



Chief Executives Board for Coordination

14 October 2004

Report of the High-Level Committee on Programmes at its eighth session

(Florence, Italy, 15-17 September 2004)

1. The High-Level Committee on Programmes of the United Nations System Chief Executives Board for Coordination (CEB) held its eighth session in Florence, Italy, from 15 to 17 September 2004. The agenda of the meeting and the list of participants are attached in annexes II and III, respectively, to the present report.

2. On behalf of the Committee, the Chairman expressed appreciation to the United Nations Children's Fund (UNICEF) for co-hosting its eighth session, and for the excellent arrangements made for the meeting.

I. Preparations for the fall 2004 session of the United Nations System Chief Executives Board for Coordination

A. Preparations for the 2005 comprehensive review of the implementation of the Millennium Declaration

3. The Committee noted that the Secretary-General had informed CEB members, in his letter of 19 August 2004, of his intention to issue his report to the 2005 summit on the implementation of the Millennium Declaration in early spring 2005, to help orient and guide the preparations of the summit. He stated that he intended to use the regular CEB session to consult with members on what the focus of his report should be and on the priorities he should underline. He referred, in the same context, to the "accountability" report on the response of the system to the Millennium Declaration being prepared by HLCP as useful input into that discussion.

4. In light of the above, the Chairman invited the Committee to focus on two main tasks: first, formulating key messages that would help orient the contribution of CEB members to the approaches that would guide the 2005 report of the Secretary-General; and second, making arrangements for finalizing the accountability report, in the light of the views to be expressed at the present session on successive drafts circulated to members of the Committee.

5. The Secretary of CEB recalled that the Committee had expected to provide a final draft of the "accountability" report to the forthcoming session of CEB. In view

of the state of preparations of the draft (CEB/2004/HLCP/VII/CRP.1) and the content of the Secretary-General's letter, he proposed that the Committee should focus on elaborating an annotated outline of the accountability report for review by executive heads at the forthcoming CEB session. This would make it possible to draw on CEB's guidance in finalizing it. In turn, the key messages contained in the draft outline would help organize the executive heads' advice to the Secretary-General in relation to his 2005 report (see annex I).

6. The Director of the CEB secretariat recalled that the Committee had taken up both the structure and content of the accountability report at the intersessional meeting in Frascati, Italy, on 31 May and 1 June 2004. The structure approved by the Committee contained the following elements: (a) the Millennium Declaration five years later; (b) a changing environment; (c) the role of the United Nations system; and (d) recommendations. A new draft was circulated on 13 July 2004. A number of members expressed appreciation for the consultative process leading to this draft, as well as for its content. As agreed at Frascati, a professional writer/editor was engaged to help ensure that the revised draft conveyed the key messages agreed upon by the Committee. These messages were spelled out in a content plan that became the basis for the paper now before the Committee. He considered that all the essential elements were in place for the Committee to finalize its report before the end of the year.

7. In the ensuing exchange of views, particular stress was placed on ensuring the timely completion of the accountability report, keeping in mind the many papers under preparation and the many review exercises under way as part of the preparations for the 2005 summit. These included, in addition to the Millennium Project, a statistical report being elaborated by the Inter-Agency Expert Group on Millennium Development Goals Indicators; the "global monitoring report" by the World Bank; Millennium Development Goal (MDG) country reports; and a report on the Millennium Declaration being elaborated by the Organization for Economic Cooperation and Development (OECD). The CEB accountability report should make a distinctive contribution and focus on the impact of the Millennium Declaration on the United Nations system and on the vision of the organizations of the United Nations system on the way ahead.

8. During the discussion, a number of points were highlighted around which key messages could be elaborated:

- How the United Nations system, working together, is adding value to the implementation of the Millennium Declaration by Member States
- The unique contribution of the system in raising awareness of key issues and their interrelationships and in helping to build the consensus needed for action; and its key role, drawing on its convening power and the broad coverage of the mandates of its member organizations, in translating international consensus into norms and plans of action and supporting the efforts of countries to implement international agreements through its operational activities
- The capacity of the United Nations system to advance the implementation of the Millennium Declaration in the broad context of the follow-up processes to summits and conferences
- The system's collective effort to focus interventions on areas in which progress is lacking or lagging behind and multilateral cooperation is most urgent.

- The United Nations system's effort to renew the international community's commitment to multilateralism and, building on initiatives for policy coherence, to enhance its own capacity to deliver
- The need to ensure that the commitment of the United Nations system to helping achieve the Millennium Declaration is matched by the allocation of resources necessary to advance its implementation
- The renewed attention being given by the United Nations system to ensuring that the individual strengths of organizations in the system are being collectively utilized to help countries take ownership and leadership of implementing the Millennium Declaration
- The extent to which the common commitment to the implementation of the Millennium Declaration has led to a multiplication of joint initiatives and activities as a means to maximize mutual reinforcement and actual impact
- The extent to which increased collaboration and the realignment of priorities and programmes within the system have served to bring about concrete results in advancing the implementation of the Declaration.

9. Regarding the structure and content of the "accountability" report, members of the Committee looked forward to a strategic document that would not only examine the impact that the Millennium Declaration has had on the workings of the system, but would also be proactive and forward-looking. The report should identify obstacles to the implementation of the Millennium Declaration and ways to further advance and accelerate its realization. It should draw on the material presented at the intersessional meeting in Frascati, incorporate the many concrete examples of inter-agency collaboration highlighted in the version circulated to Committee members electronically on 13 July and be designed including boxes highlighting illustrative instances of concrete processes, particularly in the development field.

10. In the light of the discussions, the Vice-Chairman circulated a new outline for the "accountability" report. The outline could also serve as a framework for the advice that the executive heads will provide to the Secretary-General for his 2005 report. It focused on the multilateral context, the actions that the system was taking to help countries implement the Millennium Declaration and the way forward. During the Committee's discussion of the draft, it was stressed that the focus should not be only on how the system has reorganized itself in light of the Millennium Declaration, but should also be on the impact on countries and the international environment of the changes being introduced in the way in which the system is operating. **It was agreed that the draft outline, as revised in the light of the discussion and further consultations following the session (see annex I), would be submitted to CEB as the Committee's contribution to the CEB discussions on the preparations for the 2005 summit.**

11. **Meanwhile, the CEB secretariat will pursue the elaboration of the actual report, in consultation with Committee members, and work towards circulating a final draft of the report by the end of 2004, taking into account the outcome of the CEB discussion. A possible date for the launch of the report is the spring 2005 session of CEB.**

B. Bridging the digital divide

12. The Committee focused on preparing relevant discussions at the fall 2004 session of CEB, which, in accordance with the indications provided by the Secretary-General, would concentrate on two key issues: the coherence of the policy advice the system provides to countries in setting comprehensive, forward-looking strategies to harness information and communications technology (ICT) for economic and social progress; and the unprecedented opportunities that ICT offers for system-wide knowledge management and for knowledge creation.

13. Against this backdrop, the Committee considered an executive note prepared by the Department of Economic and Social Affairs on the subject (CEB/2004/HLCP/VIII/CRP.2). It also had before it a note from the International Telecommunication Union (ITU), through the High-level Summit Organizing Committee, entitled "The World Summit on the Information Society, second phase" (CEB/2004/HLCP/VIII/CRP.2/Add.1) and a note entitled "United Nations system information and communications technology" (CEB/2004/HLCP/VIII/CRP.2/Add.2) presented by the Information and Communications Technology (ICT) Network of the High-level Committee on Management (HLCM).

14. In introducing the note on the preparatory process for the second phase of the World Summit on the Information Society to be held in Tunis from 16 to 18 November 2005, the representative of ITU indicated that the focus of the Summit would be two-pronged: (a) to provide solutions on how to implement and follow up decisions taken at the phase of the Summit held in Geneva (namely, the Declaration of Principles and Plan of Action) by stakeholders at national, regional and international levels, with particular attention to the challenges facing the least developed countries; and (b) to complete the unfinished business from the phase of the Summit held in Geneva on internet governance and financing. At the first preparatory meeting, held in June in Tunisia, it was decided that the agreements reached during the first phase of the World Summit on the Information Society would not be reopened.

15. The commitment to build an information society went beyond the notion of bridging the digital divide. The Plan of Action contained more than 150 separate actions and set 10 targets, aligned with the Millennium Declaration, to be achieved by 2015. By harnessing the potential of ICT, better responses could be provided to the challenges of poverty reduction and the attainment of equity and social justice. The rapid expansion of ICT networks over the past decade or so represented a modest success in the context of the Millennium Declaration.

16. The representative of ITU noted that insofar as the preparatory process was concerned, the first preparatory meeting had been well attended by Member States and United Nations agencies. The second preparatory meeting, to be held in Geneva in February 2005, will consider a stocktaking report on activities of United Nations agencies being prepared through the High-level Summit Organizing Committee, which may include an analytical summary of such activities and the implications of building an information society for the United Nations system.

17. The coordinator of the working group of the ICT Network of the High-level Committee on Management introduced the elements of a proposed United Nations system ICT strategy prepared by the working group on behalf of the Network. The note on the subject was being presented in the first instance to the Committee in

view of the importance of aligning ICT development with the programmatic dimensions of the system's work. Prior to the CEB fall session, it would also be considered by the Committee, which was expected to focus on the administrative and governance aspects of the proposal. The outcome would then be conveyed to the General Assembly, which had requested a report on the subject in its resolution 57/295. The coordinator noted that the basic goals of the effort were to: set out a vision to harness the power of the United Nations system, acting in harmony on ICT matters, to the benefit of all stakeholders; avoid duplication, harmonize strategies, including in relation to investments, and advance standardization, leading to significant system-wide savings; improve effectiveness and efficiency of services to Member States and governing bodies; and contribute to the achievement of the Millennium Development Goals (MDGs) and to bridging the digital divide. The proposed strategy contained 15 initiatives across five sectors: ICT integration in development programmes; best practices; information security; putting ICT into practice and working together; and sustaining the initiative through training.

18. He stressed that the actions required to put the proposed strategy into effect went beyond the voluntary efforts that could be deployed by ICT directors and that the requisite institutional and financial arrangements would have to be put in place for the strategy to deliver the benefits set out in the proposal. He noted that, following review and action on the proposed strategy by both the High-Level Committee on Programmes and the High-level Committee on Management, and in the light of relevant conclusions to be reached by CEB, the ICT Network was prepared, if so requested, to elaborate the business cases and a detailed implementation plan, as well as options for funding and institutional arrangements.

19. The representative of the Department of Economic and Social Affairs, in introducing the executive note, underscored the fact that the CEB discussion would take place at an opportune moment, between the two phases of the World Summit on the Information Society. The CEB discussion was also timely, as it would bring together in a comprehensive way the three key distinct but interlinked elements of coherent policy advice to countries, knowledge-sharing within the system and with clients and a strategic approach to the use and application of ICT within the system itself. Enhancing the coherence of the support that the United Nations system provides to countries in integrating ICT into their development strategies was a long-standing challenge. Making qualitative progress in this direction was now more urgent but also more feasible than ever before, and solid grounds now existed on which the effort could build. These included the work undertaken by the Group of Eight Digital Opportunities Task Force and the United Nations ICT Task Force as well as the outcome of the World Summit on the Information Society, all of which had, inter alia, advanced the consensus on the key role that the private sector could play in advancing ICT for development. The innovative multi-stakeholder approaches and business models developed through these processes were opening important new avenues for progress that United Nations organizations should join forces in exploiting. The advice and policy and technical support that the different organizations extended to countries in this respect from their different sectoral perspectives would be all the more effective if they were conceived within a common policy framework that deliberately built on this emerging consensus and were an integral part of a renewed development cooperation effort rooted in the Millennium Declaration. At the same time, both the effectiveness and the credibility of this effort would require that the United Nations system focus on sorting out its

own internal ICT-related processes. A system-wide approach to knowledge management and a common, system-wide ICT strategy were indispensable if the system was to meet the challenges of the twenty-first century.

20. Committee members discussed the approaches outlined in the executive note. It was suggested that, in some ways, the MDGs reflected the “unfinished business” of the twentieth century, while the World Summit on the Information Society agenda set out the challenges of the present century. In building the new information society, the first priority should be to place its emerging forces at the service of accomplishing the MDGs. In revising the note, the focus should be on those areas in which multilateral approaches and frameworks could play a significant role as the value added of the system. A balance should be struck between possible new areas of work for the system and MDG-related targets and objectives already being pursued as part of the World Summit on the Information Society process and related initiatives.

21. Members of the Committee shared the view that for the United Nations system to make a significant contribution to advancing this priority and shaping the power of the information society in support of progress and a wider and more equitable spread of the benefits of globalization, it was essential that the efforts of individual organizations be made more mutually supportive and coherent in order to enhance the value of the assistance delivered by the system. Immediate and future challenges needed to be addressed. The cultural change necessary to sustain this effort within organizations should be at the centre of learning and training activities. Across organizations, an important system-wide objective should be to build a comprehensive knowledge management system that would enable the United Nations family to have a strong presence in the emerging knowledge society. The aim should be twofold: to ensure that the system, especially the support that the system extends to Member States, fully benefits from it; and, at the same time, to maximize the system’s capacity to ensure that the whole range and wealth of knowledge it possesses is effectively leveraged to influence the evolution of that society and to advance the values of solidarity and progress at the core of the system’s mission.

22. Committee members shared the view that the approach proposed by the Secretary-General for the CEB discussion provided a timely and welcome opportunity for executive heads to address ICT both as a catalyst for economic and social progress and as a means for the United Nations system to support progress. Within the system itself, putting in place effective means for system-wide knowledge-sharing (for pooling and linking the information that organizations gather and the lessons they learn from their sectoral interventions) was increasingly emerging as a key condition for enhancing the quality and impact of the system’s support to the membership. It was key, both for achieving greater coherence and impact in the system’s peacebuilding and development interventions and for harnessing ICT in support of the system’s overall goals.

23. Committee members noted that the development of technical systems to strengthen knowledge-management was also central to the effort to enhance system-wide involvement and coherence of action at the country level, both of which were the focus of the forthcoming CEB’s discussions at the retreat. In this context, the members supported proposals in the executive note for the elaboration of system-wide approaches and guidelines for use by the resident coordinator system. Noting

the information provided to it by the Director of the United Nations Development Group Office about the ongoing activities of the United Nations Development Group (UNDG) working group on knowledge-management, members underscored the need for an agreed system-wide approach to knowledge-management that would involve both collaboration with that working group, the ICT Network and the High-level Committee on Management. **HLCP agreed to put the issue of “Knowledge management” on its agenda at its meeting in March 2005.** Improvements in the system’s use of ICT tools would support policy efforts and activities in many areas and contribute to bridging the digital divide.

24. **The members of the Committee agreed that the executive note, as revised, should be submitted to CEB along with the updated version of the ITU/High-level Summit Organizing Committee paper and related recommendations as well as relevant material concerning the United Nations system ICT strategy as background documents.**

25. **With regard to the United Nations ICT strategy in particular, the members expressed their appreciation for the document and for the thrust of its proposals. Recognizing the role of the High-level Committee on Management in this matter, the members of the Committee decided to convey its support for the strategy as its contribution to its consideration of the matter at its next meeting, to be held in Rome, on 5 and 6 October 2004. It noted that the action to be proposed to CEB on the ICT strategy would be finalized in the light of the Committee’s comments and conclusions of the High-level Committee on Management thereon. It further noted that, taking into account the views expressed, and subject to agreement by the High-level Committee on Management and, subsequently, CEB, the ICT Network would further develop the business cases and prepare a prioritized implementation plan, including options in terms of funding and institutional arrangements.**

C. Implementation of the development agenda at the country level

26. The members of the Committee noted that the Secretary-General had proposed, in his communication of 19 August 2004 to executive heads, that the forthcoming CEB retreat take stock of progress in achieving coherence of United Nations system activities at the country level and consider further steps to maximize the collective impact and involvement of the system as a whole. Noting that different aspects of the issue had been raised in previous CEB retreats and were currently under active consideration in the context of the General Assembly triennial comprehensive policy review of operational activities for development, the Secretary-General indicated his intention to circulate a note to facilitate discussions at the retreat.

27. Against this background, the Committee discussed a number of issues related to the implementation of the development agenda at the country level on the basis of a note prepared by the Department of Economic and Social Affairs entitled, “United Nations system involvement in country-level development cooperation: Harnessing the contribution of non-resident agencies to country-level activities” (CEB/2004/HLCP/VIII/CRP.3).

28. The representative of the Department of Economic and Social Affairs, the Secretary of CEB, in introducing the note, said that the best modalities to enable

non-resident agencies to contribute to programmes and activities at the country level were likely to be one of the issues under discussion at the retreat. The note was intended to facilitate a reflection in the Committee on this particular issue.

29. He underscored that while the broad range of mandates and knowledge represented in CEB member organizations encompassed most, if not all, of the areas of expertise critical to supporting the development process, their potential was far from being fully utilized, as only a limited part of the system's capacity was deployed or mobilized at the country level. While notable progress had been achieved in strengthening the capacity for concerted and coordinated action at the country level, more needed to be done to effectively integrate the system's operational activities within national processes and to mobilize capacities throughout the United Nations system in support of country efforts. The two issues were closely related: a better match between national priorities and United Nations system support could only be achieved, in many cases, by enabling non-resident agencies, most of which were engaged in productive sector or infrastructure support, to participate more systematically in the overall development cooperation effort at the country level. Steady progress was being made in aligning existing tools, particularly common country assessments (CCA)/United Nations Development Assistance Framework (UNDAF), with national policies, processes and programmes. The effort at better mobilizing all relevant capacities within the system in support of the national development process could not be divorced from the way these tools were conceived and designed. A basic question was whether it was desirable or feasible to work towards a comprehensive and inclusive instrument reflecting the total engagement and support of the system at the country level. Irrespective of the answer to that question, it was important in the first instance that, beyond the coverage of the specific country programmes, renewed attention be given to ways of engaging all capacities of the system in strategizing ways to maximize the overall system's responsiveness to country plans and priorities.

30. The representative of the Department of Economic and Social Affairs noted that, to this end, innovations such as joint knowledge networks and "inter-agency communities of practice" should be actively pursued. Even more important than developing tools was working on mind-sets. It was necessary, from this perspective, both to engender a stronger sense of participation throughout the system on a common effort and to foster a more inclusive mind-set within country teams. The note outlined a broad approach to these issues and provided illustrations of possible alternative solutions. The representative welcomed the reactions of the Committee members to those solutions.

31. The Committee welcomed the note of the Department of Economic and Social Affairs and shared the view that there was a need to better harness and utilize the capacities of the United Nations system in support of country-level activities. It took note of the progress being made: in ensuring that the national poverty reduction plan provided the key programme framework in each country, in aligning CCA/UNDAF with national analytical and planning processes and, more generally, in enhancing the responsiveness of UNDAF and other country programme instruments to national priorities. At the same time, the Committee stressed the need to improve and strengthen modalities to ensure that the whole range and wealth of knowledge and expertise available throughout the system, including among the non-resident agencies, is made available to countries in ways that effectively respond to their needs and the requirements of their development processes. Improved dialogue and

information-sharing, better knowledge management and increased use of ICT were viewed as the most promising and effective means to that end.

32. With regard to country-level instruments, the point was made that it was neither feasible nor desirable for all the activities of the United Nations system relevant to a particular country to be reflected in the core objectives of UNDAF lest their expansion be at the expense of their basic purpose, which is to sharpen the focus of country-level programming and operations. Relevant activities of a normative nature or those involving highly specialized expertise that did not easily fall under the focus of UNDAF could, nevertheless, be reflected in an annex. This was already provided for in the guidelines for UNDAF, and a more systematic application of this possibility would enhance the system's capacity to acquire and convey a more comprehensive picture of its total involvement and relevance at the country level. In the first instance, poverty reduction strategy papers could be shared at an early stage with non-resident agencies to give them an opportunity to contribute their views before finalization. In general, members of the Committee agreed that the effort should focus on making maximum use of existing United Nations system tools and instruments at the country level, rather than proposing new tools and mechanisms.

33. The Committee recalled and underscored that the resident coordinator system bears the key responsibility for harnessing the full potential of the system's knowledge and expertise in support of a country's development. It was pointed out, at the same time, that the capacity of the resident coordination system to perform this function did not exist in many countries and that, if qualitative progress was expected in this respect, the issue of the resources that the resident coordinators required for this purpose would need to be squarely addressed.

34. Other points stressed, in considering ways to enhance the system's capacity for concerted and coordinated action at the country level, included:

- The need to tap expertise at the regional level for country-level activities through improved dialogue and information-sharing by and with country teams. In this regard, it was suggested that a yearly meeting, in conjunction with the annual meeting of resident coordinators, could be organized with the executive secretaries of the regional commissions and directors of regional programmes of non-resident agencies
- Greater resort to lead agencies, when this appeared to be a more cost-effective approach, in order to pursue specific objectives at the country level
- The development of new modalities for cooperation on field representation such as those being introduced between the United Nations Industrial Development Organization (UNIDO) and United Nations Development Programme
- The designation, at the country level, of focal points to liaise with non-resident agencies, so as to engender better awareness of their services

It was agreed that progress in developing an effective knowledge-management system was central in advancing the objectives guiding the present discussion and the issues to be addressed at the CEB retreat.

35. The Committee members recommended that the issue of the contribution of non-resident agencies be given due consideration in the CEB discussion at its

retreat on field level coherence and expressed the hope that the note that the Secretary-General would be circulating to CEB members to facilitate their deliberations at the retreat would encompass this dimension of the issue, taking into account the outcome of the discussion outlined above.

II. Follow-up to the decisions of the High-Level Committee on Programmes

A. Curbing transnational crime

36. The representative of the United Nations Office on Drugs and Crime briefed the Committee on progress being made in implementing the measures agreed to in CEB to forge a strategic system-wide response to transnational crime (CEB/2004/HLCP/VIII/CRP.4).

37. She reported that implementation of the main goals endorsed by CEB was well on its way. The initial phase of information collection, structured around the four measures identified by CEB for immediate action,¹ had been completed with the support of agencies and departments throughout the United Nations system as well as several external organizations.² As a result, a series of recommendations had been put forward in each of the four priority areas identified by CEB. Particular attention was given to modalities to pursue the suggestion that cooperation with international law enforcement agencies such as Interpol and the World Customs Organization (WCO) be enhanced, including the possibility of establishing a United Nations liaison office at Interpol headquarters in Lyon, France. Positive developments could also be reported with regard to the eight actions identified by CEB for implementation in the short and medium term. The section of the note before the Committee pertaining to the way forward was designed to result in the formulation of a longer-term strategic response for consideration by the Committee at its spring 2005 session, at which time the rudiments of a related communication strategy, as suggested by the Deputy Secretary-General, would also be submitted. Finally, she informed the Committee that the note to CEB on curbing transnational crime and the outcome of the CEB discussions had been highlighted at the first session of the Conference of the Parties to the United Nations Convention against Transnational Organized Crime and its Protocols, which was held in Vienna from 28 June to 9 July 2004.

38. The Committee members expressed appreciation for the focused effort being made to systematically follow up the CEB conclusions and for the significant work completed to date, which is a useful model of inter-agency cooperation. The Committee noted, in this context, developments in the collaboration between the World Bank and the United Nations Office on Drugs and Crime in Vienna. A clearer understanding was emerging of how the issue of transnational crime intersected with

¹ Those four measures are: links between ongoing conflicts and organized crime; collaborative interventions to counter the trafficking in human beings and the smuggling of migrants, including responding to the vulnerability of trafficking victims to HIV/AIDS; the involvement of organized crime in the trafficking of a variety of illicit commodities and the response of the United Nations system; and HIV/AIDS in prisons.

² These include Interpol, the Organization for the Prohibition of Chemical Weapons, and the International Organization for Migration (IOM).

the mandates of different organizations of the system, promising a further reinforcement of practical joint action.

39. While good progress had been made, the members of the Committee reiterated that the final strategic response should go beyond a cataloguing of individual efforts. The impact at the country level of enhanced inter-agency collaboration remained key.

40. The Committee members requested that the Chairman convey to CEB the progress being made in implementing measures aimed at forging a strategic system-wide response to transnational crime and identifying the most productive areas for collaborative work among organizations of the system, pursuant to the conclusions reached by CEB at its spring 2004 session, and decided to keep CEB informed of further developments in this respect.

B. Financing for development

41. The representative of the Financing for Development Office of the Department of Economic and Social Affairs introduced a paper entitled "Implementation of the Monterrey Consensus of the International Conference on Financing for Development: Current Assessment" (CEB/2004/HLCP/VIII/CRP.5), which updates and expands information submitted to the Committee at its seventh session, held in Beirut on 26 and 27 February 2004, taking into account the Committee's discussions. The paper was supplemented by a note on innovative sources of development finance (CEB/2004/HLCP/VIII/CRP.5/Add.1).

42. The representative noted that the assessment paper drew heavily on the forthcoming report of the Secretary-General on the same theme, to be submitted to the fifty-ninth session of the General Assembly. That report, written in consultation with the United Nations system organizations most directly concerned, was aimed at providing a continued response to CEB's request for a common, authoritative set of analytical data on which to focus executive heads' advocacy efforts for the delivery of funding commitments made at Monterrey.

43. The note concluded that progress in achieving the goals set out in the Monterrey Consensus was uneven, suggesting that it continued to be essential to strengthen implementation at all levels, whether national, international or systemic. The link between these efforts and attaining internationally agreed development goals was underlined. In this connection, the note recalled analyses whereby a doubling of official development assistance (ODA) flows from their 2001 levels was a minimum condition for achieving the MDGs by 2015. Additional financing would also be needed to achieve debt sustainability and stable growth to support permanent increases in per capita incomes. These themes and linkages were pursued in the supplementary paper on innovative sources of funding, which surveyed different proposals put forward over the years in this respect, arguing that realistically ODA is unlikely to be increased and sustained at the requisite levels and noting that more adequate and stable financing is in any case required to finance global public goods.

44. He stressed the importance of maintaining a collective overview of current developments and emerging trends in the implementation of the Monterrey Consensus in the overall context of efforts to attain the MDGs. Systematic multi-stakeholder monitoring and assessment in the area of financing for development

remained an important condition to ensure a sustained follow-up to the outcome of the conference.

45. During the discussion, Committee members expressed appreciation for the information provided, which will be conveyed to the executive heads. It was noted that further and more in-depth analyses of the trends behind the figures was necessary to provide CEB members with a compelling common platform for their advocacy efforts. It was suggested that for the case for increased ODA flows to be fully convincing, it should encompass an analysis of the capacity of developing countries to absorb them. In addition, the traditional focus on ODA from member States of the Organization for Economic Cooperation and Development (OECD) should be progressively expanded to include other countries, including developing countries in a position to contribute to this effort. As regards the paper on innovative sources of development finance, it was suggested that future analyses should cover domestic financing and remittances from emigrants.

46. Members of the Committee welcomed the fact that innovative sources of financing were now again on the agenda of the United Nations system, including the Bretton Woods institutions. In response to queries about the role of the United Nations Secretariat, it was indicated that, while it would not be prudent for the Secretariat to take a political stance on the matter, a range of mandates now existed that made it possible for it to put forward technical, objective analyses of different options, including their institutional implications. Such analyses could only benefit from inter-agency collaboration.

47. The Committee requested that the analysis and information contained in the two papers continue to be updated, taking into account developments at the forthcoming session of the General Assembly.

C. Conflict prevention

48. Mr. Danilo Türk, Assistant Secretary-General for Political Affairs, briefed the Committee via video-link on the work of the Secretary-General's High-level Panel on Threats, Challenges and Change, the preparation of the Secretary-General's report on conflict prevention and ongoing work of the policy working group on counter-terrorism.

49. He noted the critical importance of coordination at the country and regional levels in conflict prevention efforts. Further analytical work was needed to identify root causes. Clearly, there was no single approach to conflict prevention that would fit all situations. These considerations were relevant to the work of the task of the High-level Panel on Threats, Challenges and Change which was looking, inter alia, into ways of further strengthening the United Nations capacity for conflict prevention.

50. The Panel, which had completed a first draft of its report, would be meeting in Tarrytown, New York, from 24 to 26 September 2004. It was expected that it would hold its final meeting in early November 2004 and deliver its report to the Secretary-General on 1 December 2004. Mr. Türk anticipated that the Secretary-General would transmit the report to Member States, along with his preliminary comments, by the end of 2004. A fuller set of observations would be made available in early 2005.

51. While cautioning against prejudging the content of the Panel's report, Mr. Türk noted that the Panel was expected to reflect not only on the threat of terrorism and strictly defined threats to peace and security, but also to address what had earlier been referred to as "soft", but highly relevant, threats such as HIV/AIDS and tuberculosis and how to deal with "failed States". The challenge before the Panel was to identify the whole range of threats to security and, on that basis, to make recommendations for shaping an effective response. The Panel was conscious of its responsibility to propose ways to strengthen the capacity of the United Nations system and was endeavouring to identify the range of areas that should be given priority attention in this regard. Among them, the issues of collective authorization of force and the reform of the Security Council had been given particular attention.

52. In paragraph 14 of its resolution 57/337, the General Assembly had requested the Secretary-General to submit a comprehensive report on the implementation of measures to prevent armed conflict. Mr. Türk noted that the Secretary-General intended to finalize his report in the light of the outcome of the High-level Panel on Threats, Challenges and Change and that the larger part of the work on this report would, therefore, be prepared in early 2005.

53. Mr. Türk also informed the Committee of recent institutional developments affecting the work of the Security Council. These included: the establishment of an executive directorate to service the Counter-Terrorism Committee of the Security Council; the establishment of a new Security Council committee to deal with the proliferation of biological, chemical and nuclear weapons, according to resolution 1540 (2004); and the strengthening of the counter-terrorism efforts through the Security Council's Al-Qaida and Taliban Sanctions Committee. Mr. Türk noted that the Department of Political Affairs had been entrusted to service the policy working group on the United Nations and terrorism established by the Secretary-General in 2001. The working group was scheduled to meet later in the week, and Mr. Türk welcomed suggestions on issues that could be brought to the group's attention.

54. In the ensuing discussion, issues were also raised concerning ways to ensure a more systematic involvement of the organizations of the system with ongoing work in areas of conflict prevention and combating terrorism and, in that perspective, ways to maximize, through such involvement, their real impact on the ground. Regarding the relationship between conflict prevention and economic development, it was pointed out that counter-terrorism measures had dramatically increased the cost of exporting goods from Asia and Africa to the United States of America.

55. While the Committee was realistic in expecting that the prominence to be given to the reform of the Security Council might not permit the High-level Panel on Threats, Challenges and Change to adequately address the development-related aspects of security, it stressed the importance of presenting the proposals to the 2005 summit, drawing on the Panel's proposals, in order to address the disconnect between the political and socio-economic spheres of conflict prevention. A balanced and comprehensive approach to security must also be presented, effectively integrating the crucial objective of sustainable development and highlighting the key role that the United Nations system as a whole is called upon to play in advancing it.

56. The Chairman recalled that, at its retreat in January 2003, the Committee had identified the issue of conflict prevention as a priority theme. He reminded members that the Committee needed to prepare for the consideration of this issue by CEB, scheduled for its spring 2005 session. Meanwhile, immediate input was required,

including to the ongoing work of the policy working group on the United Nations and terrorism, to which Committee members should give attention in order to advance its longer-term objectives.

57. The Committee thanked Mr. Türk for his participation and requested the CEB secretariat to follow up with the Department of Political Affairs on modalities for future interactions on the issue of conflict prevention, including the preparations for the CEB discussion on the subject scheduled for the spring of 2005.

III. Programme of work of the High-Level Committee on Programmes for 2004-2005 and beyond

58. The Committee had an exchange of views on its programme of work for 2004-2005 and beyond, acknowledging that the 2005 comprehensive review of the implementation of the Millennium Declaration and the summit to be held in September 2005 were likely to generate new priorities. To this end, it had before it a note (CEB/2004/HLCP/VIII/CRP.6) proposing a list of issues for the Committee to consider up to 2006, and an analysis of the outcomes of the CEB discussions on multilateralism and their implications for the joint programme of work of the Committee and the Board (CEB/2004/HLCP/VIII/CRP. 6/Add.1).

59. In addition, the representative of the Executive Office of the Secretary-General introduced the report of the Secretary-General on the implementation of the report of the Panel of Eminent Persons on United Nations-Civil Society Relations (A/59/354). The report focused on: increasing the participation of non-governmental organizations (NGOs) in intergovernmental bodies; establishing a trust fund to increase the participation of representatives of NGOs from developing countries; improving accreditation and streamlining procedures; enhancing the United Nations Secretariat's dialogue with NGOs; strengthening country-level engagement with NGOs; exploring the enlargement of the proposed partnerships office to encompass the coordination of United Nations engagements with different civil society actors; and managing the change process required to achieve a qualitative strengthening of the reciprocal engagement between the United Nations and civil society. With regard specifically to the system-wide aspects of this issue, she noted that the existing Non-Governmental Liaison Service was providing valuable support to NGOs as well as guidance to United Nations system focal points and country teams, but that it was facing growing funding difficulties, including from within the United Nations system. The Secretary-General's report noted that incorporating the Service into the partnerships office in the Secretariat would give it greater institutional standing and funding stability. This would, however, be dependent on an agreement from the 17 existing sponsors and related decisions on funding arrangements.

60. It was decided that the CEB secretariat would follow up on the inter-agency dimensions of the above points, including in particular as they relate to the Non-Governmental Liaison Service, and advise the Committee, by means of an issues paper, on the next steps to be taken.

61. The Committee took note of the update provided by the CEB secretariat of follow-up to the World Summit on Sustainable Development in the areas of water, oceans and energy and water, including the adoption of UN-Water's

terms of reference (CEB/2004/HLCP/VIII/CRP.6/Add.2). It also noted the summary prepared by the Joint United Nations Programme on HIV/AIDS (UNAIDS) entitled, "Review of United Nations progress on the 'triple threat' of food insecurity, weakened capacities for governance and AIDS in eastern and southern Africa" (CEB/2004/HLCP/VIII/CRP.6/Add.3), as well as of its update on the fifteenth International Conference on AIDS, held in Bangkok from 11 to 16 July 2004.

62. The Director of the CEB secretariat informed the Committee that he would circulate a draft report on the New Partnership for Africa's Development (NEPAD) for comments, prior to a fuller discussion at the next session of the Committee, scheduled for early March 2005.

63. With respect to the other items on the programme of work, the Committee agreed that, as a follow-up to its discussion on bridging the digital divide, it would focus one of the items of the agenda of its next session on the issue of knowledge-management, taking into account relevant conclusions emerging from the CEB's own discussions on the item. The CEB secretariat would prepare draft terms of reference for a possible working group addressing the different dimensions of knowledge-management highlighted by the Committee and would circulate them to members for comments well in advance of the session.

64. It was further agreed that active consideration would be given to the feasibility of a focused consultation or consultations at the end of 2004 or early January 2005 to: (a) complete the preparations of the CEB "accountability" report on the implementation of the Millennium Declaration; and (b) to set the stage for a focused discussion in the Committee, and, subsequently, in CEB at its spring 2005 session, on conflict prevention.

65. While agreement was reached on the items to be presented at the March 2005 session of the Committee, there would need to be a focused, comprehensive planning process following the September 2005 summit meeting to chart the way ahead for the programmes of work of both the Committee and CEB in the ensuing period. This process would need to be geared to ensuring a concerted response by the system to the summit's outcome. A detailed issues paper was requested from the CEB secretariat in this regard.

IV. Other matters

66. The Committee received a briefing by the representative of the United Nations Population Fund (UNFPA) on the tenth anniversary of the International Conference on Population and Development, which marked the mid-point of its Programme of Action. While many countries had translated the commitments they had made in 1994 into policies and programmes, much more remained to be done. An in-depth, country-by-country analysis of achievements, constraints, lessons learned and the way forward was being conducted with a view to promoting the full implementation of the Programme of Action and demonstrating how the Conference goals would promote the MDGs. She added that the commemoration of the tenth anniversary of the Conference would be held on 14 October 2004.

67. Members of the Committee thanked the Chairman and Vice-Chairman for their leadership and expressed the unanimous hope that their tenure would be extended. In thanking the Committee, the Chairman proposed that an evaluation should be undertaken to assess the effectiveness of the Committee and point to ways to further enhance the usefulness and relevance of its work.

Dates of and venue for the next session of the High-Level Committee on Programmes

68. The timing and venue of the next session would be determined in consultation with members, taking into account the opportunities referred to in paragraph 64 above. In that context, the Chairman thanked the representative of the regional commissions for the invitation extended by the Economic and Social Commission for Asia and the Pacific (ESCAP) to hold the next session in Bangkok. He considered that the holding of another session of the Committee at the headquarters of the regional commissions, following the Beirut meeting, should be scheduled at a time when it would be most suitable and productive for the Committee to focus on the regional dimensions of the implementation of the Millennium Declaration. He asked members to reflect on the most appropriate timing for such a discussion, which could be held in fall 2005 or spring 2006.

Annex I

Draft outline of the accountability report on the response of the United Nations system to the Millennium Declaration

One United Nations for progress and change: how the Millennium Declaration is changing the way we work

The Millennium Declaration has had a profound effect on how the broad United Nations system of funds and programmes, specialized agencies and other institutions work together to help nations achieve their common objectives. We believe that, more than ever, the world needs an effective mechanism through which to seek common solutions to common problems. The multilateral system provides an invaluable set of instruments for nations and people. We offer this “accountability report” on how we put these instruments to use to further the values and goals of the Millennium Declaration and to achieve results that are truly relevant to countries and people. We believe that the system coming together as One Team, “One United Nations”, and its capacity to harness all of its constituencies, knowledge and resources, is key to its effectiveness as an agent of progress and change.

I. Introduction

A. The world has changed

Global interdependence has continued to intensify over the last five years through increased trade in goods and services, the spread of information and communication technologies and the expansion of global production systems. While opportunities have grown for many, major imbalances seem as entrenched as ever, with poverty, marginalization and the violation of human rights pervasive. Across the world, nations face the challenge of creating a hopeful future for their younger generations, including more and better jobs and the empowerment of girls and women. Demographic and migratory pressures are growing. Communicable diseases pose severe threats not only to global development, but also to future peace and security, as do environmental pressures, such as climate change, or those related to energy, water and natural resources.

The norms of international law developed to date, starting with the Charter of the United Nations, must be respected and upheld. However, as the Secretary-General reminded us at the opening of the fifty-ninth session of the General Assembly, today the rule of law is at risk around the world. In the five years since world leaders adopted the Millennium Declaration, the world has become less, not more, secure. Terrorism and complex conflicts have severely tested the ability of nations to ensure collective security. We are more acutely aware of the sources of conflict and the need to uphold the rule of law and advance human security.

We have seen progress in some areas, but there is a distinct risk that the next generation will inherit a less secure, more polarized world with fewer opportunities for large groups of people in many regions. This risk needs to be confronted and averted.

B. The urgency of response

Nations, and the communities within them, bear the primary responsibility for action. They hold the key to international cooperation that works and delivers. Paradoxically, instead of greater unity and solidarity in the face of growing threats and interdependence, we are witnessing an erosion of confidence in the multilateral system. At the same time, at moments of great stress, there have also been important manifestations of political will, creativity and renewed awareness of the value of the multilateral system, in which nations act together to ensure peace and security, provide humanitarian relief, evolve the frameworks for economic, trade and financial cooperation, advance social development and impact many other equally important areas of interdependence.

Global intergovernmental cooperation is not solely or necessarily the answer to every challenge. The United Nations system cannot and should not do everything. We are, however, acutely aware of the expectations to respond urgently, more effectively and flexibly and, most importantly, in a united matter to the challenges of our time.

C. The need to further change the way we work

The United Nations has made an indispensable contribution to human progress over the years. This report does not take stock of those achievements, many of which now are taken for granted. Here we focus on how the system is evolving and changing and on the directions in which we are seeking to further maximize our collective impact.

As we seek to drive change, the United Nations itself needs to change as well. Too often, our responses to interrelated issues are dispersed or fragmented. Even when there is a common vision and common approach, the management of our interventions is not always designed to achieve effective and efficient results. Mismatches between expectations and capacity, demands and resources, claims and real delivery lead to underperformance. Many new forms of international cooperation, within regions or on specific issues, have emerged, such as the immense surge of cooperation between non-State actors. We in the United Nations system have not been sufficiently quick at adapting to changing realities and have not always used new opportunities flexibly or focused our limited resources on areas in which we can utilize our key strengths.

The Millennium Declaration represents a strong new framework given to us by world leaders within which to base our collective actions. To support its implementation, we must combine our forces. We are committed, as never before, to work as a joint system — “One United Nations”, to further improve the way we work.

We recognize that there is a great deal of room for further improvement in applying system-wide, modern instruments of results-focused management and ensuring that a work culture of accountability, efficiency and delivery drives not only individual organizations but, equally, the way we operate together as a system.

It must be recognized, however, that we cannot meet the expectations of people throughout the world without being adequately resourced, fully supported by

Member States, allowed to manage with integrity according to our mandates and to be flexible in finding new ways of cooperating to address the new issues. The United Nations, based on unique legal instruments, is a source of great normative inspiration and considerable operational potential in providing services to its members. Given the challenges the world faces, we must use the potential of the United Nations to its fullest extent.

II. The Millennium Declaration has changed the way the United Nations works together

[This chapter would be the centre of the “accountability report”, comprising the major part of the text. It would assert the positive things that the United Nations system has done together, driven by the Millennium Declaration. Under each heading, we would also show how far the world is from reaching the goals. We would stress the relevant barriers, and be mindful of not overstating our case. We should be concise in the descriptions of the issues and detailed in listing a number of illustrative, innovative joint approaches. We should make rich use of boxes.

To make clear not only how the United Nations system is coming together, but also why this is crucial, interlinkages between issues and areas will be emphasized throughout the text.]

A. Conflict prevention, protecting the vulnerable, managing transitions

The sub-headings might be:

- **Conflict prevention** (drawing on the work of the Secretariat and providing a bridge from the Department of Political Affairs, Department of Peacekeeping Operations and disarmament perspectives to the broader picture, encompassing both “hard” and “soft” threats addressed by the United Nations system as a whole)
- **Protecting the vulnerable** (highlighting changes in humanitarian challenges and the role of the United Nations system in addressing the impact of armed conflict on civilians, notably women and children)
- **Managing transitions** (indicating the major changes required in building comprehensive post-conflict approaches)
- **Dealing with major sources of conflict** (setting out linkages with issues such as inequality, job opportunities, competition for natural resources and issues of corruption and organized crime).

B. Development and protection of the environment

The sub-headings might be:

- **The Millennium Development Goals** (this section would be brief and refer explicitly to other reports under preparation that relate to the 2005 review of the implementation of the Millennium Declaration. It should, however, bring

out the growing centrality of the MDGs to our work, whether individual or collective. Interlinkages among issues and responses would be especially emphasized, to both further build the substantive case for working together and introduce a perspective that would distinguish this report from others on the subject)

- **Monterrey and Millennium Development Goal 8 on a global partnership**
- **Responding to global issues** (this section would address efforts to create an open, equitable, rule-based, predictable and non-discriminatory multilateral trading and financial system. Issues of economic interdependence, coherence, information and communication technology, migration, energy, water and the threat of severe acute respiratory syndrome would be highlighted, including issues that are not MDGs as such or directly related to country responsiveness to the MDGs but are essential to achieving progress towards the overall objectives of the Millennium Declaration. Interlinkages and system-wide challenges would be highlighted).

C. Human rights, democracy and the rule of law

The sub-headings might be:

- **Advancing human rights** (this section would address the issue of mainstreaming human rights throughout the system and progress in advancing a rights-based approach)
- **Broadening participation in the political process** (this section would provide instances of the impact of the system's work on the ground and of progress in achieving more inclusive political processes)
- **Strengthening the rule of law and good governance** (this section would emphasize the linkages between international law, including international human rights law, and good governance)
- **Promoting tolerance**

The text will highlight the close interrelationship among the issues addressed in section V of the Millennium Declaration (including combating all forms of violence against women, respect for and protection of the human rights of migrants, eliminating acts of racism and xenophobia and promoting the freedom of the media and the right of the public to have access to information) and their linkages with the other goals of the Millennium Declaration and will address how the system is working to advance these interrelationships and linkages both conceptually and operationally.

III. How we will continue to change

[In this last chapter, the intentions as to "process" improvements will be highlighted, but any justifications or directions would be closely linked to the analysis in the previous chapter, in terms of both substantive requirements for progress towards the goals of the Millennium Declaration and those stemming from

the outcomes of major United Nations conferences and summits, and the policy and practical results being aimed at.]

A. Accountable for better results

Results are what counts for all stakeholders.

Let the goals guide us (broad Millennium Declaration and MDGs, as well as the integrated follow-up to outcomes of major United Nations conferences and summits); we are rallying the full system behind them: synergies and clearer division of labour will follow.

Beyond “coordination”, the effort is to fully apply all our strengths behind a purpose, and be held to account for results. This involves:

- Spelling out integrated responses, focusing on optimal sequencing and mutual reinforcement
- Working on the basis of reliable, common data
- Strengthening monitoring and evaluation indicators and statistics as well as a common focus on impact evaluation
- Openness to efficiency demands, audit and oversight.

B. Tailoring programmes for country needs

[The results of the retreat will be relevant for the completion of this section]

- Country strategy is at the core — we respond and work together to reinforce country ownership
- Harmonization of practices
- Coherence in approaches to country-level work, driven by results
- United Nations country teams United Nations Development Group and their role in enhancing coordination
- Harnessing all capacities, including those of non-resident agencies.

C. Deepening understanding, sharing knowledge

- United Nations organizations as centres of excellence in a knowledge-intensive world
- Much better knowledge management underpinned by an effective ICT strategy
- Coherence across sectors, revealing interconnectedness to policy makers
- Providing the world with open, accessible, reliable and standardized information
- Disseminating best practices, and helping to guide their applications
- Fostering a learning culture
- Communicating to deepen support for the multilateral system.

D. Open multilateralism

- The United Nations is not the only multilateral actor
- We support and build on regional cooperation.
- We engage in concerted action with non-State actors and will deepen such engagement
- We will be transparent, inviting participation and consultation in our strategies
- We complement, build synergies and do what no one else can easily do
- We help build global norms and rules, recognizing diverse stages of development and building on the views of different stakeholders
- This will help evolve global policy, so that the ethics of the Millennium Declaration can be translated into real change through different avenues of concerted action by people, communities and States.

E. “One Team” United Nations system

- Using the Millennium Declaration, we manage with a view to achieving jointly agreed objectives
- As a results-focus takes hold and new accountabilities deliver, new resources will need to be forthcoming to deepen and sustain impact
- Further promoting a culture of excellence and integrity among staff should be an integral part of the effort, sustained by competitive, modern human resources policies and practices
- Staff security is a central concern
- Pursuing “One Team” implies a strengthening of system-wide governance structures
- Contribution expected of governing bodies as well as central intergovernmental bodies.
- Vision of the role of CEB; the role of the resident coordinator system and new approaches to foster United Nations system coherence in servicing country needs; contribution of UNDG.

Resolve

The Millennium Declaration is leading to changes in the way we work. These efforts need to be matched by the requisite political and financial support. Whatever our own reforms are, however, progress and success in our efforts will only be measured by how we contribute to the results sought by the global community of nations and people.

Annex II

Agenda

1. Adoption of the agenda.
2. Preparations for the fall 2004 session of the Chief Executives Board for Coordination
 - (a) Preparations for the 2005 comprehensive review of the implementation of the Millennium Declaration
 - (b) Bridging the digital divide
 - (c) Implementation of the development agenda at the country level
3. Follow-up to the Chief Executives Board for Coordination High-Level Committee on Programmes decisions
 - (a) Curbing transnational crime
 - (b) Financing for development
 - (c) Conflict prevention
4. High-Level Committee on Programmes programme of work, 2004 to 2005 and beyond
 - (a) Follow-up to the World Summit on Sustainable Development in the areas of water, oceans and energy
 - (b) New Partnership for Africa's Development
 - (c) Relations with civil society organizations
 - (d) HIV/AIDS and its linkages with food security and governance
 - (e) Communication strategy
5. Other matters
 - (a) Briefing by the United Nations Population Fund on the current ten-year review process of the implementation of the Programme of Action of the International Conference on Population and Development
 - (b) Date and venue of the next session of the High-Level Committee on Programmes

Annex III

List of participants

Chairman: Lennart Båge (International Fund for Agricultural Development)

Vice-Chairman: Mats Karlsson (World Bank)

Secretary: Phyllis Lee (Chief Executives Board for Coordination secretariat)

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| United Nations | Patrizio Civili |
| Executive Office of the Secretary-General | Marta Maurás |
| Department of Economic and Social Affairs | Sarbuland Khan Alexandre Trepelkov |
| Regional commissions | Sulafa Al-Bassam |
| International Labour Organization | Lee Swepston |
| Food and Agriculture Organization of the United Nations | Wendy Mann David Benfield |
| United Nations Educational, Scientific and Cultural Organization | Hans D'Orville Jean-Yves Le Saux |
| International Civil Aviation Organization | Lise Boisvert |
| World Health Organization | Peter Mertens |
| World Bank | Eduardo Doryan |
| International Monetary Fund | Reinhard Munzberg |
| International Telecommunication Union | Arthur Levin |
| World Meteorological Organization | Soobasschandra Chacowry |
| International Maritime Organization | David Edwards |
| World Intellectual Property Organization | Orobola Fasehun |
| International Fund for Agricultural Development | Uday Abhyankar Gunilla Olsson |
| United Nations Industrial Development Organization | Andrei Lazykin |
| World Trade Organization | Patrick John Rata |
| World Tourism Organization | Dawid De Villiers |
| United Nations Conference on Trade and Development | Dan Deac |
| United Nations Development Programme | Bruce Jenks |

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|---|--|
| United Nations Development Group Office | Sally Fegan-Wyles |
| United Nations Environment Programme | Adnan Amin |
| Office of the United Nations High Commissioner for Refugees | Marjon Kamara Martin Loftus |
| United Nations Children's Fund | Annamaria Laurini Ado Vaher |
| United Nations Population Fund | Mari Simonen |
| World Food Programme | Allan Jury |
| United Nations International Drug Control Programme | Nasra Hassan Mark Shaw |
| Comprehensive Nuclear-Test-Ban Treaty Organization | Bernard Wrabetz |
| Joint and Cosponsored United Nations Programme on HIV/AIDS (UNAIDS) | Werasit Sittitrai |
| CEB secretariat | Qazi Shaukat Fareed Agerico Lacanlale Mikael Rosengren |
