Administrative Committee on Coordination

13 August 2001

English only

Report of the High-level Committee on Programmes on its first regular session of 2001

(Vienna, 26 and 27 February 2001)

Contents

I. Introduction

1.   The High-level Committee on Programmes (HLCP) of the Administrative Committee on Coordination (ACC) held its first regular session of 2001 at the headquarters of the United Nations Industrial Development Organization (UNIDO) in Vienna, on 26 and 27 February 2001, under the chairmanship of Carlos Alfredo Magariños, Director-General of UNIDO. The list of participants is contained in annex I.

2.   In opening the session, the Chairman drew the attention of the High-level Committee to its terms of reference, which included, inter alia, fostering system-wide cooperation and coordination as well as knowledge and information sharing in policy, programme and operational areas, based on the adoption of innovative, timely and cost-effective mechanisms. The Vice-Chairman of the Committee, Mats Karlsson, Vice-President of the World Bank, reiterated the Chairman's emphasis on the opportunity jointly to manage better the tasks set out in the Millennium Declaration.[1]

3.   Speaking on behalf of the Secretary-General, the Under-Secretary-General for Economic and Social Affairs stressed the timeliness of the establishment of HLCP. Its work could contribute significantly to furthering the image of the system as a well coordinated set of organizations capable of engaging in a substantive policy dialogue on issues of priority concern to the membership and of delivering harmonized programmes.

4.   The Secretary of ACC referred to the High-level Committee as an instrument of innovation and renewed coherence and impact for the system. Drawing on the strong sense of common purpose prevailing in ACC and guided by the comprehensive and authoritative policy framework provided by the Millennium Declaration, the Committee had a major opportunity to become a key agent of system-wide change and progress.

5.   The High-level Committee adopted the following agenda:

1.   Follow-up to the Millennium Summit:

(a)   Poverty eradication and development;

(b)   Africa;

(c)   Global public goods.

2.   Review of Administrative Committee on Coordination machinery.

3.   Other matters:

(a)   Drug control;

(b)   United Nations Staff College;

(c)   World Summit on the Information Society;

(d)   United Nations Programme of Action on a Culture of Peace;

(e)   Any other business.

II. Follow-up to the Millennium Summit

6.   In introducing the item on the follow-up to the Millennium Summit, the Chairman recalled that ACC had a strong interest in and commitment to strengthening the capacity of the United Nations system to support effective and coordinated follow-up to the implementation of the Millennium Declaration, which had provided the system with a comprehensive set of goals and targets. That should help HLCP in prioritizing its work and providing orientation to sectoral inter-agency coordinating arrangements. An immediate priority of the High-level Committee was to contribute to the preparations for the first regular session of 2001 of ACC in connection with its consideration of issues related to poverty eradication and African development in the context of the follow-up to the Millennium Summit.

A. Poverty eradication and development

7.   In its deliberations on poverty eradication, the High-level Committee noted the extraordinary opportunity and dynamics provided by the Millennium Declaration — with its built-in performance targets — in challenging the United Nations system to make an effective, concerted impact on poverty eradication and to demonstrate progress on a variety of fronts: in reinforcing commonalities in data and policy analysis, as well as strengthening country collaboration; in encouraging and supporting United Nations country teams to provide status reports on progress towards international development goals; and in establishing a common accountability framework and pursuing a "results-based" approach to poverty, with the Declaration goals becoming the driving force of the work of the

system as a whole. Not least, it was incumbent on the system in its global advocacy to build on the basic concept of shared responsibility embodied in the Declaration and to exhort donors to honour commitments on trade, debt, official development assistance flows and simplification and harmonization in aid delivery.

8.   A number of issues were highlighted during the discussion. It was generally felt that the poverty paradigm would need to be broadened beyond the numerical target of reducing the number of people living below $1 per day to encompass social, educational (in line with the World Education Forum[2]), nutritional health and cultural dimensions, as well as such qualitative aspects as empowerment. Measures directed at raising incomes and employment generation should be accompanied by targeted interventions aimed at improved access to infrastructures and services with particular attention to the rural poor who constituted three quarters of those living below the poverty line. Within the system itself, there was a need for programmes which would be at the same time more comprehensive and better focused, including closer and more systematic linkages between upstream analytical activities and operational work, particularly with a view to enhancing impact at the country level. It was important that each organization should "internalize" the poverty eradication goals embodied in the Millennium Declaration and for all organizations to join in a major advocacy effort in support of those goals. The call by the General Assembly at its twenty-fourth special session for the launch of a global campaign for poverty eradication provided an opportunity both for such an advocacy effort and for conveying a compelling image of the commitment and capacity of the system for concerted action in that area.

9.   As part of the effort to integrate poverty eradication goals in policy development and programming processes throughout the system and as an integral component of the global campaign referred to above, ACC may wish to recommend that each organization in the context of its mandate, prepare an analysis of the contribution of its programmes to the goal of reducing extreme poverty contained in the Millennium Declaration and share that analysis, as required, with its governing body. In elaborating such analyses, a distinction could be made between (i) programmes and activities directly targeted at the poor (e.g. microcredit); (ii) broader programmes in health, inter alia, health and education that contributed to the

empowerment of the poor and the improvement of their conditions; and (iii) measures affecting the enabling environment for poverty eradication (e.g., inter alia, trade and market access and debt relief).

10.   The analyses should provide the basis for the development of a comprehensive framework within which relevant initiatives and activities would be introduced and placed in relation to each other. That should serve, internally, to identify gaps and promote mutual reinforcement and the most effective sequencing of interventions and, externally, to convey an image for the system of both coherence and focus. That, in turn, should add credibility to the system-wide advocacy effort aimed at mobilizing world opinion and engaging political leaders in achieving the 2015 target embodied in the Millennium Declaration. Complementing those efforts, the World Bank and other funding entities might consider collaborating on an annual review of flows of concessional funding for programme elements relevant to the global campaign. In the same context, the suggestion was made that a comprehensive review be undertaken of the global funding requirements for reducing poverty by half by the year 2015.

11.   The campaign should have global as well as regional and national components. At the global level, ACC and its High-level Committee on Programmes should have the focused support of the public information capacities of the various organizations and of relevant coordination arrangements. At the regional level, the contribution of the regional commissions would be crucial. In that context, reference was made to the annual regional consultative meetings, established pursuant to Economic and Social Council resolution 1998/46, which could provide a suitable framework for that purpose. At the national level, poverty reduction strategy papers and United Nations Development Assistance Frameworks should be projected as country counterparts of the global campaign, which should actively engage the Resident Coordinator system, as well as the United Nations Information Centres.

12.   The High-level Committee identified two further requirements to maximize the capacity of the system to achieve and monitor progress in that area. First was the need for improved data to provide a common basis for the analysis of the causes of and remedies for poverty and as a condition for focused and targeted programmes, i.e. evidence-based approaches. The statistical capacities of the system, through the relevant coordination arrangements should be mobilized to support that effort.

Second was the requirement for closer ongoing interactions among United Nations system officials involved in analytical, statistical and programme planning work relevant to poverty eradication. With the endorsement of ACC, its secretariat might set in motion a system-wide electronic network of such officials, which should also be open, as appropriate, to the participation of external partners.

13.   The High-level Committee identified a number of strategic issues in relation to which further study and analytical work seemed to be required within the system, including through the proposed network referred to above. Those issues included approaches to poverty alleviation in post-conflict situations and strategies to deal with vulnerabilities engendered by the interrelationship between environmental degradations and poverty and other aspects of human security as they affected overall poverty eradication strategies.

B. Africa

14.   The High-level Committee considered the item on Africa on the basis of a note prepared by the Department of Economic and Social Affairs, entitled "Meeting the challenges of sustainable development in Africa", as well as a contribution by the Food and Agriculture Organization of the United Nations.

15.   The High-level Committee expressed concern over the proliferation of multilateral initiatives on Africa and the consequences of that proliferation for the availability and utilization of resources and the effectiveness of programmes. There were strong imperatives for working towards a unified framework of action by the United Nations system and the international community based on a rationalization and concordance of existing initiatives. The guiding principle in developing such a framework should be realism, urgency, efficiency and, most of all, African leadership and ownership of programmes. The Committee noted that the African countries themselves were increasingly weary of new initiatives with little prospect for substantial impact. For both programme countries and organizations, there already was an overload on reporting requirements and scarce coordination capacity.

16.   It was equally imperative to reverse the decline in resource flows to Africa. A unified framework for action would facilitate a systematic monitoring of the honouring of commitments made, including by the donor community. The framework would at the same time challenge the system to utilize scarce resources in the most effective way possible and would permit a comprehensive monitoring of the system's own performance in support of priorities as established by Africans themselves.

17.   The representative of the Economic Commission for Africa (ECA) briefed the High-level Committee on the New Global Compact with Africa. It was first and foremost a compact between African leaders and their people. With encouragement from African Ministers of Finance and several Ministers for Development Cooperation in the Organization for Economic Cooperation and Development, ECA was currently involved in developing a compact which would, inter alia, highlight shared goals and indicators towards poverty reduction and internationally agreed targets, incorporate measures addressing aid, debt and trade issues and acknowledge the mutual accountability of African countries and their donor Governments for results. That was intended to provide substance to the Millennium Declaration and the recent initiative of three African Presidents (Presidents Bouteflika, Mbeki and Obasanjo) for an African recovery and renaissance plan, which envisaged a mutuality of commitments and partnerships around the shared objectives of lasting peace, poverty reduction and sustainable development.

18.   The Committee recommended that:

(a)   The system should contribute to the development of a unified framework for action by initiating a comprehensive review and appraisal of all existing Secretariat initiatives on Africa;

(b)   Meanwhile, and until the completion of the forthcoming review of the United Nations New Agenda for the Development of Africa in the 1990s (UN-NADAF), the only intergovernmentally conceived programme in favour of Africa, there should be an understanding within the system that the utmost restraint should be exercised in launching new initiatives, while continuing to act to reinforce synergies among existing initiatives and enhance their impact;

(c)   At the same time, a major effort should be made to engage bilateral donors in the rationalization effort and to encourage them to consolidate their initiatives into existing ones;

(d)   The forthcoming session of the Economic and Social Council, the high-level segment of which

would be devoted to Africa, might be used to launch the idea that separate United Nations initiatives related to Africa should be placed under a single umbrella;

(e) The process of evaluation of UN-NADAF launched by the General Assembly should be utilized by the system as an opportunity to advance consensus on a single, comprehensive Africa-led framework for action providing for mutually supportive actions and engagements by all parties;

(f) Any new unified framework should serve to reinforce African leadership and ownership. In support of that objective, the system should act together to reinforce capacity-building further at the national level, including for the coordination of international assistance, and consider shifting the focus of system-wide coordination increasingly to the regional level;

(g) As part of the effort to strengthen synergies among initiatives on Africa, and among them and other international programmes, a deliberate strategic effort should be made to integrate more efficiently the Africa agenda with other agendas, e.g. poverty eradication, least developed countries, finance for development, trade round, HIV/AIDS and peace and development.

C. The global agenda/global public goods

19. The High-level Committee had before it a background note prepared by the World Bank, entitled "The global agenda, issues for the United Nations system" (ACC/2001/CP/CRP.4). In introducing the note, the Vice-Chairman highlighted the increasing challenges for the entire system in collectively addressing the implications of the changing global agenda, many of which called for the provision of global public goods and innovative forms of international cooperation.

20. In the era of globalization and growing global interdependence, the United Nations system was faced with the challenge of achieving desirable global public policy outcomes. In that connection, it was imperative for the system to develop the capacity for strategic vision and policy-making on key emerging international issues. Addressing those issues was invariably beyond the reach of any single agency or group of agencies. In addition, some issues did not come directly under the purview of intergovernmental authority. Solving those problems might thus often require creative partnerships with a broad spectrum of development actors, including civil society organizations and the private sector.

21. The High-level Committee underlined the preliminary nature of its discussion on the issue of global public goods in relation to the global agenda. There was general appreciation that the theoretical debate on the issue of global public goods and global commons was fraught with difficulties given the lack of universally agreed definitions of the various terms and their implications. The view was expressed in that regard that there was a need to go beyond global public goods focused on the global commons and those amenable to market solutions by including aspects hitherto ignored, such as diversity or tangible and intangible heritage. A first priority was therefore to establish clear and coherent conceptual frameworks. The Committee also recognized the politically sensitive nature of the subject, especially as it might also have a direct impact on governance and financing arrangements. Three specific concerns were expressed, which related to the control of global goods like global commons such as, inter alia, forest resources and oceans, governance issues by agencies themselves of any arrangements established in that regard and the financing mechanisms. The suggestion was made in that regard that it would be more useful to focus the discussion on those public goods which lent themselves readily to the mobilization of additional financial and other material resources. The foregoing considerations should guide the choice of issues for priority action.

22. The High-level Committee noted that the Millennium Declaration had identified a number of salient global issues for priority action, including communicable diseases, financial stability and architecture, environmental commons, information and communications technologies and peace-building. It also recognized the need systematically to pursue consideration of the issues and agreed to focus initially on a selective set of three to five global goods, possibly concentrating on issues related to the poverty agenda. To guide priority-setting, it was agreed that the next meeting of HLCP would incorporate a segment which would provide the Committee with the opportunity to have a dialogue with outside experts. The immediate priority was to seek conceptional clarification of issues with a view to outlining priority areas where HLCP could be instrumental in providing policy guidance to the United Nations system for delivering concrete results. The follow-up process could eventually be launched through a network approach involving the United Nations system and its partners.

23. The High-level Committee agreed to pursue the steps outlined above and to provide periodic updates on its progress to ACC.

III. Review of Administrative Committee on Coordination machinery

24. A key function of the High-level Committee on Programmes, as set out in its terms of reference and mandated by ACC, was to support the integrated and coordinated follow-up of major United Nations conferences and summits, including in particular the Millennium Summit. The internationally agreed goals and targets emanating from those conferences and summits, particularly the Millennium Declaration, provided the United Nations system with a comprehensive policy framework to help guide the work of HLCP and facilitate the review of the subsidiary machinery.

25. In a draft action plan submitted to the High-level Committee, the Chairman outlined an approach requiring the elaboration of an inventory of ongoing inter-agency initiatives and work under way in all parts of the system as well as related coordinating mechanisms to achieve the goals and targets of United Nations conferences and summits, in particular those contained in the Millennium Declaration. Building on those initiatives and work in progress, inter-agency action plans could be drawn up or updated through an inter-agency consultative process as a basis for defining the specific outcomes and outputs that would need to be produced under the overall guidance of HLCP. In turn, the definition of the subsidiary machinery and specific inter-agency coordinating arrangements — system-wide networks (on globalization, for example), task manager system (on issues relating to sustainable development, women and gender equality), lead agency arrangements and time-bound and output-oriented task forces (for the preparation of documents and reports), and working groups (on operational activities for development as well as country-level coordination, for example) — would draw upon the requirements identified in the inter-agency action plans.

26. The High-level Committee agreed to proceed with the elaboration of an inventory of work under way in the system relevant to the accomplishment of goals and targets contained in the Millennium Declaration. In doing so, it would be guided by the basic structure and outline of the "road map" towards the implementation of the Millennium Declaration that the Secretary-General would present to the General Assembly.

27. The High-level Committee then proceeded to draw the implications of those overall approaches for the Consultative Committees[3] and their Subcommittees[4] that had hitherto formed part of the ACC subsidiary machinery in the programme area, on the basis of ACC instructions that it should be zero-based. The Committee recognized that the Millennium Declaration, while setting an essential framework of priorities and goals for the collective work of the system and, thus, for the Committee's own work programme, did not cover all areas of engagement of the system and did not exhaust all areas where organized inter-agency interactions and cooperation contributed to the overall effectiveness of the system's work and of its support to inter-governmental bodies and countries' development efforts.

28. In that perspective, all areas covered by the existing machinery — from statistics to nutrition and water — (with the exception of the areas of work covered by CCPOQ, whose broad functions were, by and large, subsumed by the mandate of HLCP) corresponded to areas where organized inter-agency cooperation remained necessary. In particular, the High-level Committee concluded that the time had come to move away from the concept of "permanent subsidiary bodies" and of "permanent machinery", which had traditionally implied fixed periodicity of meetings, sometimes with agendas driven by that periodicity rather than substantive considerations, and a perceived requirement for all ACC member organizations to attend, sometimes irrespective of the relevance of the agenda to the work of different organizations. The new approaches governing the organization of inter-agency cooperation in all relevant areas should be:

- Flexibility;

- Ongoing exchanges of information and continuity of interactions, making maximum use of modern information technology;

- Systematic use of task managers and lead agency arrangements;

- Open dialogue with non-United Nations system actors;

- The convening of inter-agency meetings:

(i) Only as and when important issues arose that were most efficiently addressed with the personal participation of representatives of all organizations concerned, rather than through electronic means, and when appropriate;

(ii) In conjunction with meetings of inter-governmental bodies attended by representatives of a large number of organizations, particularly in cases where coordination of inter-secretariat support to those bodies was a major function of inter-agency cooperation;

• Participation in both electronic exchanges and, when applicable, meetings by the substantive officials concerned in the various organizations;

• The incorporation in all coordination arrangements of provision for periodic evaluation (say every 3 or 5 years and in conjunction with special events such as review of conferences in the area covered by the arrangement in question) with a view to reassessing need or demand, cost-effectiveness of methods of work, adjustments required in the definition of products and the eventual termination or abolition of the relevant coordination arrangements.

29. The High-level Committee, with the support of the ACC secretariat, should monitor the application of the above criteria and be kept informed of major developments and progress in all areas, without any of those arrangements necessarily being part of its subsidiary structures as such. The periodicity of inter-agency contacts at the policy level that the establishment of HLCP would introduce should serve to facilitate greater flexibility and a more technical approach to working-level inter-agency cooperation, without detriment to the need for maintaining an overview of inter-agency cooperation at all levels across the system.

30. Under that approach, HLCP would provide guidance and oversight to existing coordination arrangements. It would take up policy issues that required attention at its level, or mandate specific assignments to be undertaken through those arrangements that would serve to advance the policy objectives it was pursuing. That would be the case especially vis-à-vis inter-agency arrangements that focused on the follow-up to global conferences (e.g. sustainable development, women and gender equality), but it was also likely to apply to inter-agency arrangements in broad service sectors

(e.g. statistics) or in sectors that were key to advancing the development objectives of the Millennium Declaration (e.g. water and nutrition). The conclusions of the current session of the High-level Committee already provided specific instances of that practice. Those arrangements would be part of an "activist" approach by the Committee to agenda-setting for its own work and its organization, including giving individual members or groups of its members specific assignments; convening time-bound task forces to deliver specific products; and encouraging inter-agency networks on policy issues or emerging concerns.

31. The High-level Committee considered that one area covered by the former Consultative Committee on Programme and Operational Questions — that of operational activities and the functioning of the resident coordinator system — would require a continuing working group operating directly under its aegis which would assist it in ensuring that the strengthening of the inter-agency coordination it would pursue at the global level was paralleled by the strengthening of field-level coordination and that its policy conclusions found adequate reflection at the country level.

32. The High-level Committee further concluded that the current year should be considered one of transition: inter-agency meetings for which preparations were under way should proceed. The view was expressed in that regard that the transitional arrangement might need to be extended further, taking into account the timetable of the forthcoming international events, e.g. the preparations and follow-up to the Rio+10 process and of the completion of the International Year of Freshwater, 2003[5] (coinciding with the publication of the first world water assessment report). The ACC secretariat was requested to convey, through existing inter-agency channels, the conclusions and guidelines outlined above, encourage reflection on how they could best be applied in different areas hitherto covered by ACC subsidiary bodies and report on the outcome to HLCP at its next session.

33. The High-level Committee noted that the work of the Joint United Nations Information Committee and part of the mandate of the Inter-Agency Committee on Women and Gender Equality were also relevant to the High-level Committee on Management (HLCM). While some of the considerations outlined above appeared to apply to those two Committees, and the two bodies might therefore wish to comment on them, conclusions in relation to the two Committees would require input from HLCM as well as HLCP.

IV. Other matters

A. Drug control

34. The Chairperson of the ACC Subcommittee on Drug Control introduced the draft entitled "ACC guidance note on drug control", which had been developed by the Subcommittee. As one member requested more time before committing her organization to the text, HLCP invited agencies to submit their comments to the ACC secretariat by 23 March 2001 and agreed that the finalized text would be submitted for clearance to HLCP members by electronic mail.

35. The Chairperson also presented a draft United Nations system position paper, entitled "Preventing the transmission of HIV among drug abusers", which had been prepared jointly by the United Nations International Drug Control Programme, the Joint United Nations Programme on HIV/AIDS and the World Health Organization (WHO) and recommended for approval by the Subcommittee. The High-level Committee endorsed the paper ad referendum.

B. United Nations Staff College

36. The representative of WHO briefed the High-level Committee on the outcome of the ad hoc meeting, convened in Vienna on 25 February 2001, to discuss the arrangements for the institutionalization of the United Nations Staff College (see annex II). The High-level Committee noted that, following further consultations, a decision based on the conclusions of the ad hoc meeting — which drew on members of HLCP as well as HLCM — would be prepared for adoption by ACC. The decision would cover approaches to the functions of the Staff College, as a system-wide demand-driven institution dedicated to innovation and reform across the United Nations system and focused on fostering a common United Nations system culture, cooperation and knowledge-sharing between agencies on managerial and strategic policy issues of common concern; its governance, based on the new ACC High-level Committees; funding arrangements, comprising a core budget jointly funded by organizations, fees for its courses and voluntary funding; and arrangements, based on the foregoing, for the finalization of a business plan and of a statute for the Staff College to be proposed by the Secretary-General to the General Assembly.

C. World Summit on the Information Society

37. The representative of the International Telecommunication Union (ITU) briefed the High-level Committee on the preparations for the World Summit on the Information Society scheduled to be convened in 2003 under ITU as lead agency. It was noted that the focus and the detailed agenda of the summit would need to be developed in close cooperation with interested agencies. The aim of the summit was to develop a common vision and understanding of the information society and to draw up a strategic plan of action for concerted development in the realization of that vision. The Committee was also briefed on the development with regard to the selection of the venue of the summit, in regard to which a decision remained to be taken.

D. United Nations Programme of Action on a Culture for Peace

38. The representative of the United Nations Educational, Scientific and Cultural Organization (UNESCO) briefed the High-level Committee on the arrangements for the implementation of the United Nations Programme of Action on a Culture of Peace, adopted by the General Assembly in its resolution 53/243 B of 13 September 1999. The Committee called on agencies to nominate focal points to work with UNESCO in the preparation of indicators and reports for the implementation of the Programme of Action.

E. Any other business

39. The Committee agreed to hold its next session in New York during September 2001 prior to the second regular session of ACC. The exact dates were to be determined through further consultations.

Notes

[1] See resolution 55/22.

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

[3] Consultative Committee on Programme and Operational Questions (CCPOQ), Inter-Agency Committee on Sustainable Development; and Inter-Agency Committee on Women and Gender Equality (IACWGE).

[4] CCPOQ: ACC Subcommittee on Statistical Activities; ACC Subcommittee on Demographic Estimates and Projections; ACC Subcommittee on Nutrition; ACC Subcommittee on Rural Development; ACC Subcommittee on Drug Control; and CCPOQ Advisory Panel on Operational Activities Training.

IACSD: ACC Subcommittee on Water Resources; and ACC Subcommittee on Oceans and Coastal Areas.

Information Systems Coordinating Committee (ISCC).

Joint United Nations Information Committee (JUNIC).

[5] Resolution 55/196.

Annex I

List of participants

Chairman: C. A. Magariños (UNIDO)

Vice-Chairman: M. Karlsson (World Bank)

Secretary: E. Hein

United Nations

United Nations	N. Desai
	P. Civili
ACC secretariat	Q. S. Fareed
	R. Eggleston
	A. O. Lacanlale
	S. Toh
Economic Commission for Africa	E. Otobo
United Nations Conference on Trade and Development	K. Kousari
United Nations Development Programme	O. Sorgho-Moulinier
United Nations Environment Programme	A. Amin
Office of the United Nations High Commissioner for Refugees	P.-F. Pirlot
	B. Lander
United Nations Relief and Works Agency for Palestine Refugees in the Near East	D. S. Wijewardane
United Nations Children's Fund	S. Rasheed
	A. Laurini
United Nations Population Fund	K. Waki
	S. Rao
World Food Programme	J. Wickens
	I. Riza
United Nations International Drug Control Programme	S. Noyan
	S. Mlango

Specialized agencies and related organizations

International Labour Organization	D. Skerrett
Food and Agriculture Organization of the United Nations	K. Killingsworth
United Nations Educational, Scientific and Cultural Organization	H. d'Orville
	A. Elhassan
International Civil Aviation Organization	G. Griffiths
World Health Organization	D. Aitken

World Bank	A. Sfeir-Younis
	N. Kekeh
International Monetary Fund	R. Munzberg
Universal Postal Union	L. L. F. Pinheiro
International Telecommunication Union	R. Blois
World Meteorological Organization	W. Degefu
International Maritime Organization	D. Edwards
World Intellectual Property Organization	O. Fasehun
International Fund for Agricultural Development	U. Abhyankar
United Nations Industrial Development Organization	Sir R. Grierson
	O. Maizza-Neto

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International Atomic Energy Agency	W. Burkart

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World Trade Organization	A. Frank

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World Tourism Organization	D. de Villiers

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Comprehensive Nuclear-Test-Ban Treaty Organization	T. Stelzer

Others

High-level Committee on Management	D. Waller (IAEA)
United Nations Staff College	J. Machin

Annex II

United Nations Staff College: Administrative Committee on Coordination ad hoc group meeting, 25 February 2001

The main issues discussed were as follows.

General

The work of the Staff College needed to be guided by demand-driven system-wide priorities. The Staff College should be seen as an important tool for nurturing innovation and generating a common United Nations system culture. It needed to be judged on the added value it brought its cost-effectiveness and would need to be evaluated regularly.

Functions of the Staff College

• There was a need for a basic business plan to be developed over the next few months.

• There was a need for the Staff College to find its proper place within the range of activities in the United Nations system for knowledge-building and sharing. It should complement rather than compete with individual agencies' well-developed functional training and must exploit new technologies and decentralized training to the full.

• ACC might suggest some more specificity in the agenda of the Staff College. Ideas could focus on the fields of change and reform across the United Nations system and cooperation and knowledge-sharing between agencies. More specific areas could be developing approaches to alleviating poverty; dealing with the private sector; leadership and senior management development; networking; decentralization; and security issues, information technology and capacity-building.

Governance of the Staff College

• The proposal of the evaluation team for a 14-person Board established a new structure. It was felt best to suggest instead that the governance could be ensured from within the existing ACC structure. It would involve elements from within the new high-level committees. Stakeholder involvement in management was important.

• The second tier of governance suggested by the evaluation team, namely a technical review group, would also be made up of existing staff of United Nations organizations with expertise in the area. Their job should be to ensure the business plan and biennial budget were adopted by an iterative process of programme development between agencies and the College staff and to ensure regular monitoring and evaluation of the activities of the College.

Funding of the Staff College

- The business plan was also an essential element in the funding considerations.

- There was recognition that the Staff College would need to be funded by three sources: a core budget contributed by the organizations; fees for its courses; and voluntary funding.

- Precisely what was to be met by the core funding needed to be determined and specified quickly. Some key staff and activities would be the first focus.

- There was a need for innovation in enhancing voluntary funding.

- In the long run, there was an expectation that the Staff College could be self-reliant and run on fees and voluntary contributions alone.

Statute

- To be adopted by the General Assembly.

- It was probably not necessary for the statute to be adopted by governing bodies of other agencies as long as ACC endorsement was forthcoming.

- The revised text, once drafted by United Nations lawyers, would need to be seen quickly by agency lawyers.

Appendix

List of participants

Chairman:	D. Aitken , Senior Policy Adviser to the Director-General (WHO)
United Nations	P. Civili, Assistant Secretary-General J. Beagle, Director, Specialist Services Division, OHRM
ILO	D. Skerrett, Director, Bureau of Programming and Management (HLCP and HLCM)
FAO	K. Killingsworth, Assistant Director-General, Special Adviser to the Director-General (HLCP)
UNESCO	H. d'Orville, Director, Bureau of Strategic Planning (HLCP)
WMO	W. Degefu, Director, Coordinator for Support to Scientific Programmes (HLCP)
World Bank	N. Kekeh, Special Assistant to the Vice-President (HLCP)
IAEA	D. Waller, Deputy Director-General, Administration (Vice-Chairman, HLCM)
UNDP	O. Sorgho-Moulinier, Director, European Office (HLCP)
UNIDO	D. Hribernigg, Personal Assistant to the Director-General
United Nations Staff College	J. Machin, Director

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