



# Chief Executives Board for Coordination

15 December 2006

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**Second regular session of 2006**

New York, 27 October 2006

## Summary of conclusions

### *Summary*

#### **Private meeting**

Executive heads decided to initiate a review of the United Nations System Chief Executives Board for Coordination (CEB).

#### **Programme issues**

##### *Migration and development*

The Secretary-General noted that, despite the difficult issues involved, the High-level Dialogue on International Migration and Development had opened new avenues for progress and for advancing the goals of the United Nations system. He urged all to remain united in supporting the follow-up process and in fully seizing the opportunities it offered for promoting development and international understanding.

##### *Midterm review of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010*

CEB endorsed the proposals put forward by the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, as set out in paragraph 32 below on the follow-up within the system to the outcome of the midterm review of the Brussels Programme of Action. In a related decision, CEB agreed to take up the issue of “aid for trade” at its next session, in April 2007.

##### *Employment and decent work*

The Secretary-General noted that there was strong interest in a discussion by the Board in April on employment and decent work that would combine strategic considerations and concrete action. The preparations being undertaken by the High Level Committee on Programmes under the leadership of the International Labour Organization (ILO) augured well for a productive CEB session in April.

*Chairmanship of the High Level Committee on Programmes*

CEB members concurred with the request addressed by the High Level Committee on Programmes to the Committee's Chair, Lennart Båge, and Vice-Chair, Mats Karlsson, to consider continuing to serve in their present capacities until such time as a new bureau for the Committee could be identified by the membership.

**Management issues**

*Report of the High Level Committee on Management*

CEB took note of the report of the Committee, endorsed its conclusions and recommendations and thanked the Chair and Vice-Chair for their very effective leadership.

*Advanced security in the field*

CEB congratulated the Under-Secretary-General for Safety and Security and expressed gratitude for his untiring efforts and the real progress being made in providing for the security and safety of the staff, premises and operations of organizations of the United Nations system around the world.

**Joint meeting of the High Level Committee on Programmes and the High Level Committee on Management**

*Gender issues and advancement of women*

CEB members endorsed the system-wide policy on gender equality and strategy on gender mainstreaming presented to it by the Special Adviser on Gender Issues and the Advancement of Women (see annex).

*United Nations System Staff College*

The Secretary-General assured the Director of the Staff College of the backing of CEB in building up a College owned by the whole United Nations system.

**Other matters**

CEB confirmed that its spring 2007 session would be hosted by ILO in Geneva on 20 and 21 April.

## I. Introduction

1. The second regular session of the United Nations System Chief Executives Board for Coordination (CEB) for 2006 was held at United Nations Headquarters in New York, on the morning of Friday, 27 October 2006.

2. CEB, chaired by the Secretary-General, met in a private session on the afternoon of 27 October and the morning of 28 October at the Greentree Foundation in Manhasset, New York. The Secretary-General shared with executive heads reflections on his tenure and what his experience suggested for the future role of the office of Secretary-General and the United Nations system in general. There was also an open, free-flowing dialogue on the current political and economic situation and on the future challenges facing the United Nations system. Executive heads exchanged views on the security, development and reform agendas that might emerge in the period ahead. They also had a discussion on how the system should respond to the recommendations that were being finalized by the High-level Panel on System-wide Coherence. As a follow-up to the discussion, the executive heads decided to initiate a review of CEB led by Juan Somavía and Pascal Lamy.

3. The present report covers the outcome of the second regular session of CEB for 2006.

### Agenda

4. The Board adopted the following agenda for its regular session:

1. Adoption of the agenda.
2. Programme issues:
  - (a) Migration and development;
  - (b) Least developed countries;
  - (c) Employment;
  - (d) Other issues dealt with by the High Level Committee on Programmes.
3. Management issues.
4. Issues arising from the joint meeting of the High Level Committee on Programmes/High Level Committee on Management:
  - (a) Gender equality and gender mainstreaming;
  - (b) Results-based management;
  - (c) United Nations System Staff College.
5. Other matters.

5. In opening the meeting, the Secretary-General asked members to join him in a moment of silence in memory of Lee Jong-wook, who, as the leader of the World Health Organization (WHO), had made a major contribution to the struggle for global health worldwide.

6. On behalf of the Board, the Secretary-General welcomed Achim Steiner, the Executive Director of the United Nations Environment Programme (UNEP), who was attending CEB for the first time, and Anders Nordström, the Acting Director-General of WHO.

## II. Programme issues

7. The Chair of the High Level Committee on Programmes, Lennart Båge, briefed CEB on the work of the Committee at its twelfth session, held in Rome on 29 and 30 September 2006. In introducing the Committee's report (CEB/2006/7), he highlighted the attention that the Committee had been giving to issues of system-wide coherence and indicated that he would revert to relevant aspects of the Committee's discussions at the private CEB meeting, when the Board would address the work of the High-level Panel on System-wide Coherence.

8. The Committee had also carried out during the session an initial assessment of the implications for the system of the High-level Dialogue on International Migration and Development in the General Assembly and had identified the steps needed to work towards greater policy coherence and programmatic and operational coordination in that area. In so doing, the Committee was concerned with adding value to relevant work under way within the system. The Chair referred, as an example, to the efforts of the Global Migration Group to improve the knowledge base through the development of an inventory of data sources in each of its member organizations. The Committee, building on this work, will support the preparation of comprehensive inventories of relevant expertise and of capacity-building activities throughout the international system.

9. The Committee considered that the proposed global forum on migration and development would provide an important opportunity to advance international cooperation in this key area. It would review progress in following up the outcome of the High-level Dialogue at its April 2007 session.

10. The Committee had also been briefed on the outcome of the midterm review by the General Assembly of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010. The Committee highlighted the need to make every effort to accelerate the implementation of the Brussels Programme of Action as a major, integral part of the drive towards meeting the internationally agreed development goals, including the Millennium Development Goals. It decided to convey the proposals by the Office of the United Nations High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States to CEB for its endorsement (see para. 32 below).

11. The Chair further noted that the Committee was working, under the inspiration and leadership of the International Labour Organization (ILO), to enhance the collective impact of the United Nations system in advancing employment and decent work, as called for in the 2005 World Summit Outcome (General Assembly resolution 60/1), as well as in the ministerial declaration of the high-level segment adopted by the Economic and Social Council in July 2006.<sup>1</sup> To that end, it was

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<sup>1</sup> To be issued as *Official Records of the General Assembly, Sixty-first Session, Supplement No. 3* (A/61/3), chap. III, para. 50.

developing a “toolkit” for mainstreaming issues of employment and decent work in the policies, programmes and activities of United Nations system organizations.

12. He observed in that connection that the methodology that the Committee was using was a good example of how the system should work global issues into the country-level agenda, thereby strengthening the overall coherence of the system’s policies and the convergence of its activities at all levels.

13. In addressing other issues in its work programme, the Committee was being guided by a determination to move forward in implementing the recommendations of the CEB in its report entitled “One United Nations”. One of the recommendations related to better management of knowledge and the promotion of common, more reliable, more accessible, user-friendly statistical and other data. Thus, at its last session, the Committee had identified measures it could take to support further progress in improving the coordination of the global statistical system and in developing tools to account for the results of its activities and to monitor overall progress towards agreed development goals.

14. A second set of recommendations in the “One United Nations” report pertained to an inclusive, purposeful mobilization of all resources and capacities, including those of parliaments, local authorities and civil society, in advancing international cooperation and development. They provided the overall framework for a meeting that the Committee had held with the Secretary-General of the Inter-Parliamentary Union to explore ways in which the system could strengthen cooperation with parliaments in policy development and implementation. The Committee identified a broad range of areas, such as ethics and anti-corruption activities, governance and peacebuilding, as offering excellent opportunities for closer and more systematic collaboration.

15. In the coming months, the Committee would pursue the development of a strategy to advance the implementation of the Convention on the Rights of Persons with Disabilities and would seek to elaborate, under the leadership of the United Nations Office on Drugs and Crime, a system-wide approach against corruption within the framework of the United Nations Convention against Corruption.

16. The Chair of the Committee also briefed CEB on the two joint meetings held in 2006 with the High Level Committee on Management, noting that they had focused on cross-cutting issues, including system-wide coherence, results-based management, gender mainstreaming and tapping the full potential of the United Nations System Staff College. He stated that the meetings had proved very useful in fostering greater cross-fertilization between the programme and management sides of the system’s work, a welcome development, as well as a necessary condition, in taking reforms forward. Discussions at the meetings were increasingly showing that while the push for reform may come from outside the system, actual reform must, in order to succeed, be driven by the organizations themselves and must be rooted in a culture of collaboration and coordination and a common interest in increased coherence.

17. In the same context, the Chair highlighted the mandate of CEB itself, noting that members of the High-level Panel were of the view that CEB should play a more active role in promoting system-wide coherence across both substantive and management areas. In line with a recommendation of the Panel, he suggested that it would be timely for CEB itself to look at its own functioning and support structures,

particularly as they related to the objective of delivering as one, at both the Headquarters and field levels.

18. Finally, on a personal note, he observed that his term as Chair of the Committee was coming to an end in December. He thanked CEB members for their support in carrying out that role, adding that none of the Committee's accomplishments would have been possible without the very strong, supportive leadership of the Secretary-General (see para. 45 below).

## **A. High-level Dialogue on International Migration and Development**

19. CEB had an exchange of views on (a) the contribution of the High-level Dialogue to the strengthening of international cooperation and to the global dialogue on international migration as a key component of development in both developing and developed countries and (b) ways to optimize the system's contribution to its follow-up in relation to both advocacy and analytical and technical support.

### **Introductory statements**

20. In opening the discussion, the Secretary-General noted that the High-level Dialogue had shown that the issue of migration and development, considered for years to be too sensitive to debate at the United Nations, could indeed be addressed constructively at the global level and that it was in fact easier at that level to approach migration through a prism of opportunity rather than fear. In his statement during the Dialogue, the Secretary-General had stressed two points: that "we are all in this together" as countries of both origin and destination faced surprisingly similar migration challenges, and that the evidence was mounting of migration's potential benefits for development due to remittances and the transfer of technology and knowledge. The challenge was to spread those benefits while managing migration so as to minimize the negative aspects: social tensions, trafficking, smuggling and human rights violations. Most speakers at the High-level Dialogue had agreed with those propositions.

21. The Secretary-General was pleased that not only the implications of migration for development but also its human rights dimensions and the linkages between respect for human rights and development had been strongly emphasized during the High-level Dialogue. He was also gratified that most Governments had embraced his proposal for a global forum on migration and development and that the Government of Belgium had agreed to host it in Brussels in July 2007. The forum would be informal, voluntary and consultative. While not taking binding decisions, it would enable an ongoing dialogue among Governments on policies and practices that best contribute to progress. For this potential to be fully realized, the United Nations system must have a common vision of the directions that the dialogue could most usefully take in the years ahead and join forces in supporting it. He expressed, in the same context, the hope that all organizations would extend their full support to his Special Representative for Migration, Peter Sutherland, who had agreed to continue his service and would serve as the main link between the forum and the United Nations system. He also expressed appreciation to the Under-Secretary-General for Economic and Social Affairs for the excellent substantive work that he and his department had done, in collaboration with organizations of the system, before, during and since the High-level Dialogue.

22. The Under-Secretary-General for Economic and Social Affairs thanked the Secretary-General for his leadership on the issue and briefed the Board on the steps being taken to ensure effective follow-up to the High-level Dialogue. The key messages emerging from the Dialogue that were guiding the follow-up process were that:

- International migration can make important contributions to development in both developed and developing countries, if supported by the right policies
- Addressing the root causes of international migration is crucial in order to ensure that people migrate out of choice and not out of necessity
- Respect for the fundamental rights and freedoms of all migrants is essential in order to realize the benefits of international migration
- Irregular migration, trafficking in persons and migrant smuggling remain major sources of concern, and measures to prevent them are urgently needed; more avenues for legal migration can help to reduce irregular flows
- Remittances from migrants improve the lives of millions of families; their development potential can be enhanced and transfer costs should be reduced
- Migrant communities can contribute significantly to the development of their countries of origin, notably through investment at home or through return and circular migration
- The emigration of highly skilled workers from developing countries is a major concern that may be addressed through ethical recruitment policies and cooperation to train needed personnel
- International cooperation on international migration and development needs to be strengthened at all levels, bilaterally, regionally and globally

23. He added that a final meeting of the ad hoc group of States that had been supporting the High-level Dialogue would be held in Geneva on 30 October. Both the Special Representative of the Secretary-General and Régine De Clercq, Ambassador for Immigration and Asylum Policy of Belgium, would be addressing the group. Thereafter, a process of informal consultations among Governments would be initiated to prepare for the first meeting of the global forum. The Global Migration Group was expected to provide extensive substantive support for those preparations.

### **Discussion**

24. The Director-General of ILO recalled that one of the principal reasons people migrated was to seek employment opportunities. Migration was an issue that had great political resonance in every country and economically and socially sound solutions, rather than emotional responses, were needed. Required measures included the creation of employment in countries of origin, the protection of migrants and their human rights, including through the implementation of the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families; the provision of support to countries in developing sound migration policies; and helping countries to find bilateral solutions. He agreed with the approach taken by the High Level Committee on Programmes, as reflected in its report, and expressed appreciation for the Committee's acceptance of

the offer by ILO to use the capabilities of its International Training Centre in Turin, Italy, for capacity-building activities directed to Member States and United Nations agencies.

25. The United Nations High Commissioner for Refugees, in his capacity as Chair of the Global Migration Group, stressed the importance of effective cooperation between the global forum as an intergovernmental body and the Global Migration Group as an inter-agency mechanism that was well placed to support the forum, particularly in the areas of policy development and capacity-building. He expected the Global Migration Group to adopt new and more effective methods of work, including a longer period (six months rather than three months as at present) for the rotation of its chairmanship among the executive heads of its member organizations, so as to ensure greater continuity in the Group's leadership. The Group was addressing migration both as an economic issue linked to development and as a human rights issue.

26. In the ensuing discussions, executive heads briefed the Board on their ongoing activities, recording, in some cases, their interest in being more closely associated with the work of the Global Migration Group. The International Civil Aviation Organization established standards for travel documents and immigration inspection procedures and developed measures to handle security problems related to the implementation of those standards. The Executive Board of the United Nations Educational, Scientific and Cultural Organization had recently discussed the migration issue, particularly regarding Africa, and had requested that the secretariat pursue work on migration as it relates to education and cultural diversity. The United Nations Human Settlements Programme referred to the movement of people from village to town to capital city prior to migration, and stressed the need to address the resulting urbanization crisis. The World Tourism Organization noted the obstacles that were often placed in the way of tourism, given the difficulty in distinguishing between migrants and visitors. At the same time, the phenomenon of migration had given a boost to tourism, as people were travelling to visit family and friends abroad. The Universal Postal Union briefed the Board on activities concerning the transfer of funds and technology between countries and regions. The International Fund for Agricultural Development (IFAD) highlighted the growth of remittances to the level of \$200 billion annually, which dwarfed official development assistance and could make a substantial difference if put to good use in rural communities. The Coordinator of the regional commissions stressed the importance of giving adequate attention to the regional dimensions of migration and noted that there were differential factors distinguishing each region from the others in terms of the social and micro- and macroeconomic consequences of migration.

27. The Executive Director of UNEP foresaw environmental degradation as one of the biggest push factors for migration, with people being forced to relocate owing to desertification, lack of water resources or climate change. Such migration could occur on a massive scale, comparable with displacements resulting from major conflicts. Climate change was already having a severe impact on Pacific island nations, with the rise in sea levels causing them to enter into arrangements with New Zealand to receive their displaced citizens. He urged the Global Migration Group to take environmental factors fully into consideration.

## **Conclusions**



28. In concluding, the Secretary-General noted that, despite the difficult issues involved, the High-level Dialogue had opened new avenues for progress and for advancing the goals of the United Nations system. He urged all to remain united in supporting the follow-up process and in fully seizing the opportunities it offered for promoting development and international understanding.

## **B. Outcome of the midterm review of the Brussels Programme of Action for the Least Developed Countries**

29. In introducing this item, the Secretary-General called upon the Board to focus on how the United Nations system could best follow up on the outcome of the midterm review of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010 in the General Assembly. The Secretary-General noted that, despite significant progress by some least developed countries, their gains as a group had been insufficient to meet the goals agreed upon in Brussels. Available data on recent poverty trends were certainly not encouraging, with life expectancy declining in several least developed countries affected by HIV/AIDS and civil strife. He pointed out that while national action must lead the way, international support, in terms of market access, debt relief and more and better development assistance was more essential than ever. United Nations organizations could do much to advance those objectives by working in concert at both the policy and operational levels. He invited the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States to outline the steps that he would recommend that CEB take in that regard.

30. The High Representative thanked CEB members for their contributions to the midterm review. The review established that the overall socio-economic situation of the least developed countries continued to be very precarious. Member States recommitted themselves to meeting the special needs of the least developed countries and to accelerating their progress towards poverty eradication and development.

31. The General Assembly adopted a declaration in which it stressed that the timely fulfilment of the seven commitments of the Programme of Action was a key requirement for achieving the internationally agreed development goals, including the Millennium Development Goals (resolution 61/1). It called upon the international community and the United Nations system and its agencies to continue to assist in the implementation of the Programme of Action, taking into account the conclusions of the review.

32. Against this background, the High Representative proposed a three-pronged approach to the response by the system to the outcome of the review:

(a) United Nations system organizations will need to redouble their efforts in order to accelerate the implementation of the Brussels Programme of Action in their respective fields of competence and areas of mandate (the annex to the Cotonou Strategy for the Further Implementation of the Programme of Action (A/61/117, annex I) contains information on the lead institutions and agencies in respect of the implementation of each of the seven commitments of the Brussels Programme of Action);

(b) Twenty United Nations system entities and agencies have adopted decisions in their respective governing bodies mainstreaming the implementation of the Brussels Programme of Action in their work programmes. Other relevant entities will be assisted in their efforts by the Office of the High Representative. Mainstreaming the Brussels Programme of Action entails regular reporting by the entities on their activities and achievements in that regard;

(c) On the basis of the valuable experience gained from the inter-agency consultations organized in preparation for the review, which demonstrated the keen interest of the United Nations system in issues related to the least developed countries and illustrated the need for information-sharing and synergy-building, it is proposed that the consultations be transformed into an inter-agency consultative group for the accelerated implementation of the Brussels Programme of Action during the remainder of the Decade.

33. Members of CEB referred to their ongoing work in support of the least developed countries, such as with regard to air transport, the improvement of urban habitats and the mainstreaming of the least developed countries in the areas of education, culture, science and communication. They also highlighted some of the areas that were impeding progress in the least developed countries. These included tariff and non-tariff barriers to trade that were having a negative impact on the least developed countries and the fact that few such countries had been able to take advantage of duty-free/quota-free concessions for their goods owing to the lack of capacity and/or the conditions attached to those concessions. As far as inter-agency initiatives were concerned, the Integrated Framework for Trade-Related Technical Assistance was working well. Its expansion to cover all of the least developed countries should be actively and positively considered.

34. CEB endorsed the proposals put forward by the High Representative set out in paragraph 32 above. In a related decision, CEB agreed to take up the issue of “aid for trade” at its next session, in April 2007.

### **C. Employment and decent work**

35. In preparation for the CEB discussion at its next session on employment and decent work, the Board was briefed by the Director-General of ILO. He began by thanking the Secretary-General for his leadership on the issue, and, in particular, for two important initiatives he had taken: (a) the creation of the youth employment network; and (b) the Secretary-General’s speech to the Heads of State of Europe and Latin America and the Caribbean in Vienna earlier in the year, where he had stressed that full and effective employment for all was not a developing country issue only, but should be pursued as a global concern.

36. The Director-General stressed that there was increasingly strong political support for addressing full employment and decent work for all. No politician in the world today could run for office without talking about jobs. This had been manifested at high-level international gatherings in various regions, such as the Extraordinary Summit of the African Union on Employment and Poverty Alleviation, held in Ouagadougou, and the Fourth Summit of the Americas, held in Mar del Plata, Argentina. The Asian Development Bank had projected that if the population in Asia continued to grow at its current rate without creating the jobs required, in 25 years Asia might be the region with the greatest number of poor

people in the world. In the developed world, both the Commission and the Council of the European Union have come to fully rally around the objective of full employment and decent work for all.

37. Building on those developments, the 2005 World Summit Outcome had highlighted full employment and decent work for all in strong terms, and the issue had been pursued by the Economic and Social Council as the main theme of its 2006 high-level segment. Against this background, the Secretary-General, in his annual report to the General Assembly,<sup>2</sup> proposed that full employment and decent work for all be formally included as a new target under Millennium Development Goal 1.

38. The Director-General further highlighted his appreciation for the work being carried out in the High Level Committee on Programmes and the progress being made by the Committee in engaging United Nations organizations and agencies in the development of a toolkit to mainstream employment and decent work. Nearly all of the organizations of the system had a contribution to make to advance that objective. The intent was to generate reflection throughout the system on the question, How can we, with our policies and programmes, try to maximize job creation in the most effective way possible?

39. He added that there was a premium for the United Nations system to be seen as working together on this issue and, in so doing, acknowledging and responding to popular demand globally, namely, contributing to operationalizing the concept of “one United Nations” around an objective that is increasingly emerging as a priority at both the national and international levels.

40. In the subsequent discussion, the Director-General of the United Nations Industrial Development Organization (UNIDO) stressed the need to look at “the missing middle”, that is, small- and medium-sized enterprises employing 20 to 50 people in urban areas that have the potential to partner and trade with entities in other parts of the world. UNIDO was actively engaged in advancing entrepreneurship and supporting the development of small and medium-sized businesses as well as technologies that enhanced the productivity of youth. It was also considered important to look at the South-South dimension to provide appropriate technology that could enhance productivity.

41. The Under-Secretary-General for Economic and Social Affairs confirmed that policy development to advance employment and decent work objectives was now recognized as a major priority in the work of the United Nations intergovernmental machinery. Following the 2005 World Summit and the 2006 high-level segment of the Economic and Social Council, the Commission on Social Development had also chosen employment as the theme for its next biennial cycle.

42. The Executive Director of the World Food Programme (WFP) reminded the Board that productive work was dependent on an educated, healthy and well-nourished workforce. The most powerful investment that any country could make in its future was being certain that its children were born to and nursed by healthy mothers and had good nutrition during the first 24 to 36 months of life. Far too many children in the world were still poorly nourished and starving; 18,000 die every day. The Executive Director expressed the view that the best way to achieve

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<sup>2</sup> *Official Records of the General Assembly, Sixty-first Session, Supplement No. 1 and corrigendum (A/61/1 and Corr.1).*

the Millennium Development Goals in the long run was to eliminate child hunger. This was the most powerful, highly leveraged investment any country could make for the future.

43. The Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East called attention to the unique situation of 165,000 Palestinian Authority employees who had employment and decent work but could not be paid for it. In addition, 120,000 Palestinians who had worked in Israel had been out of work since the beginning of the intifada. The situation was also affecting migration, with 30 to 40 per cent of Palestinians now wanting to migrate. She requested that the issue be taken up as part of the discussions on employment at the CEB session in April 2007.

44. In concluding, the Secretary-General noted that there was strong interest in a discussion by the Board on employment and decent work at the spring session that would combine strategic considerations and concrete action. The preparations that the High Level Committee on Programmes were undertaking under the leadership of ILO augured well for a productive session in April.

#### **D. Chairmanship of the High Level Committee on Programmes**

45. CEB members concurred with the request addressed by the Committee to the Committee Chair, Lennart Båge, and Vice-Chair, Mats Karlsson, to consider continuing to serve in their present capacities until such time as a new bureau could be identified by the membership. On behalf of the Board, the Secretary-General expressed his gratitude to Mr. Båge for his willingness to do so.

#### **E. Joint office initiative piloted in Viet Nam**

46. The Director-General of the Food and Agriculture Organization of the United Nations (FAO) informed CEB members that FAO had been asked by a number of donors to participate in the joint office in Viet Nam. FAO had given a positive response in view of the strong support of the host Government and in line with his organization's effort to contribute concretely to harmonization that benefits partner countries. At the same time, FAO wished to understand the related costs and benefits and to verify whether and how its participation could ensure that increased attention and support for food and agriculture in Viet Nam underpinned the achievement of national priorities and how such participation could maintain or enhance synergy between its normative and operational functions in a more unified working environment.

47. Meanwhile, it appeared that a two-stage approach was being followed: initially only the United Nations Development Group Executive Committee agencies represented in the country would be involved, with others joining if and when they chose. The Director-General asked what the implications of this approach were for "one United Nations" at the country level and for the United Nations country team given that its composition goes beyond the Executive Committee. The approach did not seem to be in line with the goal of strengthening system-wide coherence in order to maximize the impact of full-system capacity at the country level.

48. The Director-General was of the view that it was timely for this matter to be discussed in CEB, in the presence of the Secretary-General, where members felt joint ownership. Open and transparent discussions would help promote greater buy-in and system-wide coherence and ensure that the full capacity of the United Nations system was brought to bear on key development challenges at the country level. The Director-General therefore proposed that CEB be fully briefed on the matter at its next session, including roll-over the short and medium terms, how it has been evaluated to date and the costs and benefits identified so far.

49. UNESCO supported the view of FAO, particularly the proposal that the matter and all its implications should be discussed at the next session of CEB. On that understanding, UNESCO was prepared to seriously consider its participation in all joint offices' initiatives. WHO, which adhered to the "one United Nations" approach, would be sending a team to Viet Nam to further study and consider various options and models.

## **F. Food security theme groups at the country level**

50. The Director-General of FAO informed the Board that within the framework of "one team/one programme" at the country level, FAO, IFAD and WFP had recognized the importance of substantive thematic coordination in responding to the needs and priorities of partner countries through results-focused and evidence-based joint support. Both FAO and WFP are also involved in testing a cluster approach to humanitarian assistance, which seeks to move in the same direction.

51. The three Rome-based United Nations system entities had therefore decided to combine their complementary capacities and comparative advantages within food security theme groups at the country level, based on their jointly agreed twin-track approach whereby mutually reinforcing food assistance and rural/agricultural development are required for achieving Millennium Development Goal 1 in many country contexts. Where relevant to national situations, FAO, IFAD and WFP would, inter alia, jointly identify thematic coordination opportunities, drawing on poverty reduction strategies. The country-level food security theme groups would also seek to work with national Governments and civil society through the national alliances against hunger, where they exist, and explore opportunities for Rome-based thematic groups based on knowledge-sharing. Following a pilot phase, such United Nations system entities as WHO and the United Nations Children's Fund may be interested in exploring how their own capacities relating to food security could also contribute to the joint effort.

52. The Executive Director of WFP noted that WFP and IFAD strongly supported the food security theme groups, particularly in the least developed countries. These were the right kind of partnerships that would concretely help countries to develop their food security strategies.

## **III. Management issues**

### **A. Report of the High Level Committee on Management**

53. The Chair of the Committee, Thoraya Obaid, briefed executive heads on the outcome of the twelfth session of the Committee. She noted that, continuing on a productive path explored earlier in the year, the Committee had held its session at the same time and venue as the High Level Committee on Programmes, and a joint session with that Committee was organized in the afternoon of 30 September. She noted that management issues did not stand in isolation. Since management issues were very often driven by programmatic needs, the Committee benefited greatly from joint meetings and the excellent partnership that had been established with the High Level Committee on Programmes under Mr. Båge's leadership. The High Level Committee on Management had now agreed to consolidate this successful experience of joint sessions on subjects of common interest and relevance and intended to hold its next session again at the same time and venue as the High Level Committee on Programmes, including a joint discussion on results-based management, which has important implications for both committees.

54. She noted that at their recent meetings, the Committee and its networks (on human resources, finance and budget and information and communication technology) had dedicated considerable time and attention to the subject of management reform, with the aim of sharing information, avoiding duplication of efforts, identifying successful experiences to be used as benchmarks and setting common directions for future work. She noted that external pressures to adjust the management of United Nations organizations to the new aid environment, combined with a strong internal commitment to deliver, were creating a very positive environment for management reform throughout the system. The system-wide adoption of the international public sector accounting standards offered further important opportunities for United Nations organizations to work together.

55. Recalling that in most of the areas addressed by the High Level Committee on Management, inter-agency cooperation was necessary to achieve lasting progress, she thanked executive heads for the support and confidence they were extending to their representatives on the Committee. This had resulted in an open and collegial environment and a tangible increase in organizations' commitment to inter-agency collaboration to deliver reform. Through the work of the Committee, a new momentum for management reform had been achieved, which would be carried forward. She stressed, in that regard, that much of what was required to advance management reform was in the hands of the Secretariat and did not require any intergovernmental decision.

56. Specific areas the Committee wished to bring to the attention of CEB included cooperation and coordination in information and communication technology (ICT) and the safety and security of staff.

57. In the ICT area, the Chair recalled that in 2004 the ICT Network, in response to calls by CEB and the General Assembly (resolution 57/295), had elaborated an ICT strategic framework, which included a range of initiatives intended to strengthen cooperation in ICT-related activities among organizations of the United Nations system. At the meeting, the ICT Network reported progress on two initiatives, on Enterprise Resource Planning and ICT training, which the Committee endorsed. In the Enterprise Resource Planning area, there are two main systems — SAP and Oracle (with PeopleSoft users migrating over time to Oracle). Organizations were collectively exploring how the two systems could more effectively work together, rather than trying to migrate to a single system.

58. Discussion in the Committee itself centred on the concept of common, shared ICT services. The overall objective is to find ways of providing enhanced services at lower cost, instead of each organization investing heavily and separately in its own ICT infrastructure. Two core services, data communications and data centre operations, appeared to hold the greatest potential in that regard, if approached as a common service. A common service model of this kind, however, presents many challenges — technical, political and cultural. Establishing whether the added value that the model can deliver justifies the effort to overcome those obstacles requires not only will, but also resources to study it in detail and determine its validity. The ICT Network at its most recent meeting agreed in principle to undertake such a study and, assuming that the resources necessary to pursue it became available, to present its findings at the next meeting of the Committee.

59. Turning to the security and safety of staff, the Chair reported that the Committee had congratulated the Department of Safety and Security for the excellent progress made since its establishment and had expressed appreciation for the consultative approach adopted by the Department within the framework of the Inter-Agency Security Management Network. The Committee also endorsed specific recommendations included in the report of the Network of May 2006, which covered the production and launch of an inter-agency learning course on advance security in the field (see, in this connection, paras. 66-70 below); the development of a training package for inclusion in the forthcoming workshops for field security officers on how to cope with mass casualties; the improvement of security measures for women; and cooperation with non-governmental organizations.

60. The Committee had also established a technical working group to look into options for reprioritizing the activities of the Department and corresponding funding mechanisms to meet the objectives set for 2008-2009 within the 2006-2007 cost-shared budget ceiling and to develop an effective surge capacity should resources become available. With respect to the World Bank's participation in the United Nations security management system, the Committee requested that the Department and the World Bank undertake further consultations in order to resolve outstanding issues concerning the Bank's contribution to the funding of the system.

61. The Chair raised two further issues that merited the Board's attention. She noted, first, that the Committee was of the view that the quality of the conclusions and recommendations of the evaluation of governance and oversight carried out by the consulting company PricewaterhouseCoopers (A/60/883 and Add.1 and 2) did not measure up to the considerable senior staff time and other resources invested in the process. There was a great deal of frustration within the system with both the process and the results. Second, she reported on the agreement reached between herself and the chair of the United Nations Development Group management group on coordination between the two management bodies whereby the management group would focus on country-level activities while the Committee would deal with more global issues. She added that, in the view of the Committee, a decision to further reinforce links between the two bodies might well be required in the future, particularly in the context of the follow-up to the recommendations of the High-level Panel on System-wide Coherence. She concluded by expressing appreciation for the important contribution of the Vice-Chair, Denis Aitkin, and by voicing confidence that the Committee was poised to make considerable headway in the management area in 2007.

62. Members of CEB expressed satisfaction that the focus of the Committee's work had increasingly shifted from administrative matters to management policy. Support was also expressed for the effort to coordinate more closely with the United Nations Development Group.

63. It was noted that, particularly for small organizations, the Committee provided an especially valuable forum for knowledge-sharing. The creation by the Secretariat of its first consolidated annual report was pointed to as a useful model of results-oriented reporting.

64. Concern was expressed that true results-based management had not yet been fully achieved in the security area. Furthermore, there was a need to discuss within CEB the most suitable balance to be achieved between security requirements and the ability of organizations to deliver services, especially during a humanitarian crisis. It was noted that during the recent crisis in Lebanon, United Nations agencies were more restricted in their movements than other organizations. Reference was also made to the recent security incident in Geneva, which had revealed that problems of coordination and communication remained, requiring careful examination.

65. CEB took note of the report of the High Level Committee on Management, endorsed its conclusions and recommendations, and thanked the Chair and Vice-Chair for their very effective leadership of the Committee's work.

## **B. Advanced security in the field**

66. David Veness, Under-Secretary-General for Safety and Security, introduced the most recent component of the Department's security training programme, entitled "Advanced security in the field". Mr. Veness noted that ongoing instances of general insecurity, armed conflict and targeted violence against United Nations personnel placed United Nations organizations at greater risk than ever before and that the system needed to continue to be proactive and innovative in preparing staff to meet those challenges. The new training programme was aimed at contributing to that effort by educating individual United Nations staff on how best to avoid or minimize potential threats and risks and to respond appropriately to conditions of insecurity. The course was developed in a positive inter-agency spirit with generous contributions from an inter-agency working group.

67. Referring to a recent security incident in Geneva, he indicated that its handling was under review with the intention of strengthening coordination and communication. He also echoed the need to find an appropriate balance between meeting the security needs of the United Nations system and the need to be able to provide the necessary humanitarian services.

68. The Deputy Secretary-General thanked Mr. Veness and offered congratulations on the new training tool. He added that finding an appropriate funding mechanism for security had always proven difficult. However, until the Secretariat could persuade Member States to provide more central funding, the organizations of the system should not allow bureaucratic frustrations to get in the way of the strategic objective, which must be a first-class Department of Safety and Security able to keep personnel around the world safe.

69. The Secretary-General observed that costs for security would likely not decrease and that organizations of the United Nations family should seek together to



approach Member States and appeal to them to re-examine the matter and ensure that proper funding mechanisms are in place.

70. CEB congratulated the Under-Secretary-General for Safety and Security and expressed gratitude for his untiring efforts and the real progress being made in providing security and safety for the staff, premises and operations of organizations of the United Nations system around the world.

#### **IV. Issues arising from the joint meeting of the High Level Committee on Programmes and the High Level Committee on Management**

##### **A. Gender equality and gender mainstreaming**

71. The Secretary-General recalled that discussions on gender equality and gender mainstreaming at the CEB 2006 spring session had been constrained by time. It was, nevertheless, clear that all executive heads were very concerned at the lack of sufficient progress in those areas and were anxious to bring about change.

72. The Office of the Special Adviser on Gender Issues and the Advancement of Women, with the support of the Inter-Agency Network on Women and Gender Equality and in consultation with the High Level Committees on Programmes and on Management, had responded to the call by CEB for the elaboration of a system-wide policy on gender equality and a strategy on gender mainstreaming. The draft policy and strategy, which the joint meeting of the two Committees had recommended to the Board for endorsement, was introduced by the Special Adviser, Rachel Mayanja.

73. Ms. Mayanja referred to commitment at the highest level, overall leadership and accountability as the main ingredients for progress addressed in the policy and strategy presented to CEB. She noted that an evaluation of the system-wide action plan for the implementation of Security Council resolution 1325 (2000) had validated other analyses carried out by the Inter-Agency Network on Women and Gender Equality and had identified the deficiencies that existed in those areas as the main obstacle to progress. She expressed the hope that the adoption of the policy and strategy by CEB would be the first step in a new effort to meet the challenges facing the system in this area. Following their adoption, the Inter-Agency Network would develop a system-wide action plan that would operationalize the strategy.

74. CEB members thanked the Special Adviser and endorsed the document presented to it (see annex).

##### **B. Results-based management**

75. CEB agreed that results-based management was a key part of the effort to reform the business practices of institutions around the system. It decided to expand the analysis of the subject to include the related issue of performance management in order to learn what incentives exist within the system to enhance performance. It was noted that the World Bank and the International Monetary Fund have their own

independent results-based management systems. CEB decided to revert to this item following further work by both Committees.

### **C. United Nations System Staff College**

76. The Secretary-General expressed satisfaction that the joint meeting of the two Committees had brought developments relating to the Staff College to the attention of CEB. A strong and lively Staff College, designed to nurture a common staff culture rooted in common values, was essential in sustaining the effort towards system-wide coherence.

77. He recalled that the Staff College was a unique institution, intended to advance the system's interest and entirely governed by it. An intensive process of inter-agency consultation had led to a new curriculum and a new business plan for the College, and a new Director, Staffan De Mistura, had been appointed. A new phase in the life of the College had thus begun, which he hoped would garner strong system-wide support.

78. The Director of the Staff College briefed the Board on developments since May 2006, when he took up his position. He had initiated a review, together with senior colleagues, to identify some of the weaknesses of the College, but also its potential strengths. Three perceived weaknesses had been identified: (a) it had sometimes been criticized for duplicating what individual United Nations agencies and programmes were already doing through their own training systems; (b) its financial situation was vulnerable; and (c) its location in Turin was not central.

79. Against this analysis, and in an effort to refocus Staff College activities on selective areas in which it could add real value, three main areas of concentration for the work of the College had been identified:

(a) Senior management network — a European university had been selected in a competitive process to carry out an enquiry among United Nations system organizations on the type of common training that would best meet the requirements of their senior managers. A curriculum was expected to be finalized by April 2007;

(b) Peace and security — the College had been working on a special agreement with the Department of Safety and Security and other entities, including a facility near Turin, for training mission leaders. Actual training of trainers had already been initiated;

(c) Training programme for resident coordinators — this programme was ongoing and would be expanded to include country teams, together with national teams. Facilitating communications would be especially emphasized.

80. With regard to funding, \$4 million had been secured from the Government of Italy, and a resource mobilization strategy was being developed to diversify funding sources, focusing on the role of the Staff College as an instrument to advance system-wide reform.

81. The Director added that he was in an advanced stage of identifying a suitable venue that would capitalize on Turin's location and provide an appropriate setting for senior colleagues' brainstorming/retreat session.

82. During the discussions, it was recalled that the ILO Training Centre and the United Nations Interregional Crime and Justice Research Institute were located on the same campus as the Staff College. A special effort should be made to enhance synergy among the three institutions.

83. CEB members expressed appreciation for the new directions being taken by the Staff College, and recommitted the system to making full and effective use of its facilities as an integral part of the renewed effort advocated in the “One United Nations” report to advance a learning culture system-wide.

84. In concluding, the Secretary-General assured the Director of the Staff College of the backing of CEB in building up a College owned by the whole United Nations system.

## **V. Other matters**

85. CEB confirmed that its spring 2007 session would be hosted by ILO in Geneva on 20 and 21 April.

86. CEB paid tribute to James Morris, Executive Director of WFP, Yoshio Utsumi, Secretary-General of the International Telecommunication Union, and Hans van Ginkel, Rector of the United Nations University (UNU), whose terms of office would expire prior to the next CEB session.

87. The Secretary-General noted that Mr. Morris was ending an exceptional term at the helm of WFP, with many accomplishments, including serving over 100 million beneficiaries in more than 80 countries and acting as his Special Envoy for Humanitarian Needs in Southern Africa. Other executive heads echoed the Chair’s remarks and recognized Mr. Morris for his commitment to the needs of the poor and hungry throughout the world. Mr. Morris expressed his gratitude for the opportunity to lead WFP and to work with many extraordinary people, at WFP and within the United Nations system.

88. The Secretary-General also expressed appreciation to Mr. Utsumi for his many contributions to the work of the United Nations system, not least through the two highly successful and innovative phases of the World Summit on the Information Society.

89. CEB members, at the Board’s private meeting, joined the Secretary-General in his tribute to Mr. Van Ginkel for his leadership of UNU.

90. The Secretary-General concluded the session with words of farewell and thanks to CEB members. He expressed at the same time appreciation to those who support the executive heads in the work of the CEB, including the staff of the CEB secretariat, who, he said, carry the flag of the entire United Nations system in all its richness and complexity.

## Annex

### **United Nations system-wide policy on gender equality and the empowerment of women and strategy on gender mainstreaming**

Reference is made to a background note introduced by the Special Adviser on Gender Issues and the Advancement of Women on gender mainstreaming and women, peace and security at the joint meeting of the High Level Committee on Programmes and the High Level Committee on Management, held in Paris from 27 February to 1 March 2006. The background note contains a number of recommendations for the consideration of both Committees in response to a letter dated 16 January 2006 from the Secretary-General to the members of the United Nations System Chief Executives Board for Coordination (CEB), in which the Committees were asked to develop, in cooperation with the Special Adviser, a system-wide gender mainstreaming policy and strategy. The note identified elements for such a policy and strategy, including elements common to all organizations of the system and those that would be tailored to individual mandates identified by the Special Adviser in collaboration with the Inter-Agency Network on Women and Gender Equality.

Both Committees endorsed the development of a system-wide policy on gender equality and the empowerment of women and a strategy on gender mainstreaming, and recommended that the background note, amended in the light of the comments made by both Committees, be used to develop the above-mentioned system-wide policy and strategy. The Special Adviser was requested to draft the policy and strategy in consultation with members of the Inter-Agency Network for submission to CEB through the two Committees.

The draft policy and strategy below were endorsed by the Committees and were recommended to CEB for adoption. Once CEB adopts the policy and strategy, the Special Adviser, in collaboration with the Inter-Agency Network, will develop a system-wide action plan for their implementation. The Special Adviser will report to the two Committees periodically on the implementation of the action plan.

### **United Nations system-wide policy on gender equality and the empowerment of women: focusing on results and impact**

#### **Preamble**

We, the members of the United Nations System Chief Executives Board for Coordination are committed to accelerating our efforts to advance the agenda for achieving gender equality and the empowerment of women through the practical implementation of the globally agreed commitments contained in the outcomes of global United Nations conferences and summits and their follow-up, in particular the Beijing Declaration and Platform for Action, the outcome of the twenty-third special session of the General Assembly, the internationally agreed development goals, including those contained in the Millennium Declaration, the outcome of the 2005 World Summit and Security Council resolution 1325 (2000).

We reaffirm that the full and complete realization of the human rights of women and girls as an inalienable, integral and indivisible part of all human rights and fundamental freedoms is essential for the advancement of development, peace and security. It is consistent with principles enshrined in the Charter of the United Nations, the Universal Declaration of Human Rights and other international human rights instruments, in particular the Convention on the Elimination of All Forms of Discrimination against Women, and is essential for the advancement of development, peace and security.

### **Policy statement**

We state our intention and commitment to continue to pursue the goals of gender equality and the empowerment of women, both collectively within the United Nations system and individually within our specific organizations, through coherent and coordinated implementation of the gender mainstreaming strategy adopted by the Economic and Social Council in its agreed conclusions 1997/2.

We commit ourselves to providing strong leadership within our organizations to ensure that a gender perspective is reflected in all our organizational practices, policies and programmes.

We remain determined to advance the agenda of gender equality and the empowerment of women through the utilization of knowledge, expertise and experience available throughout the United Nations.

We shall use the complementary and comparative advantages of each United Nations entity to address gender equality in the concrete areas of development, peace and security and as a cross-cutting issue.

We also undertake to accelerate our efforts to achieve the goal of gender balance among all categories of United Nations employees, in particular at decision-making levels.

We shall employ the diversity of our experiences, expertise and cultures within the United Nations system as a source of inspiration and creativity to achieve a strong partnership among our organizations in a collective endeavour to advance our common objective of promoting gender equality and the empowerment of women.

### **Strategy**

Gender mainstreaming as a key strategy for achieving gender equality and the empowerment of women is intended to work in conjunction with women-specific actions. It should not be seen as replacing them, but rather as supplementing and enhancing their effectiveness.

A United Nations system-wide action plan that includes indicators and timetables, allocation of responsibilities and accountability mechanisms and resources is essential to make the strategy of gender mainstreaming operational.

The main elements of the strategy include:

(a) *Accountability*. Accountability processes and mechanisms will be strengthened or developed within the United Nations system in a coherent, coordinated and consistent manner. Such a system-wide approach to accountability will make it possible to assess progress and gaps at all levels of the Organization's

work on gender mainstreaming, both in policy areas and in the field. The accountability mechanisms will incorporate and build on those that have been proved most effective in their use by United Nations entities and/or partner organizations. While coherent system-wide accountability is the desired goal, individual United Nations entities will retain their ability to add or enhance their internal approaches to accountability and to take into account their specific mandates and roles. However, such efforts should not circumvent, diminish or otherwise compromise the system-wide efforts.

(b) *Results-based management for gender equality.* Results-based management will be further strengthened throughout the United Nations system. By utilizing common-system indicators and measurement protocols, where applicable, United Nations system-wide results-based management for gender equality will provide timely information to senior managers to enable them to make strategic decisions. This would enhance their entity's work on gender equality and serve as an invaluable approach for working with Member States at the country level to ensure that the focus is on results and impact as opposed to processes alone.

(c) *Oversight through monitoring, evaluation, audit and reporting.* Enhancing oversight through improved monitoring, evaluation, audit and reporting procedures is critical to ensuring accountability of all United Nations staff, including senior and mid-level management, for their performance in gender mainstreaming. The establishment of common indicators and benchmarks in the context of monitoring, evaluation and reporting will be a determining factor in making the achieved progress measurable and visible. Reviews of tangible results in gender mainstreaming through external and internal programme evaluations, gender audits and peer reviews are some of the important tools for assessing the impact of the work of the United Nations system, especially at the country-level. This approach will help to close the gap in the collection and analysis of sex-disaggregated data within the United Nations system at the programme level as well as with partner countries. The lack of sex-disaggregated data is one of the major barriers to the accurate assessment of how policies and programmes to promote gender equality and to empower women should be refined, designed and implemented.

(d) *Human and financial resources.* To achieve desired outcomes, adequate human and financial resources will be allocated to the implementation of gender mainstreaming. This will entail better utilization of current resources, the assignment of additional resources where required and the alignment of resources with expected outcomes. The development of common-system approaches whereby the entire United Nations system will apply agreed-upon norms and standards, indicators and targets, and evaluation frameworks will considerably reduce duplication of efforts, especially at the country level. At the same time, opportunities for joint programming, including with Member States through the United Nations country teams, will be created. Applying these strategies will contribute to the optimal use of both human and financial resources, since competing system-wide organizational priorities will be significantly reduced.

(e) *Capacity development.* Developing and/or strengthening staff capacity and competency in gender analysis is essential to the successful mainstreaming of a gender perspective into policies and programmes. A significant proportion of staff throughout the United Nations system, including senior management, have serious

gaps in expertise in that area. This contributes to an inadequate and often negligible effort within the United Nations system to identify and address gender issues in many sectors. Staff members who are responsible for programme design and implementation, as well as those responsible for technical advisory services, require capacity development in order to ensure that a gender perspective is reflected in their work at all times. These capacity gaps need to be addressed comprehensively and systematically, including through awareness-raising campaigns and training, at the individual, entity and system-wide levels so that the United Nations system becomes fully capable of delivering gender equality results. Both common-system and individual organizations' approaches to capacity development for gender equality will be used.

(f) *Coherence, coordination and knowledge and information management.* Coherence and coordination of efforts in the implementation of the gender mainstreaming strategy are essential if there are to be meaningful results towards the achievement of the goals of gender equality and the empowerment of women. Notwithstanding the specific mandates of United Nations entities, the overall system must reinforce common goals and consistent working methods in promoting gender equality and the empowerment of women. This is especially important at the country level in order to allow Member States to interact with a harmonious United Nations team. The knowledge management system that will include experiences, expertise and practices of various United Nations entities on the promotion of gender equality and women's empowerment will be established for use by United Nations entities themselves, the country teams and Member States and other partners. Such a coordinated effort, when managed well and made easily accessible, will form a powerful asset for technical and advisory services, including in-country training, designed to achieve gender equality results.

### **Next steps**

The proposed policy and strategy have been endorsed by the High Level Committee on Management and the High Level Committee on Programmes and recommended for adoption by CEB.

Once CEB adopts the proposed policy and strategy, the development of a United Nations system-wide action plan will be started. The action plan will be ready for the joint meeting of the High Level Committee on Programmes and the High Level Committee on Management in the spring of 2007.

The elaboration of the United Nations system-wide action plan will be carried out through broad and intensive consultations with all United Nations entities through the Inter-Agency Network on Women and Gender Equality. The action plan will specify in detail the actions required for implementation of all six main elements of the strategy, with time frame and indicators, allocation of responsibilities and accountability mechanisms and resources. The plan will reflect a system-wide understanding of concepts, norms, standards and indicators and will be built on lessons learned and the achievements of each individual entity. The implementation of the action plan will strengthen the United Nations system's work on gender equality and the empowerment of women at both the system-wide and individual entity levels. The results of the implementation will be monitored at the level of senior management and reported to the High Level Committees on a regular schedule specified in advance.