



Chief Executives Board for Coordination

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

(United Nations Headquarters, New York, 7 and 8 March 2002)

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I. Introduction

1. The High-level Committee on Programmes (HLCP) of the United Nations System Chief Executives Board for Coordination (CEB) held its third session at United Nations Headquarters in New York on 7 and 8 March 2002. The meeting was chaired by Mr. Mats Karlsson, Vice-President, World Bank. The agenda of the meeting and the list of participants are attached, respectively, in annexes I and II of the present report.

II. Follow-up to the Millennium Summit: treatment and prevention of diseases, including human immunodeficiency virus/acquired immunodeficiency syndrome (HIV/AIDS) and malaria

2. On the basis of a note provided by the World Health Organization (WHO) (CEB/2002/HLCP/CRP.1), the Committee considered the issue of a system-wide strategic approach to the treatment and prevention of communicable diseases and the potential contributions of agencies to the overall effort.

3. The Committee members put forward their perspective on the salient conclusions of the report of the Commission on Macroeconomics and Health established by WHO (January 2000) notably, that resources and know-how exist to save millions of lives; that better health can be a major catalyst for economic and social development; and that a new "health pact" between donors and recipients, and between Governments and civil society organizations, and major new investment in a range of sectors impacting on health were needed to achieve this. In this context, the Committee welcomed the Doha Declaration on the Agreement on Trade-related Aspects of Intellectual Property Rights and Public Health, clarifying the flexibilities available to achieve the delicate balance between the right of Governments to protect public health and the need to avoid undermining the Agreement on Trade-related Aspects of Intellectual Property Rights, including Trade in Counterfeit Goods.¹

4. The Committee expressed its appreciation to WHO for the highly thought-provoking note which is

to form the basis for the executive paper requested by the Secretary-General for consideration at the next session of CEB.

5. Following an extensive exchange of views, the Committee concluded that:

- The interactive impact of the health goals with the other millennium development goals calls for a holistic approach in articulating a set of mutually reinforcing policy prescriptions to arrive at desired policy outcomes. In this connection, the executive paper for CEB should highlight the need for a multisectoral framework, identifying the different entry points for individual agency programmes/business plans and how best to link them with a view to maximizing potential synergies.
- The policy prescriptions should make reference to progress made in ongoing initiatives in the health area, and highlight those interventions where the United Nations system can effectively make a difference.
- The tracking of progress on health goals is particularly important in resource-constrained countries. United Nations system organizations can play a particularly important role in assisting Governments in making appropriate choices between health and other complementary investments required to achieve health-related goals.
- The analysis of health issues needs to take into account the gender dimension.

6. HLCP considered that analyses of substantive issues in the future should focus on:

- The implications for system-wide coordination.
- Provision of a system-wide perspective on the issue being addressed.
- The implications for the system of advocacy and support of the issue.

7. It was decided that, taking into account the comments made during the session, WHO would finalize the executive paper in consultation with other concerned organizations of the system for presentation at the spring 2002 session of CEB. The executive paper may also take into account the following possible recommendations to CEB:

- CEB might consider issuing a statement on the expected contributions of the United Nations system, individually and collectively towards the health agenda.
- Executive Heads should commit themselves, collectively and individually, to supporting member States in achieving the United Nations Millennium Declaration² health goals.
- In the light of resource constraints and competing demands, CEB may wish to consider selective interventions in some pilot countries where the system can make a real impact so as to provide a demonstration effect in order to underpin fund-raising.
- CEB might also focus on how best the United Nations system can concert its advocacy effort to advance the achievement of the objectives of the United Nations Millennium Declaration in the treatment and prevention of diseases, including human immunodeficiency virus/acquired immunodeficiency syndrome (HIV/AIDS) and malaria.

III. System-wide support for the sustainable development of Africa: update on the New Partnership for Africa's Development (NEPAD)

8. The Committee reviewed progress in implementing the New Partnership for Africa's Development (NEPAD) on the basis of a note (CEB/2002/HLCP/CRP.2) prepared by the Economic Commission for Africa (ECA) (a revised version of the paper is contained in annex III). In his briefing on recent developments relating to NEPAD, the representative of ECA noted that:

- NEPAD is a policy and programme framework designed by African leaders to implement Africa's development agenda. Contrary to popular perception, NEPAD is not an institutional mechanism or organization separate from the Organization of African Unity (OAU) or the African Union (AU).
- The Heads of State Implementation Committee (HSIC) attaches considerable importance to

developing standards and codes for economic and corporate governance.

- There is considerable dialogue between a number of United Nations agencies and the NEPAD Steering Committee and NEPAD secretariat on direct support for NEPAD. This decentralized approach to securing support of agencies reflects the recognition that individual agencies have comparative strengths which will be tapped as the need arises, in a sequenced and incremental manner.
 - The paper before HLCP does not contain detailed information on the annual Regional Consultation Meeting of United Nations agencies in Africa held in October 2001 because a report on the outcome of that meeting has been submitted to the agencies.
 - Since the paper was prepared, a number of meetings have been held or will be convened prior to the CEB session. These include the meeting of the Committee of Ministers of Finance and Governors of Central Banks to consider the codes and standards on economic and corporate governance in Addis Ababa on 3 and 4 March 2002; a Steering Committee workshop on NEPAD programmes in Abuja on 12 and 13 March 2002; the sixth meeting of the NEPAD Steering Committee in Abuja on 23 and 24 March 2002; and the second Meeting of HSIC in Abuja on 25 and 26 March 2002.
 - ECA deferred its invitation to agencies to convene the cluster meetings because the programme of action for implementing NEPAD is still evolving. Until a clear picture of the NEPAD programme of action emerges, any cluster meeting will have no firm basis for deliberation in regard to concrete support for NEPAD.
 - NEPAD offers United Nations agencies an important opportunity to contribute to Africa's development. There is thus a moment to be seized, but the agencies need to seize it coherently, incrementally and creatively to make the desired impact.
9. The Committee held an extensive discussion on measures to foster system-wide support for Africa, particularly NEPAD. It agreed to bring to the attention of CEB the following considerations:

- International support for Africa's development, especially for the implementation of NEPAD, is essential. Not only should the declining trend of official development assistance (ODA) to Africa be reversed, but ODA to the continent should be at least doubled and maintained over a decade to give the region a fair chance of meeting the international development goals of reducing poverty by half by 2015.
- In organizing the support of the United Nations system for NEPAD, every effort should be made to use and build on existing United Nations mechanisms at the national and regional levels as well as other available regional mechanisms.
- Cluster meetings of United Nations agencies on the thematic priorities of NEPAD, as agreed at the Regional Consultation Meeting of United Nations agencies, should be held as soon as the programmes become clearer. In the meantime, individual agencies should maintain their programmes in Africa and continue to respond to specific requests from either the NEPAD Steering Committee or the NEPAD secretariat for moving forward the implementation of NEPAD.
- A systematic sharing of experience among organizations is essential in promoting enhanced coherence by the United Nations system in support of NEPAD. This will require organizations to communicate on a continuing basis relevant information to ECA, which is expected to play the role of facilitating the work of United Nations agencies in Africa and to report periodically on the work of various agencies to CEB, HLCP and the annual Regional Consultation Meeting of United Nations agencies.

10. The Committee requested that Executive Heads be briefed at the Rome CEB session on the latest developments in regard to the framework plan of action following the conclusion of the HSIC meeting.

IV. Functioning of the High-level Committee on Programmes (HLCP): terms of reference and working methods

11. The Committee addressed issues related to its functioning, including its working methods on the basis

of a set of proposals by the HLCP Chairman (annex IV).

12. It underlined the special relevance of its mandate, as laid down in its terms of reference, at this particular stage of the evolution of the system. After extensive discussions, it concluded that its value added, with special emphasis on the implementation of the United Nations Millennium Declaration and other conference goals, is contingent on the effective exercise of the following functions:

Advising CEB

- Provide policy advice to CEB on issues requiring its priority attention for the timely elaboration of strategies and policies in response to emerging issues, in particular the millennium development goals, and other issues that are of a cross-cutting and multisectoral nature.
- Act as a preparatory body for CEB on the above.

Providing system-wide oversight

- Share experience on policy development, programming and monitoring modalities.
 - Provide broad guidance and oversight of coordination in areas within its mandate, in line with the flexible approach to coordination adopted by CEB, and taking into account the need to ensure system-wide interface with relevant mechanisms, particularly the United Nations Development Group (UNDG).
 - Help strengthen convergence and cohesion of related programmes and maximize their impact in support of system-wide objectives.
 - Foster coherent policies on collaboration with civil society at the system-wide level.
13. In this connection, HLCP would need to:
- Be forward-looking in setting its agenda.
 - Better organize its discussions on substantive issues.
 - Be proactive in addressing issues and defining options.
 - Approach issues from a system-wide rather than an individual institutional perspective.

- Work towards action-oriented outcomes that add value to coordination efforts.
- Develop a capacity for anticipating and addressing the challenges and opportunities arising out of United Nations system initiatives.

14. The Committee agreed that continuous dialogue and information exchange through electronic networking would not only facilitate the process of agenda-setting but also contribute to consensus-building and effective decision-making by HLCP.

15. The Committee adopted the proposed working methods for enhancing its functioning outlined in document CEB/2002/HLCP/CRP.3 (contained in annex IV). On the relationship between HLCP and UNDG, the Committee agreed that the complementary character of their roles and responsibilities constitutes a good basis for enhanced interactions between them. The Committee thus agreed that, in pursuing its system-wide mandate, it should adopt a pragmatic approach to these interactions which should be designed to promote synergies and advance overall coherence. Further consideration will need to be given to suitable modalities for such interactions, based on this approach.

16. The Committee took note of the new flexible and pragmatic arrangements for inter-agency coordination in the programme areas covered by the former Administrative Committee on Coordination (ACC) subsidiary bodies and welcomed, in this context, the establishment of thematic networks. It agreed that these networks should keep the CEB secretariat informed of their activities to enable the Committee to monitor and provide, where necessary, policy guidance in the relevant programme areas. The representative of the World Meteorological Organization (WMO) informed the Committee of a communication from the Secretary-General of WMO to the Chairman of HLCP concerning system-wide coordination in the area of freshwater activities.

17. On the follow-up to General Assembly resolution 56/201 on the comprehensive triennial policy review of operational activities for development of the United Nations system, the Committee took note of the briefing provided by the representative of the Department of Economic and Social Affairs of the United Nations Secretariat. It agreed on the need for system-wide consultations, through an HLCP network,

on a management plan for the implementation of the provisions of the resolution.

V. Follow-up to HLCP decisions

A. Poverty campaign

18. The Committee welcomed the preparatory work for the launching of the Global Campaign for the Millennium Development Goals, which would subsume the poverty campaign, as presented in a briefing by the representative of the United Nations Development Programme (UNDP). During the discussion, members emphasized, inter alia, that the campaign should adopt a broad and inclusive approach, going beyond the issue of resource mobilization; that the exercise of costing the financial resources needed for achieving the Millennium Development Goals should adopt an integrative approach, taking into account their mutually reinforcing effects; that it would be useful to provide a framework to facilitate agency inputs; and that the audience of the campaign should be clearly identified for a targeted advocacy effort. The Committee decided to revert to these issues in the light of the outcome of the CEB retreat which would address the subject of the Campaign.

B. Trade facilitation

19. The Committee took note of the progress report provided by the representative of the United Nations Industrial Development Organization (UNIDO) on its initiative in collaboration with other agencies in Central America as well as on the preparations for the inter-agency consultation on trade facilitation as reported by the representative of the United Nations Conference on Trade and Development (UNCTAD). Consultations on the exact dates, agenda and venue of the meeting will be conducted electronically. The Committee will be informed about the outcome of the inter-agency consultation.

C. Global public goods

20. The representative of UNDP informed the Committee of the launching of a second publication on global public goods. He noted that the issue was not expected to feature in the discussions at the

forthcoming International Conference on Financing for Development at Monterrey, Mexico. The Committee agreed that it would resume discussion on this issue at a later stage.

VI. Guidance notes to country teams: reports on the millennium development goals at country level and United Nations support to the Poverty Reduction Strategy Paper (PRSP) process

21. Two UNDG guidance notes, on the poverty reduction strategy papers (PRSPs) and on reporting on the millennium development goals at the country level, were introduced respectively by Mr. A. Roberfroid, United Nations Children's Fund (UNICEF), Chairman of the UNDG Programme Group, and Mr. J. Vandemoortele, UNDP.

22. The Committee welcomed the opportunity to examine the system-wide dimensions of these guidance notes.

23. The Committee agreed that, in future, the development of operational guidance with broad system-wide implications to country teams would benefit from prior consultation among HLCP members.

VII. Other matters

A. System-wide endeavours to combat terrorism

24. Mr. Michael Doyle, Assistant Secretary-General, Executive Office of the Secretary-General, briefed the Committee on the work of the recently established United Nations Working Group on Combating Terrorism as well as on the results of the survey on the wide array of ongoing United Nations system initiatives of an institutional, constitutional and resource nature, in countering terrorism. He confirmed that the forthcoming Secretary-General's report would attach particular importance to the identification of gaps. Speaking on the same subject, the representative of the International Maritime Organization (IMO) underlined the threat to world trade resulting from acts of terrorism against international maritime transport

systems which was being addressed by IMO through actions designed to strengthen the rule of international law and support capacity-building for maritime security.

B. Preparations for and follow-up to forthcoming international conferences, 2002-2003

25. The Committee took note with appreciation of the briefings by the representatives of the lead agencies on a number of conferences and international years and stressed the importance of maximizing synergies in their preparatory/follow-up processes:

- International Conference on Financing for Development (Monterrey, Mexico, 18-22 March 2002) — Department of Economic and Social Affairs of the United Nations Secretariat
- World Summit on Sustainable Development (Johannesburg, South Africa, 26 August-4 September 2002) — Department of Economic and Social Affairs of the United Nations Secretariat
- World Food Summit: Five Years Later (Rome, 10-13 June 2002) — Food and Agriculture Organization of the United Nations (FAO)
- World Summit on the Information Society (Geneva, 2003, and Tunis, 2005) — International Telecommunication Union (ITU)
- Special session of the General Assembly on children (New York, 8-10 May 2002) — UNICEF
- World Urban Forum (Nairobi, 29 April-3 May 2002) — United Nations-Habitat
- United Nations Year of Dialogue among Civilizations (2001) — United Nations Educational, Scientific and Cultural Organization (UNESCO)
- United Nations Year for Cultural Heritage (2002) — UNESCO
- International Year of Ecotourism (2002) — United Nations Environment Programme (UNEP).

26. The Under-Secretary-General for Economic and Social Affairs, in his briefing on the preparatory processes for the International Conference on

Financing for Development and the World Summit on Sustainable Development, underlined the interrelationship between the first three events in the above list and the Fourth Ministerial Conference of the World Trade Organization held in Doha. He emphasized the need for new ideas to implement the programmes of action of these conferences and not simply to reiterate the usual calls for greater political will, increased resources and an enabling environment for sustainable development. He suggested that selected and targeted partnerships at the global, regional and country levels could provide the impetus for moving forward.

27. HLCP agreed that it would review, at future sessions, the effective follow-up on a system-wide basis to the above events.

C. Any other matters

28. The Committee agreed to undertake consultations electronically to decide on the dates, venue and agenda for the next session. The Chairman suggested the following agenda items for consideration: conflict prevention; follow-up to conferences including financing for development; the Johannesburg Summit; global public goods; counter-terrorism; and the linkage of communication/dialogue to advocacy and good practices in advocacy.

Notes

¹ See *Legal Instruments Embodying the Results of the Uruguay Round of Multilateral Trade Negotiation*, done at Marrakech on 15 April 1994 (GATT secretariat publication, Sales No. GATT/1994-7).

² See General Assembly resolution 55/2.

Annex I

Agenda

1. Follow-up to the Millennium Summit: “Treatment and prevention of diseases, including HIV/AIDS and malaria”.
2. System-wide support for the sustainable development of Africa: update on the New Partnership for Africa’s Development (NEPAD).
3. Functioning of HLCP: terms of reference and working methods.
4. Follow-up to HLCP decisions:
 - Poverty campaign
 - Trade facilitation
 - Global public goods.
5. Guidance notes to country teams: reports on the millennium development goals at country level and United Nations support to the Poverty Reduction Strategy Paper (PRSP) process.
6. Other matters:
 - System-wide endeavours to combat terrorism
 - Preparations for and follow-up to forthcoming international conferences, 2002-2003
 - Any other matters.

Annex II

List of participants

Chairman:

M. Karlsson (World Bank)

Secretary:

E. W. Hein (CEB secretariat)

United Nations	N. Desai P. Civili M. Doyle M. d'Angelo
International Labour Organization	D. Skerrett J. Langmore C. Perrin
Food and Agriculture Organization of the United Nations	F. Chenoweth
United Nations Educational, Scientific and Cultural Organization	H. d'Orville A. Hamad
International Civil Aviation Organization	L. Boisvert
World Health Organization	D. Aitken
World Bank	E. Doryan C. Fleming
International Monetary Fund	R. Munzberg A. Palmason
Universal Postal Union	M. Mazou
International Telecommunication Union	R. Blois B. A. Petrazzini
World Meteorological Organization	D. Don Nanjira
International Maritime Organization	D. Edwards
World Intellectual Property Organization	O. Fasehun
International Fund for Agricultural Development	U. Abhyankar

United Nations Industrial Development Organization	O. Maizza-Neto I. Freudenschuss-Reichl
International Atomic Energy Agency	W. Burkart
World Trade Organization	A. Frank Y. Soobramanien

* * *

United Nations Conference on Trade and Development	K. Kousari D. Deac
United Nations Development Programme	B. Jenks M. Wahba J. Vandemoortele
United Nations Environment Programme	A. Z. Amin M. Jansen
Office of the United Nations High Commissioner for Refugees	M. Kamara M. Loftus
United Nations Children's Fund	A. Roberfroid A. M. Laurini
United Nations Population Fund	S. Rao A. Erken
World Food Programme	T. Yanga
United Nations International Drug Control Programme	V. McClean
United Nations Human Settlements Programme (UN-Habitat)	A. Gebre-Egziabher

* * *

Regional commissions	E. Otobo S. Al-Bassam
World Tourism Organization	R. Ahmed
Comprehensive Nuclear-Test-Ban Treaty	B. Wrabetz

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HLCM	D. Skerrett
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CEB secretariat	Q. S. Fareed A. O. Lacanlale S. Toh
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Annex III

New Partnership for Africa's Development (NEPAD): recent developments and support of the United Nations system

Note by the Economic Commission for Africa (ECA)

I. Introduction

1. At its second regular session of 2001, held in New York on 19 and 20 October 2001, the Administrative Committee on Coordination (ACC) (now the United Nations System Chief Executives Board for Coordination (CEB)) agreed, inter alia, that Africa is and should remain a major focus for the political, development and humanitarian work of the United Nations system; and that it was essential for organizations of the system to continue to emphasize the African dimension in their global work and to provide visible and vocal support to the New African Initiative, now called the New Partnership for Africa's Development (NEPAD) (see ACC/2001/5, para. 9 (a)). It was also agreed that, rather than set up a new coordinating mechanism, HLCP should keep Africa on its agenda and keep the implementation of NEPAD under review (para. 9 (e)). It was further agreed that at the regional level, the Economic Commission for Africa (ECA) would continue to act as the system's key interlocutor with African countries on NEPAD and that inter-agency coordination at the regional level would be strengthened within the framework of ECA.

2. The present note responds to the need to keep the implementation of NEPAD under review at the meetings of HLCP. It provides an update on recent developments concerning NEPAD and presents the outcome of the Regional Consultative Meeting of United Nations agencies in Africa held in Addis Ababa from 29 to 31 October 2001 and related follow-up activities, in the light of the need for a coherent and coordinated response by the United Nations system in support of NEPAD.

II. Recent developments relating to NEPAD

Institutional and programme priorities

3. In the past year, the Executive Secretary of ECA has briefed ACC (now CEB) twice on the situation relating to NEPAD. The update presented here highlights major developments concerning NEPAD since the Executive Secretary briefed the CEB on 19 October 2001.

4. The first meeting of the Heads of State Implementation Committee (HSIC) consisting of 15 countries was held on 23 October 2001 in Abuja, Nigeria. The meeting agreed that the governing structure of NEPAD will consist of an Implementation Committee of Heads of State and Government; a Steering Committee; and a Secretariat. The Implementation Committee has President Obasanjo (Nigeria) as Chairman, and Presidents Bouteflika (Algeria) and Wade (Senegal) as Vice-Chairmen, and will meet once every four months. It also decided on the establishment of task teams/lead agencies to urgently identify and prepare specific projects and programmes as follows: capacity-building on peace and security (Organization of African Unity (OAU)); economic and corporate governance (ECA); infrastructure (African Development Bank (ADB)); central bank and financial standards (ADB); and agriculture and market access (OAU). Subsequent to that decision, ECA and ADB have been assigned the task of working on capital flows, and the United Nations Conference on Trade and Development (UNCTAD) and the Food and Agriculture Organization of the United Nations (FAO) have been requested to assist on the issues of market access and agriculture, respectively.

5. HSIC further agreed that the Steering Committee should continue preparations for the proposed conference on financing NEPAD, to be hosted by Senegal. This conference, which has been scheduled to be held from 15 to 17 April 2002, will be convened

under the theme of the “Dakar Conference on the participation of the Private Sector on Funding NEPAD”. ECA and ADB are members of the Preparatory Committee for the Conference on Financing NEPAD. The first meeting of the Preparatory Committee was held on 19 January 2002 in Dakar.

6. As the effort towards the implementation of NEPAD gathers momentum, the process of drawing up a programme of action has taken centre stage. Thus, a Work-in-Progress (WIP) Review Workshop was held in Benoni, South Africa, from 24 to 27 January 2002. The central goal of the Workshop was to develop a detailed programme of action with firm proposals on projects and programmes, cognizant of the progress to date on some of the identified priority areas in NEPAD.

7. The Workshop was organized around the major thematic priority areas in NEPAD, namely, political and economic governance; infrastructure; human development; agriculture and market access; and capital flows. In addition to the presentations at the plenary sessions on these thematic clusters, there were detailed presentations at the breakout sessions organized around the following sub-clusters: political governance; economic governance; information and communication technologies (ICT); water and sanitation; transport; energy; agriculture; market access; health and communicable diseases; poverty reduction; education; and capital flows, with focus on issues of debt reduction, official development assistance (ODA) reform and private capital flows. Several organizations and departments of the United Nations system were invited to and participated in the Workshop. These included ECA, FAO, the International Monetary Fund (IMF), the United Nations Development Programme (UNDP), UNCTAD, the Department of Economic and Social Affairs of the United Nations Secretariat, the World Bank, the World Health Organization (WHO) and the United Nations Educational, Scientific and Cultural Organization (UNESCO) as well as the International Trade Centre UNCTAD/World Trade Organization (ITC).

8. A major outcome of the Workshop was the “Framework for the Programme of Action on Priorities”. The document explained the role of NEPAD in fostering the development of Africa; outlined what NEPAD should do to succeed; and highlighted some of the proposals for projects and programmes in the thematic priority areas. The project proposals had varying degrees of details: some were just project

ideas; others made a list of project activities; and yet others had cost estimates of some indicative projects. The NEPAD Steering Committee and the NEPAD Secretariat will now undertake the task of developing the various project ideas into specific projects and programmes.

Development partners’ response

9. International support for and interest in NEPAD continue to grow. The ministerial-level meeting under the Tokyo International Conference on African Development (TICAD) held on 3 and 4 December 2001 in Tokyo welcomed NEPAD as a concrete commitment by African leaders to assuming effective leadership and demonstrating accountability in realizing the principles of ownership and global partnership. President Jacques Chirac of France held a meeting in Paris on 8 February 2002 to which he invited a select group of African Heads of State and Government to discuss NEPAD. Prime Minister Tony Blair of the United Kingdom of Great Britain and Northern Ireland visited West Africa from 5 to 8 February 2002 during which he discussed NEPAD with the leaders of Ghana, Nigeria, Sierra Leone and Senegal. The Government of Canada has announced a pledge of \$500 million to support the implementation of NEPAD.

10. The Steering Committee of NEPAD and the personal representatives of the G-8 Heads of State and Government met on 7 December 2001 in Addis Ababa and on 14 February 2002 in Cape Town. A number of issues have emerged from the dialogue between G-8 and the NEPAD Steering Committee. The personal representatives have agreed to focus particular attention on the following four themes: political and economic good governance; peace and security; education/knowledge and health; and economic and private investment. They have stressed the support of G-8 for the objective of NEPAD of ending Africa’s economic marginalization but also agreed that the underlying objective of the G-8 Africa Action Plan is neither to provide massive infusion of funding nor to underwrite the projects of NEPAD. They have also emphasized that the purpose of the dialogue is to develop a new relationship between Africa and the developed world, and to help put in place conditions that will allow investment to come to Africa, because resources from private investment would potentially exceed those that ODA could bring.

11. The Plenary Meeting of the Strategic Partnership with Africa (SPA), which met in Paris at the end of January 2002, devoted a whole day to a dialogue on NEPAD and its implications for Africa's partners, particularly the SPA group. Senior representatives from 25 donor countries, the European Union (EU), ECA, ADB, UNDP, the World Bank and IMF participated in this one-day session. Ministers from five African countries took part in the meeting as special guests. The meeting expressed strong support for NEPAD. The SPA donors sought clarification on several issues on the way forward for NEPAD.

Overall assessment

12. In all recent NEPAD-related discussions, governance has been highlighted as the most crucial area, as the level of African commitment to the processes and mechanisms of good governance, including a peer review system, will to a large extent determine the success of the NEPAD initiative. At its October 2001 meeting in Abuja, Nigeria, HSIC identified economic and corporate governance as central to the implementation of the NEPAD initiative.

13. In this context, the ongoing work of ECA in developing indicators for measuring and monitoring governance in Africa has been endorsed by NEPAD/HSIC as the key analytical underpinning for the NEPAD implementation process. The overall objective of this governance project is to compare performance on the broad range of governance issues. The exercise will assist in determining priority areas for capacity-building and technical assistance, particularly in the areas of economic and corporate governance. It will also be the foundation for the African peer review system.

14. HSIC has asked ECA to prepare guidelines and standards on enhancing economic and corporate governance in Africa. These guidelines are to be reviewed by a committee of Ministers of Finance and Central Bank Governors at a meeting being convened in Addis Ababa on 3 and 4 March 2002. The final draft of the guidelines will be submitted for endorsement by the Heads of State at their meeting in Abuja on 23 and 24 March.

15. From the wide spectrum of discussions and meetings about the initiative to date, the following

other issues concerning the NEPAD process have emerged:

- There is a pressing need for more African member States and civil society to become involved in the NEPAD process, and for the African public at large to be educated and informed about the objective and content of the new partnership.
- It is essential that NEPAD be implemented via existing institutions. In that light, there is a need for the link between NEPAD and the African Union, as well as the role of the NEPAD secretariat, to be clarified.
- It is important to emphasize that NEPAD represents a framework for a new partnership between Africa and the international community. Additionally, it is important that the definition of the mechanisms through which this partnership is to be realized be clarified in the near future.
- There is a need to manage expectations, on the African side, about the level of additional funding that international partners are likely to pledge to support NEPAD.
- The key to the success or failure of NEPAD is the degree to which the initiative's policies are implemented at the country level. There is hence a need for the link between the NEPAD regional vision and country-level implementation modalities such as the Poverty Reduction Strategy Paper (PRSP) to be clearly defined. Indeed, it is agreed that donor support for NEPAD will be best channelled at the country level using county-level modalities such as PRSPs.

III. Support of the United Nations system for NEPAD

16. While the primary responsibility for the successful implementation of the programme of action of NEPAD rests with African Governments and peoples, the renewed and strengthened partnership sought for NEPAD implies that Africa's development partners (bilateral and multilateral), including the United Nations system, have an important supportive role. The need for shared responsibility, especially by the United Nations system, in support of the implementation of the initiative was emphasized by the

United Nations Secretary-General in July 2001 in his speech to the high-level segment of the substantive session of 2001 of the Economic and Social Council in Geneva.

17. The third meeting of the Annual Regional Consultations of United Nations Agencies working in Africa, held in Addis Ababa on 29 and 30 October 2001, was devoted to discussions of how the system should unite to provide coherent support to a unified African initiative. The meeting examined two main issues: lessons of the United Nations System-wide Special Initiative for Africa for implementing NEPAD, and promoting a coordinated and coherent response by the United Nations system in its implementation. Six thematic areas under NEPAD were identified for collaboration among agencies and around which breakout sessions were organized. These were: infrastructure; human resource development, including education skills development, reversing the brain drain, and health; macroeconomic policies, trade and diversification; information and communication technologies; agriculture and environment; and population and employment. An additional area on humanitarian and refugee concerns was identified by agencies and subsequently included in a breakout session.

18. In discussing the United Nations System-wide Special Initiative for Africa, agencies agreed that the objectives of supporting Africa-determined priorities and bringing coherence to the work of the United Nations in Africa are still valid and that there are important lessons to be drawn from that experience in support of NEPAD. These include: the clustering arrangement of agencies with strong commitment by lead and co-lead agencies; the development of a modality for cooperation; the availability of seed money; a mechanism for follow-up including a framework for reporting; and a proactive secretariat to facilitate the work of the agencies. It was cautioned that agencies should not expect huge resource flows, which had not materialized in the case of the Special Initiative.

19. The consultation agreed to prepare a single annual report, serving as a basis for all reporting requirements and enabling the Secretary-General to tell a coherent story of the totality of United Nations support to Africa. The report would have three components, namely, political, including the peacekeeping work of the United Nations;

humanitarian; and development. The first two components would be prepared by the relevant units/sections of the United Nations. The report prepared by the Regional Consultation would provide the third component of a comprehensive annual report on the United Nations in Africa. ECA would prepare the draft based on contributions from all agencies providing an elaboration of the collective inter-agency efforts to be implemented in response to NEPAD. Reporting is to be carried out on a cluster basis around the seven thematic clusters identified by the Regional Consultation and selected agencies are to serve as focal points for each of the thematic clusters. The Regional Consultations will act as a vehicle: for systematic information-sharing and dialogue on how the United Nations system as a whole is supporting African priorities collaboratively and synergistically; for reporting on how the United Nations agencies are relating to the challenge posed by NEPAD; and for collectively monitoring and reporting on where the United Nations as a family is going.

IV. Next steps in organizing a coordinated support by United Nations agencies for NEPAD

20. In the ensuing months following the Regional Consultations, the Executive Secretary had intended to write to all agencies having expressed a readiness to participate in the Regional Consultations, informing them of his suggested next steps in furtherance of the reporting process agreed to above. However, as the NEPAD process is still evolving, clarity regarding its implementation has yet to be achieved. Work relating to the formulation of programmes and projects at the subregional and regional levels underlying the Framework for the Programme of Action on Priorities is ongoing and will be reviewed at the next meeting of HSIC in Abuja.

21. In light of the above and other meetings on NEPAD presently under way on the continent with development partners, as well as with the United Nations system, it would be advisable for agencies to delay their thematic cluster meetings and the reporting of their collective work on NEPAD pending the outcomes of the various NEPAD processes, which may take several months. Nevertheless, the procedures set up by the Regional Consultations remain valid. Meanwhile, there has been considerable dialogue

between a number of United Nations agencies and the NEPAD secretariat in terms of direct support to NEPAD. However, one of the key challenges for the United Nations system is to ensure a coherent response to NEPAD consistent with the decisions taken at the second regular session of ACC and the Regional Consultations in October. To this effect, once developments relating to NEPAD and its implementation mechanisms become clearer, the Executive Secretary will contact all agencies participating in the Regional Consultations to put into effect the agreed procedures in realization of a coherent and collective United Nations response to NEPAD.

Annex IV

Proposed working methods for the High-level Committee on Programmes (HLCP)*

Introduction

1. In the course of its 2001 second regular session, the United Nations System Chief Executives Board for Coordination (CEB) (formerly the Administrative Committee on Coordination (ACC)) requested the Chairman and Vice-Chairman of the High-level Committee on Programmes (HLCP) to review the terms of reference of the Committee and its working methods, including the issues of appropriate representation, secretariat support, and its relationship to CEB, with a view to enhancing the effectiveness of the Committee, and to report to CEB at its 2002 first regular session.

2. The present note outlines the proposals of the Chairman of HLCP as requested by CEB. The terms of reference of the Committee as endorsed by CEB in October 2000 are contained in the appendix.

Proposed working methods of HLCP

3. The proposed working methods of HLCP are aimed at ensuring transparency and dialogue, clear delineation of responsibilities and accountability, and an active exchange of ideas and information among the member organizations. They are designed to strengthen the consultative processes for agenda-setting, formulation of action-oriented proposals and identification of options for the Committee's decisions.

A. Agenda-setting

(i) The Chairman will consult with HLCP members at least two months prior to each session on the draft provisional agenda, prepared with the assistance of the secretariat, taking into account the following:

- CEB conclusions and decisions, including on specific items referred to the Committee
- HLCP conclusions and decisions

- Proposals from HLCP members.

(ii) The secretariat will prepare the draft annotations to the agenda on the basis of documentation received and in cooperation with the lead agency concerned (see sect. B (i) below on "Documentation").

(iii) The annotated agenda, together with the accompanying documents, will be circulated to HLCP members at least four weeks prior to a session of the Committee.

B. Documentation

- (i) Inter-agency arrangement

In line with the new approach to coordination adopted by HLCP and endorsed by CEB, documents for HLCP sessions are generally prepared under a lead agency arrangement. The Chairman of HLCP, in consultation with the Vice-Chairman and the Committee members concerned, will designate the lead agency to prepare required documentation for HLCP sessions, drawing on contributions from other organizations concerned.

- (ii) Time frame

Documents for discussion at HLCP sessions should be ready for review at least four weeks prior to the Committee's session.

- (iii) Format

Documents should have a maximum length of six single-spaced pages; they should contain a concise summary at the beginning; identify clearly the issues for discussion; and present specific recommendations for the consideration of the Committee.

C. Consultations

(i) In line with the new approach to coordination adopted by CEB, the work of the Committee is carried out through continuous consultations among its members.

* Issued as CEB/2002/HLCP/CRP.3.

(ii) Prior to each session of the Committee, and with a view to ensuring focused discussions and facilitating the formulation of action-oriented outcomes/recommendations, the Chairman and Vice-Chairman, assisted by the Secretariat, may undertake consultations on issues and proposals set out in the documentation for the session. The members of the Committee are encouraged to share their views in writing with the Chairman and Vice-Chairman prior to the actual meeting to identify proposals that are likely to command support among its members. To this end, the Committee's deliberations will be guided by the written views presented by its members.

(iii) Following each session, the members will continue to consult on the implementation and follow-up of CEB and HLCP conclusions and decisions, supported by the secretariat (see sect. F (i) below on follow-up to conclusions).

D. Decision-making

As a Committee responsible to CEB for fostering system-wide cooperation and coordination as well as knowledge and information-sharing in policy, programme and operational areas, HLCP draws the attention of CEB to issues of strategy and policy affecting the system. HLCP acts on behalf of CEB and takes decisions on matters relating to system-wide programme coordination, including:

- (i) Broad guidance for the elaboration of joint and related programmes and activities.
- (ii) Oversight of coordination and of effective programme implementation at the country level.
- (iii) Monitoring and follow-up to CEB conclusions and decisions.
- (iv) Fostering dialogue and collaboration and interaction with the private sector, non-governmental organizations and other parts of civil society.
- (v) Adopting innovative, timely and cost-effective working mechanisms, including the consideration of policy themes and clusters, the establishment of time-bound task forces and other ad hoc coordination arrangements and the designation of lead agency or agencies.

E. Reports on sessions

(i) HLCP reports on its sessions shall not exceed six pages and shall be structured as follows:

- Issue discussed
- Concise summary of discussions
- Conclusion(s) or decision(s) reached
- Recommendation(s) to CEB, if any.

(ii) Before the closure of each session, a draft report will be submitted to HLCP members by the secretariat. In the event that members of the Committee fail to reach consensus, the various views on a given substantive issue will be reflected in the report of HLCP to CEB.

F. Follow-up to conclusions

(i) Based on the HLCP session report, as cleared and concurred in by its members, the secretariat will prepare an implementation plan outlining the conclusions or decisions that need follow-up, the specific action(s) required, the parties designated for the follow-up, and the deadline for the completion of the action(s).

(ii) The secretariat will report regularly to the Chairman and Vice-Chairman on the progress of the follow-up process.

G. Frequency, duration, date and venue of sessions

(i) The Committee shall hold two-day sessions twice a year, at least four weeks prior to CEB sessions.

(ii) The Chairman will consult with members of the Committee on the specific date and venue of its sessions, which may alternate between United Nations Headquarters in New York and Europe, or as the Committee itself may decide.

Appendix

Terms of reference of the High-level Committee on Programmes

The High-level Committee on Programmes (HLCP) is responsible to the United Nations System Chief Executives Board for Coordination (CEB) for fostering system-wide cooperation and coordination as well as knowledge and information-sharing in policy, programme and operational areas. It is composed of senior representatives of CEB member organizations designated for this purpose by their Executive Heads.

HLCP will:

- Address issues of strategic planning, policy and programme development and implementation, and maintain an overview of developments in these areas in organizations of the system, so as to help strengthen convergence and cohesion of related programmes and maximize their impact in support of system-wide objectives, intergovernmentally agreed policies and strategic approaches developed by CEB.
 - Foster and support the integrated and coordinated preparation of and follow-up to major United Nations conferences and summits, including, in particular, the Millennium Summit.
 - Serve as a forum for inter-agency dialogue, consultations and coordination on the development and launching of new programme initiatives of system-wide concern.
 - Advise CEB on matters that require its priority attention in the timely elaboration of strategies and policies in response to emerging issues and challenges facing the United Nations system, such as those arising from globalization and poverty.
 - Contribute to the translation of strategies and policies into broad guidance for the elaboration of joint and related programmes and activities.
 - Provide broad guidance and oversight of coordination and of effective programme implementation at the country level, taking into account the need to ensure significant value added and the limited field-level capacity of CEB members, and ensure interface with relevant coordination mechanisms, such as the United Nations Development Group (UNDG).
- Share experiences on policy development, programming and monitoring modalities, such as results-based approaches and the integration of statistics and indicators into policy formulation. Special attention shall be paid to enhancing the capacity of the system and member countries to assess and measure progress in the pursuit of agreed international goals, and to streamlining requirements for national reporting.
 - Foster dialogue and propose ways in which the collaboration and interaction with the private sector, non-governmental organizations and other parts of civil society can be enhanced, and can contribute to the achievement of agreed system-wide goals.
 - Facilitate dialogue on the implications of the reform processes within the system for programme and operational activities, and identify best practices.
 - Adopt innovative, timely and cost-effective working mechanisms, including the consideration of policy themes and clusters, the establishment of time-bound task forces and other ad hoc machinery and the related designation of a lead agency or agencies.

In the exercise of the above functions, HLCP will operate within the framework of the constituent instruments of member organizations and the relationship agreements between the United Nations and the specialized agencies, and will pay particular attention to cross-cutting and multisectoral issues and to major priority areas for which no lead agency with task manager role has been assigned or no special task force has been established.

HLCP normally meets once a year and is encouraged to have more frequent exchanges and experience-sharing through electronic means, including videoconferencing. The Chairman and any other office-bearers of HLCP rotate among members of CEB.