to cascade to other groups of staff and improve overall organizational performance.

3.   The introduction of a senior management service, based on a set of managerial competencies, will contribute to the professionalization of management and the creation of a common managerial culture throughout the system.

Objectives of the Senior Management Service

4.   The objectives of the Senior Management Service are:

     (a)   To strengthen managerial and leadership capacity as an integral step in improving organizational performance;

     (b)   To build a common corporate culture and encourage diversity at the senior level within each organization and across the common system in order to heighten the esprit de corps;

     (c)   To facilitate the devolution of responsibility and accountability in relation to core managerial functions;

     (d)   To enhance inter-agency cohesion and coordination and to promote increased mobility and learning across the system;

(e) To signal a commitment to the professionalism of the management function in terms of the criteria for selection, individual development and career management.

Membership of the Senior Management Service

5.   The Service will consist of high-level managerial positions. Executive Heads will be responsible for the selection of posts to be included in the Service, based on the following criteria:

6.   Incumbents of positions in the Service will typically be responsible for leading significant programmes and activities and/or provision of high-level policy advice. Specifically, members of the Service will:

(a) Plan, direct and control the programme delivery of (i) a number of organizational units with different or distinct objectives, or (ii) one organizational unit, which is of strategic importance for the achievement of an agency's mandate;

(b) Exercise a senior policy-making and advisory role on complex, sensitive issues that are critical for the successful accomplishment of an agency's mission.

7.   Whether in a line management or in an advisory role, the accountability of members of the Service are characterized by a blend of the following key elements, exercised at a senior level:

(a) Developing recommendations on policies related to their area of responsibility and/or to the overall mandate and objectives of the agency;

(b) Planning, developing and recommending new or modified programme objectives and strategies that are in harmony with the major objectives and strategies of the organization;

(c) Translating such objectives and strategies into operational plans and performance standards and the courses of action required to implement them efficiently and effectively;

(d) Monitoring international and national political, social, economic, technical and/or other professionally relevant trends and assessing their implication for the organization's strategies, policies and practices;

(e) Exercising considerable judgement and skill in the provision of authoritative advice to top management and/or policy organs on issues that are of strategic importance to the organization or are likely to impact on a number of its programmes;

(f) Advocating, through persuasion and negotiation with those inside and outside the organization, for the attainment of organizational goals.

8.   While the membership of the Service is defined by function and role, rather than by grade, it would normally be expected that, for most organizations, posts will typically be at the D-1 level or above.

9.   The introduction of the Senior Management Service will be complemented by the development of a dual career ladder, in order to distinguish senior line managers from specialists and individual collaborators who would not form part of the Service. The introduction of a dual career system will recognize the value of senior

specialists by providing for their career progression to senior levels without the assumption of managerial responsibilities.

Features of the Senior Management Service

10.   The Service will provide:

(a)   A common set of core competencies (see below) which will:

(i)   Provide a common language defining the qualities required of an effective manager in the United Nations system;

(ii)   Facilitate cost-effective inter-agency collaboration in the development and integration of competencies into all human resources systems, including recruitment, development, performance management, and the development of common assessment tools;

(iii) Support the creation of a common management culture which will strengthen the cohesion of the system;

(iv) Facilitate inter-agency mobility;

(b)   A system-wide programme for leadership development which will:

(i)   Be developed by the United Nations System Staff College, in collaboration with the organizations of the system, drawing upon institutions with expertise in the field of executive development in a complex multicultural environment;

(ii)   Be based on the Senior Management Service core competencies;

(iii) Build managerial and leadership capacity across the system;

(iv) Serve as a vehicle for building partnerships and a common managerial culture across the system;

(c)   Managerial tools and resources to support members, such as:

(i)   Online assistance on specific management issues;

(ii)   Targeted reading materials;

(iii) Web-based bulletin board to facilitate sharing of experience;

(d)   Global management forums which will be a means of bringing together members of the Service for networking, knowledge-sharing and building esprit de corps across the system, including:

(i)   An annual Senior Management Service conference;

(ii)   Periodic events on a thematic level bringing together members to discuss cross-functional and interdisciplinary issues.

Establishment and implementation

11.   These objectives may be achieved as follows:

(a)   The Service will be formally established by CEB, on the basis of a proposal from HLCM;

(b)   Executive Heads will commit to the Senior Management Service competency framework, which complements and is aligned with existing organizational competency models;

(c)   Executive Heads will review their senior positions against the criteria for membership to decide which posts should be included in the Service;

(d)   Executive Heads shall ensure the participation of members of the Service in their own organizational management development programmes and in the system-wide senior leadership programme, which will build on and complement such programmes;

(e)   Executive Heads will support the development of supervisory and managerial competencies at all levels, and particularly the development of middle managers, to facilitate their eventual entry into the Service;

(f)   The CEB machinery will be responsible for supporting the establishment of the Service and for monitoring and reporting progress in respect of implementation;

(g)   Some of the service's activities, including the development of a system-wide leadership programme, will have resource implications which will require further consideration;

(h)   The introduction of the Senior Management Service will be accompanied by a communication strategy aimed at managers, the staff at large and Member States.

Core competencies for the Senior Management Service

Leading change. This competency encompasses the ability to: develop an effective vision of the future; develop a strategy within the broad context of the organization's mission and the global environment that integrates programme goals, priorities, values and other factors; translate vision into a plan of action; create a work environment that encourages creativity; and maintain focus and persistence, even under adversity, in guiding others to accept innovative thinking.

Getting the best out of people. This competency encompasses the ability to: inspire, motivate and guide others towards mission-related goals; lead by example; promote mutual trust and commitment; create an enabling environment; work with staff to establish realistic performance expectations; give and expect frequent constructive feedback; provide coaching as required; consistently develop and sustain cooperative working relationships; create a culture that fosters high standards, team spirit and pride; adapt management style to individuals and cultures; value diversity; and support the balancing of work/life considerations to enhance employee satisfaction.

Results driven. This competency encompasses the ability to: hold oneself and others accountable for results; identify opportunities to improve systems and performance; be responsive to customer/client expectations, as well as those of stakeholders and Member States; carry out an effective management of resources under shifting priorities to meet expected results within time, budget and quality standards; readily adjust plans and priorities to respond to changing circumstances; rely on goal-setting and performance measurement to monitor and enhance staff performance; and be willing to take risks to achieve goals.

Building partnerships. This competency encompasses the ability to: develop networks and builds alliances; encourage and support cross-function and cross-boundary activities; be sensitive to wider organizational priorities and to different perspectives; collaborate and find common ground with a wide range of stakeholders; identify and pursue opportunities to improve performance through partnerships; build consensus and develop networks that support the achievement of goals; approach challenges and opportunities with a clear perception of the impact on others and aiming to create win-win situations; and advocate, through persuasion and negotiation with those inside and outside the organization, for the attainment of organizational goals.

Communication. This competency encompasses the ability to: explain, advocate and express ideas in a convincing manner; be an effective advocate of the Organization's values and mission; be an effective listener; be sensitive to and respond to the concerns, needs and feelings of others; negotiate effectively with individuals and groups both internally and externally; be tactful and sensitive to the perspective of others; treat individuals with respect; facilitate an open exchange of ideas; and be clear and convincing in oral presentations.

Judgement/decision-making. This competency encompasses the ability to: identify the key issues in a complex situation; analyse problems and make sound decisions; be valued for sound application of knowledge and expertise; accept responsibility for his or her own decisions; make tough decisions when necessary; involve others in deciding what course of action is appropriate; evaluate pros and cons of alternatives and the impact of decisions on others and on the Organization; and act with integrity.

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