



**United Nations System
Chief Executives Board
for Coordination**

19 May 2011

Original: English

First Regular Session of 2011

UNEP Headquarters

Nairobi, Kenya

1 April 2011

Summary of Conclusions

I. Introduction

1. The first regular session of the United Nations System Chief Executives Board for Coordination (CEB) for 2011, chaired by the Secretary-General, was held at UNEP Headquarters in Nairobi, Kenya, on Friday morning, 1 April 2011.
2. Following the conclusion of the session, a CEB private meeting was held on Friday afternoon, 1 April, during which the Board considered political, economic and social issues on the UN agenda.
3. A CEB retreat was held on Saturday morning, 2 April, at the Windsor Hotel, Nairobi. Executive Heads had an exchange of views on management reform in response to budgetary constraints, the socio-economic situation in the Middle East and North Africa, and preparations for and follow-up to Rio+20.
4. The present report covers the outcome of the first regular session of CEB for 2011, which was held during the morning of 1 April.
5. Prior to the opening of the session, the Board witnessed the swearing-in of Ms. Sahle-Work Zewde as Director-General of UNON. In his remarks during the ceremony, the Secretary-General commended the General Assembly for upgrading the UN Office in Nairobi, and said that Ms. Zewde was bringing rich experience not only as a long-serving diplomat for her country, but as a world ambassador and distinguished African who knew the continent and was a renowned public servant of the United Nations.
6. Ms. Zewde noted that it was a great honour for her and for women, in particular African women. Her appointment gave credence to the Secretary-General's commitment to increasing the number of women in senior positions in the organization. She also

assured the Secretary-General and CEB members of her commitment to making UN Headquarters in Nairobi as efficient and cohesive as possible.

7. The Secretary-General closed the ceremony by expressing his sincere appreciation for the warm hospitality extended to the Board by President Kibaki and all Kenyan authorities. He also thanked Mr. Achim Steiner and his colleagues for the impeccable organization of the session.

8. On behalf of the Board, the Secretary-General welcomed Dr. Babatunde Osotimehin, the new Executive Director of UNFPA, and Mr. Anthony Lake, both of whom were attending CEB for the first time. He also reiterated his welcome to Ms. Michele Bachelet, who had joined CEB at its fall 2010 session, and assured her of the Board's full support and good wishes now that UN Women was fully operational.

9. The agenda of the first regular session of 2011 of CEB was as follows:

- 1) Adoption of the agenda.
- 2) Reports of CEB High-Level Committees.
 - a) High-Level Committee on Programmes
 - b) High-Level Committee on Management
 - c) United Nations Development Group
- 3) Issues of System-wide concern: Disaster Risk Reduction
- 4) Other matters
 - a) World Summit on Information Society (WSIS)
 - b) UN General Assembly Special Session on HIV/AIDS
 - c) Change and Reform Agenda at IFAD
 - d) Global Pulse
 - e) Additional Briefings
 - f) Dates and Venues of future CEB sessions

II. Reports of CEB High-Level Committees

A. High Level Committee on Programmes

10. The newly-appointed Chair of the High-level Committee on Programmes, Mr. Achim Steiner, Executive Director of the United Nations Environment Programme (UNEP), introduced the report of HLCP 21st session. He expressed his deep appreciation to his predecessor, Mr. Juan Somavia, Director-General of the International Labor Organization (ILO), for his visionary leadership in guiding the Committee towards thinking and strategizing as one UN system. Mr. Steiner was deeply impressed by HLCP members' commitment to this approach, which he would continue to pursue as Chair. At

the start of the session, he had surveyed the Committee for lessons learned. Three broad functions of the Committee had emerged from this discussion: (a) a “notice board” function that facilitated cooperation and collaboration across the system in preparing for intergovernmental conferences and summits, such as the Fourth UN Conference on the LDCs; (b) an advisory and synergistic function in acting as a catalyst for coherence in the UN system, such as with respect to the MDG Integrated Implementation Framework; and (c) a think-tank role, requiring deep system-wide analysis and lateral thinking, such as with regard to the Committee’s ongoing work on moving towards a fairer, greener, sustainable globalization.

11. The HLCP Chair briefed the Board on the main highlights of the Committee’s report, particularly as they related to the work of CEB. Following the Secretary-General’s request, HLCP had endorsed the concept for an Integrated Implementation Framework (IIF), which was expected to go far in ensuring greater accountability and coherence in tracking MDG commitments. He thanked UN-DESA for its preparatory work and its efforts in following up with a fully consultative process aimed at making the IIF a truly system-owned instrument.

12. He also provided an update on the work ably led by the Vice-Chair, Mr. Elliott Harris, on moving towards a fairer, greener, sustainable globalization, linking the Outcome of the MDG summit to the broader UN agenda, looking ahead to 2015. A significant challenge was how to balance the specificity and measurability of the MDGs with the broader policy framework that was required to address the inequalities that the Outcome delineated, and to enable sustainable growth. HLCP had agreed to deepen its work through a technical meeting, which had been held in Santiago in January 2011, under the chairmanship of Mr. Somavia, and with the participation of the Executive Secretaries of the regional commissions.

13. The Committee had observed that although the UN system possessed the expertise and experience to address the shortcomings of the current development paradigm and craft a better globalization for all, over recent decades it had lost its broader normative authority by becoming too narrowly focused on managing the downsides of globalization. For the system to strengthen its relevance to the concerns of different groups of countries and fully play its historic normative role, HLCP felt it essential to consider the notion of development in terms of a structural transformation that would draw upon all aspects of inclusive growth, equity, social justice and human security. This would help re-establish the UN as an institution that provided solid advice and guidance to member states as they dealt with the issues that preoccupied their national attention, even where these did not relate to “development” in the narrow sense.

14. Other aspects of this reflection were highlighted by the Chair, including notably the need to address the inter-linkages among the three pillars of sustainable development, as well as to find better ways to translate global aspirations and commitments into implementation at the national level, including through the work of the Regional Commissions. In this undertaking CEB had a key role to play in bringing together the various major inter-agency mechanisms from global to regional and country level – a task

identified in the recent review of the Board's role and functioning. He looked forward to the Board's guidance in this regard.

15. Through its work on globalization, HLCP had identified an opportunity for the UN system to be proactive and to align itself with its core values, by framing its efforts in terms of equity, freedom, human security and by focusing on transformational areas where the UN system could have the greatest impact. It would pursue further work in two stages: a paper for CEB's review and consideration at its fall 2011 session, which might serve as an input to the UN Conference on Sustainable Development (Rio+20); and a more comprehensive policy-oriented report to be completed during the course of 2012.

16. The Chair noted that HLCP had extensive briefings on preparations for Rio+20 and related issues. The Committee had identified the need to look ahead proactively to position and prepare the UN system for post Rio+20 and its implications. In this regard, it had observed that the international system would need to redesign its institutions to support countries in their national transition processes to the green economy, including through capacity building, technology transfer and financing. Exploring the full range of implications for a post Rio+20 setting, in which the green economy, poverty alleviation and institutional framework changes were envisaged in the context of sustainable development, required further dedicated work.

17. On climate change, HLCP agreed to extend the mandate of its Working Group for another year, under the leadership of Henning Wuester of UNFCCC. The dual need for the UN system to get things done on the ground while continuously informing negotiations necessitated solid coordination between HLCP and UNDG. Discussions had already taken place between the chairs of HLCP's Climate Working Group and UNDG's Task Team on Environmental Sustainability, Climate Change and Rio+20 to identify the appropriate programmatic platform and support for implementation.

18. Following a recommendation of the Secretary-General's Policy Committee, HLCP's agenda included a consideration of efforts to mobilize the UN system in support of conserving biodiversity, and in particular to promote a coordinated UN system response to the implementation of the Nagoya outcomes. In this domain, too, CEB would have to ensure that a global framework linked properly to country-level implementation. In his capacity as Chair of the Environment Management Group (EMG), the HLCP Chair thanked all CEB members for their contribution to the system-wide report and joint statement to Nagoya on "Advancing the biodiversity agenda: a UN system-wide contribution".

19. Finally, the HLCP Chair introduced the draft CEB statement to the forthcoming Fourth UN Conference on Least Developed Countries, meant to underscore the system's commitment of support to LDCs and a new Programme of Action for the next ten years. The statement focused on productive capacity and the role of the UN system as a whole in supporting it. He expected it would be followed up by a second statement, following the outcome of the Conference and containing specific commitments, which could be considered at CEB 2011 session.

20. In the ensuing discussion, several CEB members made suggestions for additional language in the statement, which were noted by the HLCP Chair. The Secretary-General emphasized the importance of the forthcoming UN Conference on Least Developed Countries as a crucial opportunity to re-affirm UN system commitment and create new momentum for mobilizing political and financial support.

21. The Board was also informed of the work underway by the Regional Commissions on a study of the regional dimension of development, as a contribution to the UN system's reflection on its repositioning in the context of growing regionalism and role of regional institutions, including Regional Commissions. The study was expected to be finalized in the fall. Its findings and recommendations could then be presented to CEB at its fall 2011 session.

22. CEB took note of progress and endorsed the report of HLCP at its 21st session. The Board also endorsed in principle the draft CEB Statement of support to the 4th UN Conference on LDCs, to be amended in light of comments from participants, with the understanding that the statement would be issued at the Conference and could be followed by another that would build on the outcome of the Conference (see Annex).

B. High-Level Committee on Management

23. The Chair of the High-level Committee on Management, Ms. Josette Sheeran, Executive Director of WFP, briefed the Board on the conclusions of the 21st session of the Committee, held on 8 and 9 March 2011, hosted by UNESCO in Paris. The meeting coincided with the 100th International Women's Day, and the Committee was pleased to see representatives of UN-Women attend HLCM for the first time.

24. The Chair reported that, continuing on the path initiated under the previous Chair, Ms. Thoraya Obaid, HLCM had achieved considerable results over the past two years, made possible by organizations increasingly working together. A growing spirit of cooperation had emerged among HLCM members to tackle challenges as a system in a truly collaborative manner.

25. The Chair thanked CEB members for ensuring a high-level and professional representation in HLCM meetings and inter-agency activities, and encouraged their continued commitment.

26. Turning to some of the highlights of the 21st session, the Chair indicated that staff safety and security continued to be a central part of the HLCM's focus, as the UN system moved towards full implementation of the new UN Security Management System.

27. An important milestone was passed on 1 January 1 2011, with the abolition of the Security Phase System - an outdated system directly linked to benefits and lacking stringent analysis - and the launch of the new Security Level System (SLS) - a process which allowed for the identification and categorization of the threats the UN faces, that allowed for a comparative analysis of threats across the board, and that provided for greater granularity and transparency.

28. The launch of the SLS was a remarkable achievement, resulting from an effort led by HLCM, undertaken in close coordination with UN/DSS. The SLS was, nevertheless, only one part of the security risk management process, which also required a framework for determining Programme Criticality within the Guidelines for Acceptable Risk, the last element of the re-designed UN Security Management System.

29. The draft Programme Criticality framework, developed under the able leadership of Hilde Johnson, Deputy Executive Director of UNICEF, with contributions from all CEB member organizations with large field operations, would be subject to field-testing in Somalia, Afghanistan and Pakistan, prior to being submitted for final approval by HLCM at its 22nd session and then CEB at its fall 2011 session.

30. HLCM discussed the experience of recent events in North Africa, and the USG for UN/DSS and others noted that the flexibility of the new Security Level System had brought significant advantages to security decisions that were made in Egypt, Tunisia and Libya. For example, the decision to evacuate non-essential staff and families from Egypt was based on careful analysis of the changing security situation and the decision to allow their return was based on better analysis and made quicker (than would have been the case under the old Security Phase System). The same new approach to security risk assessment, with an analysis of the threats and the mitigation measures in place, led to the decision not to evacuate staff from Tunisia but instead to continue operating.

31. HLCM also approved some of the initial policy recommendations and revised administrative measures linked to the new SLS, especially in connection with evacuation and relocation. More recommendations in this area would be considered at its 22nd session in the fall, to comply with the new provisions for non-family duty stations approved by the General Assembly in December 2010.

32. In response to a request by the Secretary General, HLCM tabled a discussion on reforms put in place and/or planned by the UN system in response to budget constraints. HLCM members were asked to share key management actions undertaken or foreseen, both contingent and structural, highlighting their actual or expected impact and implementation challenges.

33. The ensuing discussion focused on measures the UN system could take to "do more with less"; to address resource scarcity and expected budget cuts of a drastic nature. The main points of focus included: a) the need for agencies to share approaches to

containing costs; b) the increasing demand for accountability mechanisms from member states, and the concurrent challenge in demonstrating/reporting results consistently; and, c) the critical need for internal performance benchmarks and improved reporting.

34. HLCM acknowledged its central role in leading the effort by the UN system towards greater accountability and towards developing and implementing tools for better understanding and measuring its efficiency and effectiveness.

35. As a result of the discussion, the Committee formed a Task Force, led by the HLCM Chair, to share experiences and to develop quick and actionable proposals to: a) pursue efficiency and cost savings; b) develop self-pacing, internal benchmarks of effectiveness and efficiency in the UN system; c) identify basic common principles for reporting results to the donor community and the member states that can be adopted throughout the UN system; and, d) analyze the process aspects of inclusive and successful institutional reform from previous reform efforts in the UN system.

36. The Chair reported, under the able leadership of Martin Mogwanja of UNICEF, supported by Mohamed Jama of WHO and Alex Aleinikoff of UNHCR, considerable work had been completed on efficiency and cost savings immediately after the HLCM meeting in Paris, to offer some input in the CEB informal breakfast session of Saturday 2 April, and which would then feed into the agenda of HLCM going forward.

37. Work on Results Reporting was launched as a follow-up to the joint HLCM-UNDG session of September 2010. Co-led by UNDP and WFP, the aim was to agree on a set of common principles that would form the basis on which the UN system could report its results, reducing the burden resulting from divergent and demanding reporting standards required by different donors. Considerable progress had already been made in collecting information about various approaches to results reporting and the discussion on common principles had begun.

38. The HLCM continued its work on the joint projects launched under the HLCM Plan of Action for the Harmonization of Business Practices (HBP): a series of initiatives that represented 'reform in action' – simple but powerful measures that would help improve the UN's impact while at the same time increasing efficiency.

39. The HLCM Chair was pleased to report the completion of the first project: a Model Policy Framework for Vendor Eligibility developed by the HLCM Procurement Network, under the leadership of UNDP, and reviewed and approved by all members of the Legal Network. The Framework consisted of a common mechanism for dealing with vendors suspected, accused of or proven guilty after due process of misconduct in line with the UN Supplier Code of Conduct. The common approach, which mirrored in many aspects the pace-setting one successfully applied by the World Bank across all its offices around the world, would allow agencies to have access to information on vendors who are under investigation, restricted, suspended or removed by UN organizations. In addition, there were now commonly agreed criteria for judging the eligibility of vendors.

40. The HLCM Chair strongly encouraged all Board members to take the necessary steps to implement the Framework according to the internal processes and procedures of their organizations, and to report back to HLCM on its adoption within the shortest possible time.

41. A number of other HBP-funded initiatives were already underway and more would come on line over the next few months. The closest to completion was a feasibility study for the harmonization and possible integration of Treasury Services, a project co-led by IFAD and WHO. The outcome of this study would include realistic scenarios for major economies of scale and improved investment performance.

42. Another critical project in the area of financial management was a system-wide financial database and reporting system, to finally allow member states, the press and all organizations to obtain a comprehensive image of the resources that are allocated to the UN system as a whole, where they come from and where and how they are used.

43. A project led by UNODC would shortly deliver common standards and costing approaches to ICT investment decision-making using a framework that would allow the calculation of the total costs of ICT operations, as well as the benchmarking of ICT services.

44. HLCM was also examining opt-in Collaborative Procurement for products or services that are cross-cutting to all or some organizations, particularly for shared needs including vehicles, cargo, and freight - an effort with the potential for considerable savings for the system as a whole.

45. Finally, HLCM completed a country-level review of HR practices, including contractual arrangements, policies and procedures, and was piloting measures to address some challenging issues at the field level, such as consistent classification and grading of posts across organizations, and obstacles to mobility of field staff, such as different staff assessment tools and restrictions to selecting and recruiting staff from sister organizations.

46. *CEB took note of progress and endorsed the conclusions of HLCM at its 21st session.*

C. United Nations Development Group

47. Miss Helen Clark, Chair of the United Nations Development Group, introduced her briefing to the Board recalling the important advances made on the global development agenda since November 2010 – with the successful biodiversity summit in Nagoya and the Cancun climate conference, which followed the successful MDG Summit in September.

48. The UNDG Chair noted the importance of 2011 for the UN Development Group, as the United Nations system was fast approaching the MDG target date and some forthcoming high-level meetings would offer important opportunities to advance the UN's development agenda. These included: the fourth UN Conference on the Least Developed Countries in May in Istanbul; the Summit on Non-Communicable Diseases during the General Assembly in September; the fourth Inter-Governmental Meeting on Delivering as One in Montevideo in November; the Fourth high-level Forum on Aid Effectiveness in Busan; and the climate summit in South Africa in December.

49. On the System-wide Coherence agenda, and particularly Delivering as One, the UNDG Chair informed the Board about the launch, on 1 February 2011, of "Friends of Reform", a group of Member States led by Norway and Uruguay whose objective was to support ongoing UN reform efforts, in particular those facilitating greater coherence, efficiency, and effectiveness at the country level.

50. The findings emerging from the country-led evaluations of the Delivering as One Pilots, and as also reflected in the outcome document of the Hanoi inter-governmental conference in 2010, acknowledge that effective coordination is more advanced among funds, programmes and specialized agencies in the Delivering as One countries.

51. Further developments with this agenda would be directed by the recently launched Independent Evaluation of the Delivering as One pilot countries, the outcome of which would provide critical inputs to the Quadrennial Comprehensive Policy Review in 2012. In this respect, the Board was informed that newly established Evaluation Management Group had its first session in early March. It is comprised of well qualified experts with complementary areas of expertise. The final report of the Independent Evaluation is expected to be ready in March or April 2012.

52. The UNDG Chair stressed the importance of harmonization and simplification of business practices to attain system-wide efficiency gains, as demonstrated by some innovative solutions devised and put in place in some countries. Lessons learned from these country-level initiatives have informed and would continue to inform the design of corporate guidelines.

53. Regarding the strategy and functioning of UNDG, the Chair recalled the recently approved strategic priorities and implementation plan of the Group, which aimed to maximize the UN's collective impact on the ground to support MDG achievement, in particular through targeted support for fragile and transition countries, support for the Delivering as One countries, and countries developing new UNDAFs.

54. Efforts were being made by the undg to support countries to identify and close MDG achievement gaps and to implement the nine-point action plan which was agreed in follow up to last year's MDG summit, to support the implementation of the MDG Acceleration Framework, and to provide increased support to the Millennium Campaign.

55. undg was also continuing to support the high number of UNDAF rollout countries. The Regional undg Teams were playing a critical role in this endeavor, focusing on providing strategic advice to the UN Country Teams and engaging at an early stage of the process.

56. The Board was informed that an integrated approach to programme and operations was being implemented in the 31 UNDAF rollout countries of 2011. Also, Tanzania was the first country to prepare a Common Country Programme document, covering the work of UNDP, UNFPA, UNICEF, and WFP.

57. Support to countries either in or coming out of crises was supported by the undg-ECHA Working Group on Transition. This group's focus was on issues of transition financing, information management in transitions, and development of transition architectures.

58. The undg Chair noted that the Resident Co-ordinator assessment centre had been strengthened. She urged all CEB members to put forward well qualified candidates.

59. Finally, the Chair informed the Board that an independent review of the Management and Accountability System was underway, overseen by an Oversight Group composed of Executive heads from UNICEF, WFP, UNAIDS, UNESCO, UNFPA, UNIDO and UNDP. The results and recommendations from this review were expected by the end of May 2011.

60. In the ensuing discussion, CEB members acknowledged the increasing demand for additional accountability measures. At the same time, however, it was recognized that there were objective difficulties in measuring results linked to some of the broad activities carried out by the organizations of the United Nations system. This was particularly evident for normative, sectorial and advocacy activities, where the reliance on qualitative measures and narratives remained essential to fully capture the achievement of results. Significant challenges remained in putting in place satisfactory accountability mechanisms that have broad legitimacy and ownership within organizations, particularly in the field and in difficult or sensitive contexts and areas of work.

61. It was therefore essential to take organizational differences into account and to interpret results in a fair and balanced way. In this respect, the joint HLCM/undg undertaking on Results Reporting, as well as on-going experiences with internal assessment exercises or monitoring and reporting frameworks, such as the Integrated Implementation Framework for MDGs, represented efforts in the right direction, i.e. the

development of self-pacing, internal benchmarks of effectiveness and efficiency in the UN system. Broad and active participation in these joint efforts by member organizations was, therefore, strongly encouraged. A broader engagement of member states within the respective governing bodies on the challenges related to results reporting was also deemed to be necessary, particularly on the contradiction between individual reporting requirements and the increasing collective programme and implementation modalities.

62. The Board was then informed that WHO and ITU had jointly established a Commission on Information and Accountability for Women and Children's Health. The Commission, co-chaired by the President of Tanzania and the Prime Minister of Canada, was launched at the request of the UN Secretary-General to accelerate progress on the Global Strategy for women and children's health. Dr. Chan and Dr. Toure were the co-vice-chairs. The goal was to develop a framework for reporting, oversight and accountability on women and children's health. The Commission would have its final meeting in May, and it would then report to the WHO Assembly.

63. The Secretary-General commended the work of the Commission as a first attempt at establishing an accountability framework in this delicate area. The Board was also informed that, following an invitation by Canada, the Regional Commissions would reach out to the Commission to jointly explore ways to streamline an accountability framework into the national systems and processes.

64. On coherence and Delivering as One, the Board noted that the UN Cluster on Trade and Productive Capacity was achieving very encouraging results, with more than ten agencies now working together. In this respect, several CEB members acknowledged with appreciation the enhanced support provided by UNDP to non-resident agencies, and the launch of a profound debate on the crucial role of Resident Coordinators in representing the UN system as a whole, in being inclusive and reaching out in a creative and visionary manner to all the expertise available in the system. The value of the special section of the Resident Coordinators Induction Programme in Turin, designed to give them the understanding and knowledge of the broad range of programmes carried out by the UN system, was also acknowledged.

65. The Regional Commissions emphasized the important role of Resident Coordinators in representing non-resident agencies at country level. In this context, it was suggested that visits by Resident Co-ordinators to the headquarters of their respective Regional Commissions should be part of their Induction Programme, to gain better knowledge of the Commissions' work.

66. As UN Development Assistance Frameworks were being rolled out in the different regions, the integration in this process of effective action against transnational organized crime, drug trafficking and related corrupt practices in key regions was noted as crucial. UNODC's regional and country offices were ready to provide the expertise

required. This would be in direct response to the Secretary General's Policy Committee decision to formulate a system-wide response to transnational organized crime and drug trafficking. UNODC and the Department of Political Affairs had been tasked to lead this work, which also required the support of the UNDG, the Regional Directors Team and the UN Country Teams.

67. Regarding the subject of non-communicable diseases, the Board noted the growing impact of cancer in developing countries. With two thirds of cancer cases occurring in developing countries, 70% of the cases are diagnosed too late for any life-saving treatment to be possible. IAEA and WHO were working together on this subject, within their respective mandates and expertise. UNICEF also underlined the importance of broadening the discourse on non-communicable diseases to the industrial world as well as the developing nations, particularly on such issues as the affordable diets of the poor, which contribute to the spread of some diseases.

68. Finally, IAEA informed the Board that water management and water control were assigned high priority in nuclear technology application, as IAEA was the only UN organization with a laboratory and expertise in this field.

69. *The Board took note of progress and endorsed the UNDG report.*

III. Issues of system-wide concern: Disaster Risk Reduction

70. The Special Representative of the Secretary-General for Disaster Risk Reduction, Ms. Margareta Wahlström, began her address to the Board by thanking the Secretary-General for his strong political leadership and support. She then presented data on the occurrence of natural disasters worldwide and their financial cost, demonstrating that the economic loss risk for floods had dramatically increased in both OECD and Latin America and the Caribbean - in OECD the increase was faster than GDP per capita.

71. While the LDCs and small island developing states were suffering the highest impact on their GDP from disasters - much of it driven by weather and climate variability and change - the recent earthquake and tsunami in Japan was a stark reminder that no country was immune from disasters. Furthermore, damage to the Fukushima nuclear power plant generated new perspectives on the scope and scale of potential disaster impact, especially in the rapidly-urbanizing world where assets were concentrated in high-risk areas.

72. Data indicated that countries that were increasing in wealth were decreasing their vulnerability to disasters, in terms of mortality, thanks to better preparedness. Conversely, however, except for the East-Asian region, exposure to economic loss was seen to be increasing. In particular, rapid development considerably increased risk, while

infrastructure and education improved resilience. Disaster impacts had more serious outcomes in countries with small and vulnerable economies, including many small island developing states (SIDS) and land-locked developing countries (LLDCs), than in larger countries with more diversified economies.

73. The mid-term review of the Hyogo Framework for Action (HFA) indicated that significant progress had been achieved in disaster risk reduction since 2005. The Hyogo Framework for Action played a decisive role in promoting this progress across international, regional, and national agendas, although progress was uneven across the world, reflecting broad economic and institutional differences among regions and countries. In particular, the HFA had been most useful in generating international and national momentum for disaster risk reduction, in providing a common language, and in guiding national legislation and policy in disaster risk reduction.

74. The mid-term review recommended a number of follow-up priority actions, calling upon the United Nations for a global action plan and accelerated efforts for disaster risk reduction. These recommendations included: the integration of Disaster Risk Reduction into development, climate change adaptation, environmental and humanitarian planning, execution and accountability frameworks; the improvement of governance of HFA implementation at both national and international levels; an assessment of the effectiveness of national platforms in informing and supporting executive level decision making; the development of accountability mechanisms; the setting of targets; and the development of a more coherent and integrated approach to support HFA implementation by the international community.

75. Some key challenges remained in particular the perception of disaster risk reduction as a technical, rather than a strategic, issue; and a diffused, but wrong, equivalence between disaster preparedness and disaster risk reduction.

76. The Special Representative also noted that Resident Coordinators were not supported in their convening role to mainstream DRR into development processes, especially as the commitment to the Hyogo Framework was normally expressed in agency terms and with separate DRR initiatives rather than as a common task. This problem was noted in 2008 by HLCP, the implementation of whose recommendations would now have to be reviewed.

77. Reminding CEB members about the forthcoming third session of the Global Platform for Disaster Risk Reduction on 8-13 May 2011 in Geneva, the Special Representative called for a broad consultative process to define a post-HFA framework, where any new instrument/framework should ensure solid and structural links with climate change and sustainable development agreements. She concluded by recommending the further implementation of the HLCP's recommendations of 2008, with due consideration given to how such recommendations may be expanded and broadened in the light of disaster impact trends over the past decade. She also asked CEB to request the ISDR secretariat to consult on the feasibility of developing a UN system disaster risk management framework.

78. The Special Representative's presentation was followed by a rich discussion, in which CEB members expressed their commitment to collaborate with ISDR and to continue contributing to the overall effort in disaster risk reduction. Many CEB members underlined the need for a shift in emphasis from post-disaster response to disaster preparedness and prevention. In addition, the strategic (and not exclusively technical) nature of this issue needed to be incorporated fully in development programmes, particularly for LDCs and small island developing states.

79. UNDP highlighted very good examples of disaster management in least developed countries that had led to very positive outcomes, including cyclone disaster risk reduction in Bangladesh and flood risk reduction in Mozambique. Nevertheless, as the absence of means for recovery made the impact of disasters in poor countries devastating, it was critical to push this agenda with a focus on LDCs. UNDP further noted that the international architecture was still dealing with climate change adaptation and disaster risk management separately. These streams had to come together as, apart from earthquakes, the vast majority of disasters were climate-related. OCHA and the Inter-agency Standing Committee were taking steps to better coordinate international support for countries seeking to develop greater capacity for disaster preparedness. Also, the World Bank, the European Commission and the UN had signed excellent post-crisis cooperation agreements committing all parties jointly to conduct post-disaster needs assessments. In all these endeavors, it was critical to see the Resident Coordinator system as the key coordinating mechanism across all the UN organizations.

80. UNESCO recalled its close cooperation with Special Representative of the Secretary-General for Disaster Risk Reduction, its multidisciplinary mandate and its relevance to disaster risk reduction issues, notably: its Intergovernmental Oceanographic Commission that addressed early-warning systems for tsunami and ocean-related hazards; the inter-sectoral post-conflict and post-disaster platform; its intersectoral SIDS platform; and other activities such as International Flood Initiative, International Hydrological Program, and the International Center for Water Hazard linked to UNESCO. Finally, the collection and evaluation of data of a Tsunami Alert test carried out in the Caribbean last month was mentioned.

81. In an environment where risk was an over-riding factor, WFP put forward its new approach of dividing countries into two groups: not north-south, not developing-developed, but countries that have resilience against risks and countries that do not. A possible role for the UN system's collective action was to devise a coherent toolbox to be used as a back-up plan, not as the first line of defense. On the issue of funding, WFP noted the failure to incorporate prevention and disaster risk reduction in the broad donor categories of emergency and development. Overcoming this divide was very important and, in that respect, a new study on humanitarian aid by Lord Ashdown of the UK made a compelling call for development money to be used on disaster risk reduction and related activities. Also, the Board was informed of a joint FAO-IFAD-WFP and European Community plan of action to reduce food vulnerability in countries.

82. WMO emphasized that DRR was a cross cutting matter at both national and international levels. As climate change would result in higher frequency and intensity of natural hydro-meteorological disasters, as well as in a change of pattern of occurrence, disaster risk management could not be based merely on historical information. Climate predictions should instead be factored in the management and prevention processes. WMO also took the opportunity to report to the Board that the High-level Taskforce for the Global Framework on Climate Services had completed its report, the first copies of which were handed over to the Secretary-General and all CEB members. WMO expressed sincere appreciation to all UN system organizations that supported the Taskforce and contributed to the report, and looked forward to the CEB members' appropriate actions in their respective organizations for the implementation of this cross-sectoral multidisciplinary Framework.

83. UN-Habitat stressed that, in 2010, the numbers of victims of disasters in urban areas surpassed those in rural areas. Protection and policy measures should be reviewed and adjusted accordingly, with particular attention to the decentralized responsibility, at national and local levels, for post-disaster response and pre-disaster preparedness and prevention.

84. The key role of education, research and advocacy in both post-disaster response and disaster prevention was underscored by many CEB members. In this respect, UNU informed the Board that two institutes within the University were involved in disaster risk management and were offering Master's and Ph.D. programmes on the subject.

85. UNWTO informed the Board about the launch of TERN – Travel Emergency Response Network, a loose network of 20-25 stakeholders, including many UN agencies, that was started after the outbreak of H1N1. TERN assembled itself in the event of any disaster that might have adverse consequences on travel and, in turn, on economies and lives of people. In the case of H1N1, the Network worked with WHO to disseminate information, dispel misconceptions and misunderstandings with statements and releases that gave accuracy and clarity to what was happening. A similar approach was adopted, in coordination with ICAO, with regard to the Icelandic volcano.

86. UNFPA, UNICEF and UN-Women stressed the need to build the capacity of people to respond to disasters in a manner that addressed the needs of different population sectors, particularly women and children. In this respect UNFPA had been working with WHO to develop and put in place emergency measures for reproductive health.

87. The Special Representative for Disaster Risk Reduction thanked all CEB members for their support and for highlighting the impressive amount of work that the UN system was doing in this area. She suggested that a compilation of such work would be extremely helpful in fulfilling various needs, including advocacy, fund-raising and direction-setting, helping integrate risk reduction and approaches in broader UN strategies, particularly on LDCs and sustainable development, but also helping define organizational priorities in support of the Hyogo Framework and future instruments.

Recalling the successful mainstreaming of human rights, she was discussing with the UN System Staff College means to develop similar mechanisms in Disaster Risk Reduction.

88. The Special Representative noted that many of the social perspectives raised during the discussion were issues that civil societies dealt with in a very upfront way, together with local governments. UNISDR had a strong engagement with these actors and was developing a more solid structure and profile to pursue this effort. In this respect, she welcomed the on-going collaboration between the ISDR secretariat and the Regional Commissions, including on the economics of disaster risk reduction as an effective platform for regional responses and capacity-building efforts for countries in the regions.

89. Finally, the Special Representative commended CEB members for stressing the importance of preparedness. She stressed that there was a significant task for the UN to use its wide capacity and knowledge to develop better response mechanisms and to support countries in developing their preparedness capacity.

90. *The Secretary-General thanked Ms. Margareta Wahlström for her leadership and commitment, and supported her vision of disaster risk reduction as a cross-cutting issue and the need to link it to other priorities, including climate change adaptation and sustainable development. He noted the commitment of the Board to develop a coherent approach in a much more vigorous way, to mainstream disaster risk reduction in programmes and operations through the development of a common agenda, and to give disaster risk reduction the highest political support.*

91. *The Board also agreed to continue working on the further implementation of HLCP's recommendations of 2008 for disaster risk reduction, and to consider how such recommendations may be expanded and broadened in light of disaster impact trends over the past decade.*

Item IV. Other Matters

A. World Summit on the Information Society (WSIS)

92. Following the plenipotentiary Conference of the International Telecommunication Union last October, and pursuant to General Assembly resolution 60/252 on the World Summit on Information Society, the Secretary-General of ITU addressed the Board to initiate a process of consultations with CEB members on a possible framework for the review of implementation of the outcomes of the Summit, due to take place in 2015.

93. The Secretary-General of ITU recalled the adoption by the UN General Assembly in 2001 of Resolution 56/183, which endorsed the idea of organizing a World Summit on the Information Society (WSIS), and which recognized the leading role of the ITU in the Summit and its preparation, in cooperation with other interested organizations and partners.

94. WSIS was held in two phases. The first phase took place in Geneva in 2003, and the second phase was held in Tunis in 2005. The Summit raised world leaders' awareness of the importance of Information and Communication Technologies and their direct and positive impact on development objectives. The political declaration and Plan of Action adopted in Geneva expressly recognized the critical importance of ICTs as a tool to achieve the MDGs.

95. For the first time, through WSIS, the UN system shared a common vision of the Information Society and addressed the broad and profound implications of ICTs on society. The strong involvement of both civil society and the private sector in WSIS also set new precedents for UN-style summits.

96. Since the second phase of WSIS, the world had recognized that ICTs were indeed a powerful instrument for empowering the poor, increasing access to health and education, enhancing productivity, generating economic growth and job creation, and improving the quality of life.

97. In line with the Tunis Agenda and the UN General Assembly Resolution 60/252, which decided to conduct an overall review of the implementation of the Summit outcomes in 2015, ITU adopted a resolution on the overall review of the implementation of the outcomes of the WSIS, including the possibility of holding a high-level event in 2014/2015 and of proposing to CEB to make the necessary preparations based on a multi-stakeholder approach.

98. The Tunis Agenda provided a detailed blueprint for implementation and follow-up involving all stakeholders. At the inter-agency level, the UN Group on Information Society (UNGIS) was established by the CEB to provide policy and programme coordination, coherence and overall guidance to the UN system on WSIS implementation. UNGIS today gathered 22 UN agencies involved in the topic, with the UNGIS Chairmanship rotating among ITU, UNESCO, UNDP and UNCTAD.

99. The Secretary-General of ITU therefore proposed that UNGIS be tasked – under the leadership of ITU – to prepare, on the basis of an open consultation, an Action Plan to organize a high-level meeting on the WSIS Review in 2014. The Action Plan would be presented to the CEB session in April 2012, and would take into consideration the strong support of the Commission on Science and Technology serviced by UNCTAD. The meeting would aim to address new and pressing issues, contribute to the MDG review in 2015, and pave the way towards a more inclusive and fairer information society for future generations.

100. Following this statement, the Director-General of UNESCO, current Chair of UNGIS, expressed her full support for the proposal, and appreciated the open, transparent and multi-stakeholder approach suggested. She also informed the Board about discussions on a proposal to host an event in Paris.

101. *The Board took note with appreciation of the briefing provided by the Secretary General of ITU.*

B. UN General Assembly Special Session on HIV/AIDS

102. The Executive Director of UNAIDS updated the Board on the forthcoming UN General Assembly High Level Meeting on HIV/AIDS, to be held in New York from 8 to 10 June 2011 to review progress and chart the future course of the global AIDS response.

103. The Executive Director thanked the Secretary-General for launching, just the day before in Nairobi, his report “Uniting for Universal Access towards Zero New HIV Infections, Zero Discrimination, and Zero AIDS Related Deaths”, which outlined the vision for the global AIDS response to 2015 and beyond and will serve as a foundation for the High Level meeting in New York in June.

104. The High-level Meeting will also serve as a transition in how the UN system should respond to the AIDS epidemic. Bold decisions were needed that will dramatically transform the AIDS response, take AIDS out of isolation and help the world move towards an HIV free generation.

105. The Executive Director noted that the UN was facing serious challenges at the core of the response: the right for all people to protect themselves from HIV infection and to have universal access treatment and support services; the need to identify and target key populations; and, tackling the inequities affecting women and girls.

106. The General Assembly Declaration of Commitment on HIV/AIDS and the High-level Meeting should radically transform the global AIDS response, in various aspects: from isolated, vertical programmes to integrated service delivery for AIDS and Tuberculosis treatment, chronic care, and maternal/child health services; from short-term crisis funding to sustainable and rational shared responsibilities; from girls and women as victims of inequities and violence to women and girls as empowered, equal members of the society; from focusing primarily on the A, B, Cs of HIV prevention to optimizing innovative approaches and technologies, i.e. microbicides, pre-exposure prophylaxis, and HIV treatment as prevention; and, from systematic under investment in prevention to maximizing all opportunities to stop new infections.

107. UNAIDS was working closely with the civil society in planning and participating in the High Level Meeting, including convening a civil society hearing on 8 April which will provide input into the Declaration and the development of series of thematic discussions during the meeting.

108. The Executive Director concluded noting that AIDS response represented a powerful force for promoting social justice, equity, development and human rights for all, particularly the most vulnerable, and he looked forward to working with all CEB members towards this vision.

109. The High Commissioner for Refugees expressed his full support to UNAIDS’ presentation, and his appreciation for the excellent support to HCR’s programmes. He also underlined the difficulty for a system based on national programmes to deal with the problems of the growing number of people on the move.

110. UNESCO, jointly with UNFPA, informed the Board that they would be sending a letter to both the UN Secretary-General and to the UNAIDS Executive Director to put more emphasis on education, underlining the need to duly recognize, in all relevant UN documents, the importance of the sexuality education as a fundamental prevention measure and a key strategic goal for all agencies working on this subject.

111. UNODC noted that the new General Assembly Declaration should also address vulnerable populations, in particular drug users and people in prisons and other closed settings, and outline a concrete, results-based framework for action. A proposed panel on the “Prevention Revolution” should cover drug use and people in prisons, and could outline how drug dependence treatment and measures to prevent and treat HIV could be implemented in an integrated framework.

112. *The Secretary-General thanked the UNAIDS Executive Director and emphasized the importance of this High Level Meeting on HIV/AIDS. This will be a very important occasion to again reinforce the international community’s commitment to stop and reverse the spread of HIV/AIDS. The High Level Meeting would also represent an important occasion to review the progress of MDG goal 6 on HIV/AIDS. The Secretary-General concluded saying that it was indispensable that the forthcoming GA Special Session be attended by all Member States at the highest possible level, and urged all Executive Heads to participate and utilize their institutional contacts to secure such a high level participation.*

C. Change and Reform at IFAD

113. The President of IFAD noted the critical role of the UN system during current times, which were characterized by multiple crises, natural disasters and political unrest. In exercising its leadership role, the UN system was requested to take greater measures of accountability, strengthen its internal controls, and increase effectiveness and efficiency under financial constraints. For IFAD, this meant increasing its ability and capacity to have and show a greater impact in reducing poverty, in generating income and creating wealth in rural areas of the developing world.

114. In the context of its expanded Programme of Work, and its broad-based and multi-dimensional change and reform agenda, IFAD undertook in 2010 an external review of staff compensation at the request of the IFAD8 Replenishment Consultation and IFAD’s Executive Board. This review examined the results-based incentive system, and the compensation and entitlement system of the United Nations International Civil Service Commission (ICSC).

115. According to the external review, the overlap between the General Services and Professional Staff salaries was greater in Rome than in any other UN duty station; and the UN remuneration system left little room for rewarding good performance. Moreover, General Service staff represented 48.7% of the overall staff, more than in IFAD’s comparator agencies.

116. To pursue a greater alignment of remuneration with institutional performance, the President noted that IFAD was implementing human resources reforms in the context of

its strategic workforce plan, while continuing to actively participate in the works of HLCM and ICSC. In addition, IFAD acknowledged the recommendations made by the ICSC, to be approved by the General Assembly, on the review of the methodology of the GS salary survey and the date of its implementation in Rome (April 2012) under the new methodology, which involved a freeze in the automatic increase for General Service salary in November 2011. The President also acknowledged the decision by the ICSC to discuss pay for performance during its summer session, which he believed was a step in the right direction.

117. The President concluded by indicating that IFAD would share more details with CEB members on its change and reform agenda and would continue to dialogue and work with ICSC on this issue.

118. *The Secretary-General thanked the President of IFAD for his commitment and leadership in change management reform at IFAD, and assured him of his full support.*

D. Global Pulse

119. The Secretary-General introduced the item, recalling that the initiative had stemmed from the need expressed by world leaders and governments to be informed in a more real time fashion about rapidly changing situations, particularly in the economic and social fields. He noted that UN publications contained data that, by their very nature, would be dated and would not always reflect a constantly and fast evolving environment. He thanked UNDP, WFP, UNICEF and UN/DPI in particular for having seconded staff to form this important innovative laboratory, tasked with checking the pulse of the world's economic and social situations.

120. The Deputy Secretary-General presented an overview of Global Pulse. The initiative was now in its implementation phase and she believed that 2011 was the year to prove to member states that such a concept – a wide-ranging data-gathering mechanism – held tremendous promise to accelerate global development. She highlighted a study on the question of what insight could gathered data provide on the impacts of food price volatility, to be undertaken in close consultation with Rome-based agencies and other partners, including the High-level Task Force on Food Security. The study was expected to be completed by the fall.

121. The Deputy Secretary-General also informed the Board that, at the request of the Government of Uganda, members of the team had been working in the country since December 2010, and preparing the launch of the flagship Innovation Centre “Pulse Lab Kampala” in the summer, to be followed by others in the coming years. A small and vibrant community of volunteer software developers had been established and was helping create an open source technology platform to power Global Pulse.

122. In conclusion, she highlighted the need to leverage agencies' expertise to identify patterns and signals in these new data sources, and to understand how to combine them with existing ones. In an environment relying increasingly on real time information flows, fast and easy information-sharing was critical to the overall success of the initiative. She stressed the need for organizations to make every effort to gather information in a standardized way.

123. Replying to a query about the involvement of member states in the process, the Secretary-General outlined the data-gathering mechanism of Global Pulse. The concept was based on UN field representation around the world working closely with governments, central and regional banks, institutes, think-tanks, etc. to collect data and share it with Headquarters, which in turn was charged with treating and assessing the information and with providing it, through Global Pulse, to member states in a timely fashion, daily or even hourly. Regional Commissions had a key role to play in the process, which would also rely heavily on UN country teams dealing more with daily operations. He shared his hope that, eventually, similar initiatives could be developed to monitor political and security situations. He concluded by calling on the cooperation of all specialized agencies, Funds and Programmes to ensure the success of Global Pulse.

E. Additional Briefings

124. The Secretary-General of WMO briefed Board members on the report of the High-Level Task Force on the Global Framework for Climate Services (established by the 3rd World Climate Conference in 2009). The report, which he would share electronically, had been prepared in close consultation with the UN system and would be submitted to WMO Congress for formal approval in a few weeks. He expected the implementation, to start in 2012, to be a joint UN initiative and called on colleagues for their continued and active participation in developing the process.

125. The Executive Director of UNEP presented a publication entitled "Moving towards a Climate Neutral UN – The UN System's footprint and efforts to reduce it". The report responded to a request by the Board, three years prior, that all UN system worked towards reaching climate neutrality. He commended all organizations, and particularly staff members, for their commitment to taking climate-neutrality issues forward.

F. Dates and Venues of Future Sessions

126. With respect to the second regular session of CEB in 2011, the Board formally confirmed the dates of Friday 28 and Saturday 29 October 2011, to be held at UN Headquarters in New York.

127. The Board also agreed to accept the invitation of the Secretary-General of WMO and the Secretary-General of ITU to co-host CEB's first regular session of 2012 in Geneva. CEB Members would be consulted shortly on the dates.

- - - - -

**CEB Statement to the
Fourth UN Conference on the LDCs**

ANNEX

We, the Chief Executives of organizations of the United Nations system, attach the highest importance to the Fourth United Nations Conference on LDCs (UNLDC IV) to be held in Istanbul, Turkey, from 9-13 May 2011. It is essential that the international community achieves a strong outcome, which will positively affect the lives of 880 million people in the 48 poorest and most vulnerable countries of the world.

Many LDCs have made remarkable progress in accelerating their economic growth rates, achieving universal primary education and improving the political representation of women, with the support of the international community. The implementation of the three Programmes of Action over the last three decades has contributed to these achievements. However, LDCs are still confronted with the most daunting development challenges-- persistent structural vulnerabilities and handicaps owing to continued reliance on a few primary products, commodities and activities, as well as rapid population growth rates combined with high unemployment, particularly among the youth; vulnerability to extreme events; relatively slow progress in human development, reflected in persistent extreme poverty, hunger and malnutrition, and limited access to basic services, particularly among the most excluded and marginalized groups; and continued weaknesses in governance capacities. LDCs are also most adversely affected by the negative impact of the economic, financial, food and energy crises and other exogenous shocks.

A concerted intensification and scaling up of efforts on the part of LDCs and their development partners is needed if these countries are to enter a path of sustained, inclusive and equitable growth and sustainable development that would help them to graduate from LDC status. In addressing jointly the varied needs and specific vulnerabilities of this group of countries, special emphasis must be given to reducing disparities and promoting equity within and among countries. An ambitious, focused, actionable and result-oriented Programme of Action supported by the entire international community, and building on the commendable efforts to address the long-standing challenges faced by LDCs, is key to this. The United Nations System will draw on that experience to deepen the effectiveness of, and synergies among, our organizations' activities, as we continue to give priority to the special needs of LDCs and to supporting their development priorities through targeted programmes and dedicated resources and facilities.

The LDCs themselves have identified building infrastructure and a critical mass of competitive, diversified and jobs-and-enterprise-creating productive capacity as a defining challenge and opportunity for sustainable development in the next decade. They have also expressed their growing needs in a broad range of areas, including: ensuring universal access to essential services; enhancing social protection systems; advancing human rights and the rule of law; prioritizing human and social development, particularly through the achievement of MDGs; strengthening education and vocational training; empowering women and achieving gender equality; transforming the agricultural sector; ensuring food and nutrition security; reducing disparities and promoting equity; enhancing energy security; mitigating the impact of crises and building resilience; and dealing with the consequences of climate change.

United Nations system organizations will step up efforts to support building productive capacity in LDCs through more intensive and better targeted programmes and resources. We also encourage donors and other development partners to increase LDC access to facilities and funds dedicated to productive-capacity building, such as the global initiative on Aid for Trade.

We shall consider, at our fall 2011 session, an effective system-wide response to the Outcome of the Fourth United Nations Conference on LDCs, including how the UN system can most effectively contribute to ensuring its full implementation, monitoring and follow up at the national, regional and global levels.