



UNDG meeting

New York, 2 June 2009, 9:00 AM - 12:30 PM

UNICEF, 633 3rd avenue 22nd floor

Final Report

Item 1 – Opening remarks from the UNDG Chair, Helen Clark

1. Ms. Helen Clark, UNDG Chair, declared the meeting open. In her opening remarks the UNDG Chair emphasized the importance member states place on UN System-wide Coherence and on the UN's development system coming together to deliver strategic, relevant, and focused support to countries in order to get better development results on the ground.

2. Ms. Clark recognized the commitment of her predecessor Kemal Derviş to his role as Chair of the UNDG and underlined her determination also to prioritize the work of the UNDG. She recognized the leadership of the Vice Chair of the UNDG, Ms. Annika Söder. The Chair further acknowledged the role which the UNDG Advisory Group, with the leadership of Ms. Hilde Johnson at the ASG/ADG level, had played over the past year in advising her predecessor on a number of critical issues. She acknowledged the work of the UNDG through its five Working Groups which are driving and supporting the implementation of the UNDG agenda. As Chair, Ms. Clark expressed her commitment to ensure that the UNDG provides the best support it can within the CEB structure in close collaboration with the Chairs of HLCM and HLCP. She further highlighted the important role of DOCO, led by Ms. Debbie Landey, in advancing UNDG priorities.

3. Ms. Clark underlined that accelerating progress on poverty reduction and achieving the Millennium Development Goals is at the top of her overall list of priorities. In today's climate of global economic and financial volatility and fragility she recognized this will be challenging, but that it also provides an opportunity for the UNDG to step up and deliver concrete results.

4. Referring to her participation in the Millennium Summit in 2000 as Prime Minister of New Zealand, the UNDG Chair alluded to the fast-approaching deadline of 2015 for achieving the MDGs. Since many countries are not on track to achieve the goals on time, there is a need for concerted action. When the global community sets goals and targets, the UN system has a duty to work together to meet them.

Recognizing the huge efforts required to meet the MDG challenge, the Chair of the UNDG was pleased to note that a UNDG Task Team on the MDGs had been set up to examine how the system can further advance this critical global agenda.

5. Observing that the first item on the agenda that day was the 2008 Stocktaking Synthesis Report, Ms. Clark emphasized the need to strengthen the commitment to work together in a way that is seen in the eight "Delivering as One" Pilots, and in other countries, where a different and more effective UN development system appears to be at work.

Ms. Clark referred to her recent meeting with the Resident Coordinators from the eight pilot countries. While an independent evaluation will still need to be conducted, she noted that the pilots at their best are demonstrating encouraging progress as to how the UN as a system can be more strategically focused and inclusive in responding to national priorities. The pilots have also shown the need to review the UN development system's capacity to deliver the kind of results countries want to see. She further underlined the importance of moving ahead with the One Office

and harmonized business practices, and noted that the 'One Fund' approach improves the UN's long term planning and funding predictability. The Management and Accountability System, the Resident Co-ordinator Job Description, and the Resident Co-ordinator /UN Country Team Dispute Resolution procedures should empower the UN leadership on the ground.

6. Speaking about the ninety countries that are requesting UN development system support through the UNDAFs over the next three years, the UNDG Chair highlighted the opportunity this provides to ensure that the UN delivers the best possible support to those countries so that they can realize their national development priorities. Over the coming months the UNDG will be looking at how to support the UNDAF roll out process to ensure just that.

7. The UNDG Chair recognized the work done by the UNDG earlier this year in developing the Expanded Funding Window that will put resources into countries which come forward on a voluntary basis as they prepare their UNDAFs and seek to apply some of the lessons learned from the pilots and other countries.

8. On the issue of the Management and Accountability System paper and its corresponding Implementation Plan - the first written agreements on how the UN development system should work better together to deliver results - the UNDG Chair emphasized the importance of all agencies to follow through on commitments to implement the System. As members of the UNDG, all must also reinforce the message of the agreement when communicating with stakeholders, and with teams on the ground. The message from Member States is that they expect us to work better together.

9. Addressing the challenge of how to best support countries which are coming out of crisis, the UNDG Chair mentioned her involvement in the discussion around the Report of the Secretary-General on the immediate aftermath of conflict, which addresses how we best provide support in many of these countries. Support to Resident Co-ordinators in crisis and post-crisis countries has too often been inadequate relative to the challenges at hand.

10. Referring to the Secretary-General's request last year for the UNDG to prepare a standard package to provide support to post conflict countries, Ms. Clark underlined the significance of the subsequent paper on capacity requirements for Resident Coordinator Offices in crisis and post-crisis countries, presented for endorsement by the UNDG. If supported by the UNDG it will be submitted to the Secretary-General's Policy Committee.

11. Regarding the UNDG Chair's participation in the Secretary-General's Policy Committee, Ms. Clark noted her commitment to representing the UNDG as best as possible, given the limitations that the preparation process sometimes imposes through quick turnaround or confidential papers. UNDG members were further asked to send to DOCO any suggestions for the forward agenda for the Policy Committee. While it is the Secretary-General who decides upon the final agenda items, the UNDG is able to propose items for inclusion. A background paper providing an update on recent Policy Committee discussions was shared with the UNDG.

The UNDG Chair concluded her opening remarks by recognizing the critical moment in which the UN is working. The impact of the global financial crisis, the changing climate and the continuing food crisis makes the task of delivering more coherent even more relevant. The UN will be hugely marginalized as a development player unless we bulk up coherently and deliver as the most legitimate player.

12. The UNDG extended a warm welcome to their new Chair. A brief discussion followed focusing on the crucial issue of building the upstream capacity of the UN and the role of the UNDG Chair in supporting this agenda. The UNDG Chair fully supported this notion and emphasized the need of the UN not to think of itself as a super NGO, she further suggested that UNDG members share good experiences of moving upstream and concurred that this would be an important topic for discussion among Principals. The UNDG Chair handed over to Annika Söder, UNDG Vice-Chair, to chair the rest of the meeting.

Item 2 – [For information] Updated on System Wide Coherence and discussion of the second stocktaking report

13. Ms. Debbie Landey, Director DOCO, briefed the UNDG on the second stocktaking report from the Delivering as One Pilot countries. Issues highlighted in the country stocktaking reports had been incorporated into a single overall synthesis report which reflects the major points emanating from the country reports. Ms. Landey thanked the UNDG for their inputs as well as DOCO for consolidating the synthesis report.

14. UNESCO indicated that they had actively contributed to the synthesis report and were overall happy with it. However they suggested that the reference to the involvement of line ministries in paragraph 7 should reflect the importance the UNCTs attach to such involvement and include in the synthesis the following sentence: “Involvement of line ministries is important at strategic level to ensure alignment with national priorities and plans”; reflecting the content of section 2.6.1 in the Albania report.

15. It was further proposed that the suggested capacity building/strengthening of the RC in paragraph 173 should be changed and instead make reference to the interagency agreement to strengthened agencies technical support.

16. On the next step of the synthesis report, it was agreed to use the same procedure as last year. The synthesis report will be sent out by the UNDG Chair to all UNDG members and the eight pilot RCs, and then shared with the DSG for distribution to the Pilot country governments. The report would then be placed on the UNDG website. The cover note accompanying the synthesis report with joint key messages would be reviewed by all UNDG members before wider circulation.

17. Regarding the countries that have come forward to implement the Delivering as One approach on a voluntary basis and other countries innovating different ways of working together, the UNDG proposed DOCO look into the possibility of other countries undertaking a similar assessment of their experience. UNICEF indicated it would be necessary to review how long the stocktaking reports will continue to have validity. The DOCO Director informed the UNDG that a number of pilots may be undertaking individual country evaluations as envisioned in the TCPR 2007. The UNDG highlighted the urgency to move forward with the independent evaluation of the Delivering as One pilot countries.

18. Decision: *The UNDG decided to follow the same procedure as last year:*
- a. *A cover note with key messages revised by all UNDG members will be prepared to accompany the report;*
 - b. *The UNDG Chair will share the report with UNDG members, pilot countries RCs and the DSG;*
 - c. *The DSG will share the report with the pilot country governments;*
 - d. *The report will be posted on the UNDG website.*

19. Action Points:
- a. *DOCO to revise the draft and reflect the suggested changes.*
 - b. *DOCO will prepare a first draft cover letter and share with UNDG members for their review.*

Item 4 – [For decision] UNDG Working Groups items for decision

20. The UNDG was requested to approve the following documents from the different UNDG Working Groups.

WG on Programming Issues

21. Mr. Moez Doraid, Convenor of the WG on Programming Issues (WGPI), presented the following issues for endorsement by the UNDG: a) Guidance note on UNDAF Action Plan; b) Strengthened support to UNDAF roll-out countries.

Guidance note on UNDAF Action Plan

23. Mr. Doraid explained that the UNDAF Action Plan was the product of months of consultations. It is based on an extensive study of the country lessons in operationalizing the UNDAF, as well as a highly consultative process. Inputs were asked and received from 17 UNDG members, 18 UNCTs and several RDTs. The WGPI cleared the final product on 20 May. Mr. Doraid particularly acknowledged the work and contributions of the UNDG members and DOCO in finalizing the Guidance note.

24. The Guidance note sets out the purpose, value added, process and format of the Action Plan. Mr. Doraid emphasized that the UNDAF Action Plan is optional and, where applied, would replace the individual CPAP documents of the Funds and Programmes, to simplify and harmonize the process. However it will not replace the CPDs. It complements the UNDAF: together the two will reflect one seamless process: the UNDAF Strategy and Action Plan. The UNDAF essentially represents the “what” in terms of results and the Action Plan represents “how” results will be delivered.

25. It was recognized that the Guidance note will be considered a living document and will continue to be updated with feedback from UNCTs, for this purpose the task team convened for the elaboration of this document will remain. The WGPI will also rely on the support of DOCO to incorporate revisions. Legal clearances are being finalized; the guidance note will not be issued until these are concluded.

26. The UNDG commended WGPI in elaborating this important guidance indicating that it builds on what was mandated in the TCPR. It was however highlighted that there is a need to simplify the CCA/UNDAF guidelines and that this should be the priority of the WGPI.

27. Decision: *The UNDG endorsed the Guidance note on UNDAF Action Plan.*

28. Action Point: The UNDG requested the WGPI to urgently prioritize the work of simplifying the CCA/UNDAF guidelines for review by the UNDG in September.

Strengthened support to UNDAF roll out countries

29. The strategy for strengthening support to the UNDAF roll out countries in order to (i) prepare higher quality UNDAFs; and (ii) help UNCTs consider lessons learned from the Delivering as One pilots, was introduced. The strategy presented builds on the M&A Framework and also focuses on empowering the UNCT and RDTs to build sustainable capacities at this level.

30. The proposal puts forward a number of options, which the WGPI recognizes might not be possible to put in place in time for supporting the 2009 UNDAF countries. However, initiatives which are cost-neutral and easy to be completed are recommended for immediate implementation, particularly those related to accountability of results through stronger leadership and quality assurance.

31. It was further recommended the UNDG entrust the WGPI, RDTs, DOCO and UNSSC to work out in detail the measures entailing costs in an implementation plan that will include a proposal for donors. He concluded his presentation by requesting the UNDG to fully empower their representatives in the WGPI to enable the group to work more effectively.

32. UNDG members indicated that it might be difficult to mobilize additional resources. However members also recognized the need to provide adequate support to the UNDAF roll out and are conscious of the fact that it might not be possible to be completely cost neutral. The UNDG Vice Chair summarized comments made by the UNDG members and tasked WFPI with the support of DOCO to develop an implementation plan estimated at 2.82million USD.

33. Decision: *The UNDG approved the implementation of cost-neutral proposals by relevant parties for strengthened support to UNDAF roll out countries.*

34. Action Points: *WGPI was tasked to elaborate the proposed implementation plan and work towards the lower cost scenario in view of the current financial environment. DOCO will then share this solution with the AG and full UNDG consideration, DOCO will then endeavour to raise resources.*

WG on RC System Issues

RC Talent Management

35. Ms. Cecilia Lotse, Convenor of the WG on Resident Coordinator Issues (WGRCI), introduced the RC Talent Management to the UNDG and offered some background information. Ms. Lotse explained that the RC Talent initiative is a priority of the UNDG in response to the diminishing number of candidates coming forward for RC/HC/DO posts. The WGRCI established a Task Force chaired by Ms. Sandra Haji-Ahmed, Director of Operational Services Division, OHRM, to come up with a strategy to address this issue.

36. A comprehensive assessment on the application, selection and appointment of RC/HC/DOs was conducted and resulted in a key set of recommendations and an accompanying 3 year Implementation. The assessment included inputs from across the UN System, including the Advisory Group, members of the WGRCIs, RC pool candidates, serving RCs as well as P4/P5 staff for the purpose of attaining an insight into the issue.

37. The Implementation Plan builds on existing systems and is structured around a set of short, medium and longer term interventions. Some of the short term/quick win actions include: strengthening the marketing and communications on the RC/HC/DO posts as a career option; strengthening management of the RC pool mechanism; and development of an expanded set of policies and standard operating procedures for the Inter Agency Advisory Panel (IAAP).

38. Ms. Lotse urged the UNDG to actively support and contribute to the RC Talent Management in securing the best talent to take up RC posts. She also emphasized the important role of DPA, DPKO, DSS and OCHA in this process.

39. UNDG members reflected on some of the underlying issues that had been addressed by the RC Talent Management Task Force indicating that it is not good for the UN to have long vacancies in post crisis countries leaving the UN with no leadership in a fast changing circumstance as post crisis situations and asked if it was possible to go beyond the bureaucratic RC selection process. The issue of the inadequate balance between authority and accountabilities of the RC was also raised.

40. The WGRCI Convenor clarified that there is a need for a coherent method for the selection of RCs since the issue of transparency is key in this process. She added that the focus should be on finding the best possible leadership. Ms. Haji-Ahmed, Chair of the Task Force, indicated that they were working very closely with DPKO, OCHA DSS, DFS and DPA; to make sure we are addressing their needs.

41. *Decision: The UNDG endorsed the RC Talent Management recommendations.*

UNDG-ECHA WG on Transition Issues

Capacity requirements for RC offices in post crisis countries

42. Ms. Debbie Landey, Co-convenor of the UNDG –ECHA WG on Transition Issues (WGTI) and Mr. Jean-Luc Siblot, Associate Director DOCO, presented a paper prepared by the UNDG-ECHA WG on Transition addressing the capacity gap for RC offices in crisis and post-crisis setting. This paper is in response to the Secretary General's Policy Committee decision of 23 July 2008.

43. The paper outlines core minimum functions of an enhanced RC office for crisis and post-crisis settings, identifying four functions that are crucial for each country office in a transition setting: head of RC office, strategic planner, communications officer and a donor coordinator. It recommends that the current UN Country Coordination Fund (CCF), managed by DOCO on behalf of the UNDG, be enlarged to \$23 million per annum to provide more predictable and consistent support.

44. In order to ensure predictable and timely deployment and staffing support, the paper further recommends that DOCO and UNDP co-chair a Director-level "deployment steering committee", with agency and department representatives. This steering committee would review country-specific deployment plans and staffing requirements together with the respective RC and RC Office, and agree on the support needed by RC Offices at any point in time. UNICEF suggested that the plan for support of RC offices should be carried out based on an assessment of current capacity, rather than a blanket increase in numbers of staff.

45. DOCO indicated several donors have already indicated their interest in supporting an enhanced RC Office in crisis and post-crisis settings. It was further explained that should the paper be endorsed by the UNDG, it would be submitted to the Policy Committee in July. If it is also supported by the Policy Committee, the UNDG-ECHA WG on Transition will develop a resource mobilization strategy and formalize the relevant inter-agency processes and the steering committee.

46. UNDG members requested clarification on how the additional funds would be raised. It was explained the paper would be presented to donors and that no cost sharing from agencies was being requested and that steering committee would be set by a very participatory process.

47. *Decision: The UNDG endorsed the paper "Capacity Requirements for Resident Coordinator Offices in the Context of Crisis and Post-Crisis Recovery and Peace-building".*

Item 5 – [For information] Comprehensive Framework for Action on Food Security (CFA)

48. Mr. David Nabarro, Coordinator of the High-Level UN task Force on the Global Food Security (HLTF), briefed the UNDG on the latest activities of the HLTF. He described that the HLTF had set up a Secretariat in Rome (7 staff members, 3 short of their planned 10) and that the Secretariat staff had visited 10 of their 27 priority countries.

49. Food prices remain high and the economic crisis has decreased the purchasing power of people, levels of hunger are rising, two thirds of the people earn their living through agriculture. The proportion is set to increase as purchasing power falls. Countries need urgent support as they implement actions for reduction of hunger, improvements in nutrition, social protection and safety nets, food systems and agriculture, access to markets and functional trading systems. He explained that it is important for the UN presence in countries to identify specific comparative advantages in supporting countries in responding to these challenges as the UNs actual overarching influence might be very small.

50. There are potentially big complexities for Resident Coordinators if there are differences in agencies' position in addressing these issues. Having junior staff members dealing with this are not the solution as the discussion needs to take place with the Representatives of the agencies and it is thus imperative that the main responsibility of the subject stays with the Resident Coordinator. Mr. Nabarro asked the UNDG of their views on a short term interagency structure focusing on food issues as a possible solution. Resident Coordinators are giving positive reports on the achievement of MDG 1, but they are also requesting the food issue to be more streamlined within the UNDAF process. The HLTF Coordinator reflected on the difficulties in getting additional resources as he would have liked to be able to expand his secretariat to the 10 members that were originally foreseen.

51. WFP expressed their surprise to hear what is happening on the ground regarding differences in opinions considering the efforts being made at HQ level. The CEB through the HLCP is also making great efforts in coordinating regional initiatives on this matter. The UNDG also reflected on the need to ensure that interventions are nationally owned when working on food security, with the full involvement of the UNCT and the inclusion of the Bretton Woods institutions.

52. *Action Points: AG and WGPI to revise how to adequately include the issue of food security when preparing the simplified CCA/UNDAF guidelines.*

Item 6 – [For information] Update on accountability and institutionalization of Protection from Sexual Exploitation and Abuse

53. Ms. Susana Macorra, Under Secretary-General for the Department of Field Support (DFS) briefed the UNDG on the institutionalization of Protection from Sexual Exploitation and Abuse (PSEA). Ms. Macorra noted that the interagency and system wide mandates developed over the past several years to address SEA remain largely unmet by most agencies and country teams. An options paper was developed in early 2009 and a Task Force at the principals' level has been discussing, in March and May of this year, possible tracks to strengthen the work on PSEA.

54. In March 2009 it was agreed that one key institutional structure in which PSEA activities and accountability could be mainstreamed is the UNDG, especially given that the RC, under the recently-adopted generic job description, holds primary responsibility at country level for ensuring that interagency action on PSEA is underway. UN agencies need to raise the bar with a zero tolerance policy and mainstream the issue in their programmes. Ms. Macorra urged the UNDG to hold a discussion on how to proactively engage in a practical manner both at the operational and programmatic level and ensure accountability at the senior-most levels (CEB).

55. *Decision: It was agreed that preparatory work would be done, including recommendations on how to mainstream PSEA and how to implement the policies, and that the issue will be brought up for further discussion in a later UNDG meeting.*

Item 7 – [For information] Update from the International Strategy for Disaster Risk Reduction (ISDR)

56. Ms. Margareta Wahlström, Assistant Secretary-General for Disaster Risk Reduction, ISDR, summarized some of the recent developments on the Disaster Risk Reduction (DRR) agenda. She was pleased to see that DRR has been included as a cross cutting issue in the CCA/UNDAF guidelines and is also part of the RC Job Description.

57. She noted however that little progress had been made in mainstreaming DRR into the development strategies and urged the UNDG to increase their support to countries in implementing the Hyogo Framework for Action, particularly through national development plans, poverty reduction strategies and the UNDAF process. She added that focus should be placed on working together in order to avoid fragmentation at the country level.

58. In conversations with Resident Coordinators, Ms. Wahlström indicated that they had welcomed the DRR approach but also expressed their concern in regard to available technical human resources on the ground. In this respect the ISDR has just launched a survey to create a resource inventory. ISDR would like to focus more on the country level as she observed that national coordination mechanisms need more attention. On financing, Ms. Wahlström mentioned that more resources have been made available but that it is currently not evident how DRR is programmed making it difficult to track funding needs.

59. Ms. Wahlström concluded by referring to The Global Platform for Disaster Risk Reduction, which is taking place in Geneva 16-19 June and thanked partner agencies for their involvement in the preparatory work.

60. *Action point: ISDR with DOCO to work towards better support to UNDAF roll out countries for integrating DRR into programming.*

Item 8 – [For information] Update on Expanded Delivering as One Funding Window

61. Ms. Debbie Landey, DOCO Director updated the UNDG on progress with regard to the implementation of the Expanded Delivering as One Funding Window.

62. The UNDG Steering Committee held its first meeting in March, 2009, and agreed on the ToR for the Steering Committee and Consultative Group; the role of Regional Directors Teams; working and reporting relationships to the UNDG; and timelines; a Guidance Note for UN Country Teams, as well as on key steps to be undertaken at country level.

63. Regional Directors Teams have been continuously updated and have been requested to recommend countries that would be eligible for funding in 2009 and 2010, apart from the pilot countries. The Steering Committee will next meet on 20 -21, July in Madrid to decide on the first allocations.

64. ILO insisted that a reference to their tripartite governance structure be reflected in the Guidance Note to UNCTs. UNDP raised the issue of using the criteria “integrated programme” in the Operational Document instead of the UNDAF Strategy and Action Plan which is more constricting and in effect makes the Action Plan mandatory. The UNDG further requested some clarification on the funding period, interest of donors to contribute to the funding window and the cost recovery regarding involvement of DOCO.

65. The DOCO Director stated that allocations will be made on a yearly basis at the beginning of the year. She also shared that some new donors have shown interest in participating and have given some indication for long term commitment. Part of the new communication strategy is to do some outreach to additional donors. With reference to the issue of recovery of Secretariat’s direct costs, the Director explained that this is under discussion by the Steering Committee.

Item 9 – [For information] Update on the Functional Review of DOCO

66. Ms. Debbie Landey, DOCO Director, briefed the UNDG on the latest in regard to the Functional Review of DOCO. Following the UNDG approval of the ToR for the Review in January, the Request for Proposals (RFP) was published on three procurements sites (UNDP, UNGM and UNDB). 13 proposals were received and evaluated by an interagency committee including DOCO, UNDP, UNICEF, ILO and WHO.

67. Based on the technical and financial review, the committee made its recommendation for award of the contract. This was presented to the UNDP Advisory Committee on Procurement (ACP) on 22 May. The ACP endorsed the recommendation for the award of contract to Coffey International.

68. Ms. Landey indicated she would meet with Coffey International in the next few days to sign the contract. Coffey International is then expected to start the review the second week of June. The UNDG will be kept fully involved and updated on the process.

Item 10 – AOB

[For information] Brief on the conclusion of the Action 2 programme:

69. Ms. Kyuang-wha Kang, Deputy High Commissioner for Human Rights, briefed the UNDG on the conclusion of the Action II programme and the way forward. The review of Action II at an interagency workshop in October 2008 showed that significant achievements had been reached in a short time and a general agreement on the continuing need to strengthen and further institutionalize the support to Country Teams and Resident Coordinators on human rights mainstreaming. The Secretary-General's Policy Committee decision tasked the UNDG Chair and OHCHR to establish follow up mechanism after Action II. A draft paper has been prepared in this regard and bilateral consultations have already started at ASG level. After further consultations have been made at working level, the paper will be brought to the attention of the UNDG Principals.

70. Participants highlighted the importance of establishing a new interagency mechanism to ensure effective country support, an interagency discussion would be necessary to see which system wide HR policy mechanism would be best suited. UNICEF suggested an arrangement with dual lines of reporting to UNDG Chair as well as to the High Commissioner would be needed.

[For information] Preparations for the Fourth United Nations Conference on Least Developed Countries to take place 2010:

71. Ms. Harriet Schmidt, Director of the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Islands briefed the meeting on UNDG's necessary involvement in assisting with the country preparations for the fourth United Nations Conference on Least Developed Countries. As per General Assembly resolution 63/227, the Conference is to take place in early 2011 and country reports should thus be prepared by early 2010, in order to figure prominently in the regional preparations where the regional review will take place in April/May 2010. UN Country Teams are expected to assist in the preparation of the succinct and analytical reports in each of the 49 LDCs. The preparatory work for the conference was launched on 30 March 2009 with several UNDG members present. All UNDG members were asked to use their expertise to compile information and assist in completing the country level preparations.

72. *Action Point: A request was made to endorse the proposal for Resident Coordinators to coordinate national preparations. The request was endorsed with the understanding that the UNDG needs to monitor all the tasks given to the Resident Coordinators.*

Item 8 – Closing remarks and way forward

73. The next UNDG meeting to take place in September in Europe, exact date to be confirmed.

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Annex A

UNDG meeting

New York, 2 June 2009, 8:45–12:00

UNICEF, 633 3rd avenue 22nd floor

Participation List

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