



**CEB High-Level Committee
on Programmes**

15 October 2007

**Report of the High-Level Committee on Programmes (HLCP)
at its Fourteenth Session
(IBM Palisades, New York, 20-21 September 2007)**

I. INTRODUCTION

1. The High-level Committee on Programmes (HLCP) of the United Nations System Chief Executives Board for Coordination (CEB) held its fourteenth session in Palisades, New York on 20 and 21 September 2007. The agenda of the meeting and the list of participants are attached, respectively, in annexes I and II to the present report.

II. INTRODUCTORY REMARKS

2. In his introductory remarks, the Chairman noted the full agenda before the Committee and highlighted Climate Change and Africa as key issues for consideration. He also drew attention to the joint HLCM-HLCP session, which would focus on the CEB review.
3. The Director of the CEB Secretariat provided an update on the Committee of Programmes and Coordination's (CPC) and ECOSOC's consideration of the CEB Annual Overview Report, as well as the General Assembly's consultative process on system-wide coherence. The inclusion of support to African development and climate change as emerging issues on the CEB agenda had been strongly endorsed. He proposed that the Committee consider how the ECOSOC Coordination Segments could be better utilized, and suggested that an item on ECOSOC preparations be added to the agenda for HLCP's spring session.
4. The Director of the CEB Secretariat also drew attention to the proposal to carry the General Assembly's consultative process on system-wide coherence forward to its 62nd session. He highlighted the progress reported on the "One UN" pilot projects, the support provided by Member States for the work on business

practices undertaken in HLCM, and the preparations for the consideration of new funding modalities and principles of good multilateral donorship at the 62nd General Assembly session.

III. PREPARATIONS FOR CEB

- a) Climate change
 - 5. The HLCP Chairman stressed that climate change demanded the highest level of attention from the UN system. He had been entrusted with the task of overseeing the preparation of a proposal on elements of a UN system strategy on climate change for CEB consideration and providing an inventory of the UN system's activities on climate change at the 29 June 2007 meeting in Rome, and on this basis to begin mapping out areas for strengthened UN engagement.
 - 6. The Chairman recalled progress made at the Rome meeting and highlighted the need for the UN system to present itself in a coherent way, as well as for it to make its work relevant to the current political conversation. Strengthening synergies and forging new relationships would enable the collective capacity of the UN to be brought to bear. It would help prevent fragmentation and duplication and, most importantly, would promote effective financing mechanisms, which would avoid each agency having to go its own way in order to source funding.
 - 7. Broad support was given to the idea of developing an inventory and analysis of UN activities on climate, although participants stressed the need for this to be much more detailed to reflect the vast array of activities underway across the UN. A revised inventory should take accurate account of the submissions made by the various organizations, strike a balance between being detailed enough to do justice to the extensive work of the UN system, and provide a broad oversight of areas of comparative advantage and key gaps in the system. It was recognized that this was a significant undertaking that required further input from all organizations.
 - 8. The development of "Strategic Recommendations" was generally welcomed. It was seen as an important step in clarifying where and how the UN can strengthen its engagement in the climate agenda. The structure of the current document and the process followed were questioned, however, and it was proposed that more emphasis be given to the UN's core normative activities in the areas of scientific research and assessment, as well as monitoring, evaluation and managing the related knowledge base, which also constitute a central pillar of the UN system's work. The need for the strategy to address the issue of support to developing countries as well as the UN's work in climate-proofing its activities was raised. Key concerns were the importance of addressing climate change in a sustainable development context and the need to develop stronger links between climate objectives and meeting the internationally agreed development goals, including

the MDGs. Mainstreaming climate throughout the UN system was seen as critical to achieving this.

9. It was stressed that the strategy document must be a robust response to what the international community is asking from the UN system. In its further development, it would need to: (a) be politically responsible; (b) carry a political message; (c) illustrate synergies; (d) inspire trust and confidence in the ability of the UN to deliver; (e) draw links with efforts outside of the system; (f) flag issues ripe for action; and (g) illustrate which parts of the system can be called upon for specific tasks based on their comparative advantages.
10. The human dimension of climate change, including disaster preparedness, involvement of local authorities, education and the participation of children in decision making and advocacy, was also raised. Likewise, the importance of a “knowledge base” as a key component of any UN strategy was underscored.
11. A number of comments were made on the focal areas of the recommendations. One suggestion was to use entirely new clusters, including: climate proofing UN activities at all levels; supporting developing countries meet their climate objectives (capacity building / technology / financing); and leading by example (Greening the UN). A further proposal was to expand the clusters to include science, monitoring, early warning and assessment to avoid “down-grading” these critical activities to “cross-cutting issues.” A revised structure could therefore include monitoring, early warning and assessment, science, mitigation, adaptation, technology, and financing.
12. Finance and technology were particularly flagged as issues where the role of the UN needed further consideration, as these will be critical to delivering in the future. In a similar vein, the role of the UN in supporting developing country efforts was highlighted as a key component of any strategy.
13. Some participants supported UNEP’s offer to take the lead in convening a group of UN organizations with significant climate-change related capacity to help further develop the climate strategy in advance of Bali. The concept of “clustering” where clusters drew together key skills and expertise across the system was suggested. It was recognized that Rome-based organizations working on agriculture and food security were already working along this principle. Concern was further expressed that HLCN needed to present not only a coherent set of recommendations to the CEB, but also an effective mechanism for taking the strategy forward before and after Bali.
14. It was agreed that the two papers (CEB/2007/HLCN-XIV/CRP.4 and CEB/2007/HLCN-XIV/CRP.5) would be revised on the basis of further contributions and consultation with CEB members. These will provide a contribution to the UN Secretary-General in projecting the coherent role and contribution of the UN system to the Bali conference, and to the implementation

of its outcome(s). The revised strategy document would take into account views expressed by HLCP members. More detailed work on focal / cluster areas should commence after Bali once there was a better sense of what would be asked of the UN.

15. In taking the strategy document forward, it was agreed that an open-ended virtual working group be established, which would be convened by the HLCP Vice-Chairman on 26 September in New York and on 5 October in Rome with a view to preparing a consolidated proposal for CEB consideration in preparing an input to the Bali conference. The involvement of representatives from UNFCCC and the Secretary-General's Policy Committee was important in terms of ensuring that the system's actions supported the climate negotiations. CEB may also consider modalities for how this process can be further advanced.

A Climate Neutral UN

16. The Director of the Environment Management Group (EMG) secretariat provided an update on the work of the EMG on a "Climate-neutral UN," in response to the call of the Secretary-General to "green the UN" by moving toward climate neutrality and sustainable procurement. He presented a draft "Strategy for a climate-neutral UN", which includes the Group's consensus views on how UN agencies may wish to go about making their facilities, operations and travel climate-neutral. It also identifies a number of areas where further work will be needed in the framework of the EMG project, such as the assessment of the cost and budgetary implications, and the procedures for purchasing offsets.
17. A proposed draft statement for consideration at CEB was also presented by which executive heads would commit to moving towards climate neutrality, by developing their emissions inventories, reducing those emissions as much as possible, and analyzing the cost and budgetary implications for their organizations. The statement would also enable those agencies ready to do so, to commit to concrete climate-neutral objectives.
18. The Director of the EMG secretariat informed HLCP that both of these documents would be considered and finalized at the annual meeting of the EMG on 8 October, and views by the HLCP would be helpful in that process.
19. Statements were made by a number of Committee members. The Committee was generally favorable to the substance of the proposals for making the UN climate-neutral. Concerns were raised, however, in relation to the eventual costs and budgetary implications, and it was suggested that the proposals should also be presented to the HLCM for its consideration. The Director of the EMG secretariat confirmed that this had already been arranged for later on that day.

- b) Africa

20. The committee had before it a paper prepared by the CEB secretariat for the discussion of this item (CEB/2007/HLCP-XIV/CRP.6). At the request of some members, copies of the Objectives and Terms of Reference of the MDG Africa Steering and Working Groups were also made available. In introducing the paper, the CEB secretariat Senior Adviser indicated that consultations had been undertaken with the Office of the Special Adviser on Africa, the Head of the UNDP Africa Bureau and the Executive Secretary of the ECA in the preparation of the paper.
21. The paper addressed the requests from African Ministers of Finance, Planning and Economic Development for assistance in preparing and implementing MDG-based national development strategies, mobilization of domestic and external resources, and support to scaling up MDG-related investment. The paper also proposed that HLCP discuss the modalities and mechanisms at the country level that could respond to this demand and make an appropriate recommendation to the CEB for action.
22. The African development problematic required a multidisciplinary response from the United Nations system owing to the interdependent nature of the development process in Africa. According to the paper, two major constraining factors affecting sustainable development and livelihoods across a whole spectrum of issues in Africa were energy and water. These issues were among those to which African ministers had attached high priority in recent pronouncements. Work on these two issues at the interagency level was carried out in UN Energy/Africa and UN Water/Africa.
23. In his presentation (via audio link) the representative of UNDP informed the Committee that the establishment of the MDG Africa Steering and Working Groups had been announced by the UN Secretary-General at the African Summit meeting in Addis Ababa. The Secretary-General was keen that the Groups should not duplicate the work of existing coordination mechanisms such as CEB and UNDG, but should focus on gaps in day-to-day operational collaboration between United Nations system organizations and international financial institutions, including the African Development Bank and the Islamic Development Bank, but also the European Commission. The Groups had three objectives: (a) to map the international support mechanism for Africa in the five areas of health, education, agriculture and food security, infrastructure and trade facilitation, and statistics, and to identify financial impediments as well as where institutional mechanisms were lacking or needed to be replaced; (b) to consider the issue of aid predictability – the group had already decided to send a jointly signed letter to major donors encouraging them to step up their efforts in this respect; and (c) to help enhance coordination in support of national development strategies to achieve the MDGs - ten countries would be identified for this purpose and the efforts would be coordinated by the World Bank and UNDP as chair of UNDG.

24. The MDG Africa Working Group was open to all interested international organizations and CEB members, and the membership would probably be expanded to include organizations with country-level expertise in the five cluster areas. The Secretary-General would be writing to the agencies inviting them to participate and requesting them to coordinate activities in certain areas.
25. The representative of the Economic Commission for Africa (ECA) thanked the CEB secretariat for the report and emphasized that the views of ECA were fully reflected in the paper. It was underscored that the ECA Conference of Ministers had requested United Nations system support in the preparation of national MDG-based development plans. The Financing for Development Conference for Africa, which held its second session in Accra, Ghana from 30-31 May 2007, had energy as its central theme. The next conference would, furthermore, concentrate on climate change. ECA supported the recommendations to focus on water and energy.
26. The ensuing discussion focused on what was expected of HLCP and CEB in connection with system-wide support to Africa and how this support related to the work of the MDG Africa Steering and Working Groups. It was also underscored that the system keep in mind the need to respond to the AU/NEPAD process as the overarching framework for UN support to Africa, and utilize links to the “One UN” pilots. The view was also expressed that this initiative should be inclusive and not risk being seen as an IFI and donor driven process. It was also felt that the concentration on MDG-based strategies should be broadened to take into account the outcomes of all major UN conferences.
27. Some felt that the United Nations work regarding Africa in the areas of health, education and food security was well established and should also be considered in the context of the CEB discussion. ICT and productive capacity building were also mentioned as major areas that should be taken into account. The Committee was, in this regard, informed by ITU of the increasingly important role played by ICTs in African development. A Connect Africa Summit would take place in Kigali, Rwanda on 29-30 October 2007 to accelerate efforts to provide affordable ICT access throughout the continent. The Committee took note of the importance of promoting and accelerating the uptake of ICTs in Africa. UNCTAD outlined its work in supporting African countries through the ECA-led Regional Consultative Mechanism and, in particular, the Industry, Trade and Market Access Cluster with UNIDO as Convenor and the Science and Technology Cluster with UNESCO as Convenor. Other areas mentioned as of being of importance were debt and financial flows and commodity policy, as well as shipping. There was general agreement on the need to respond to the priorities expressed by the region, including regional cooperation.
28. In responding to comments from Committee members, the Director of the CEB secretariat indicated that there needed to be further clarity on the various initiatives in the system on Africa and that the approach the system was taking

should be articulated clearly to African governments. There was therefore a need for efforts to harmonize all these processes. The CEB secretariat paper had attempted to respond to requests articulated by African Ministers of Finance, Planning and Economic Development. Water and energy were seen as critical for the economic development of Africa. These are two of the areas that hold potential for a more concrete approach to be taken by the UN system in the future.

29. The Committee was in general agreement that the already existing multiplicity of initiatives on African development and harmonization should have been taken into account in establishing the terms of reference of the MDG Africa Steering and Working Groups. The Committee also agreed that this and the ensuing overlap were issues that should be conveyed to CEB at its forthcoming session. It was deemed necessary to clearly establish the respective roles of the CEB and the Africa MDG Steering and Working Groups. In this regard, it was agreed that the emphasis should be on internationally agreed development goals, including the MDGs. Concern was also expressed that the initiative had not been discussed sufficiently with specialized agencies, which had not been included as members of either group, and that no mention had been made of the “One UN – Delivering as One” reform. Possible overlaps with country-level processes, especially in the UN pilots, needed careful attention. It was proposed that the CEB should be provided with appropriate information and briefings to discuss a possible process of harmonization and synergy among various initiatives. It was felt that the response to the request of African Ministers for assistance in the preparation of MDG-based development strategies should also be discussed in this context.

c) Aid for trade

30. The Chairman recalled that, at its session in April 2007, CEB agreed to pursue, within the context of its review, the creation of a cluster dealing with trade and productive capacity. The Committee was informed that, following the suggestion by the Secretary-General of UNCTAD for creating a cluster of CEB on trade and productive capacity at the last CEB session, for which wide support was expressed, UNCTAD, in collaboration with other interested CEB members, including FAO, UNIDO and WTO, had proceeded to conceptualize the idea, and a trade and productive capacity cluster was in the process of being formed as an inter-agency trade capacity delivery vehicle under the One UN Pilot Country and other country-level programmes and plans. It was recommended that CEB be asked to formally endorse the cluster, as the Secretary-General of UNCTAD will be raising the matter at the forthcoming session of CEB.

31. The representative of WTO provided the Committee with an update on the work underway, including the preparations for the first Annual Global Review of Aid for Trade, to be held in Geneva in November 2007. He noted that the reduction of trade barriers alone was not sufficient to put developing countries on the path to sustainable growth, and that increased resources were needed for developing countries to enhance their capacity to benefit from trade opportunities, including

through the successful outcome of the Doha development agenda. The Director-General of WTO had highlighted at CEB the WTO mandate to monitor and evaluate aid for trade in order to create the necessary conditions for greater transparency in honouring commitments, meeting needs, improving effectiveness and reinforcing mutual accountability.

32. The monitoring of the entire process would take place on three levels: (a) global monitoring based on OECD statistics and figures; (b) donor monitoring and self evaluation; and (c) recipient country monitoring based on in-country assessments. Together with partner organizations, including the World Bank and Regional Development Banks, WTO was carrying out three regional reviews, using a bottom-up approach to ascertain the requirements for the aid-for-trade initiative. The first regional review, for Latin America and the Caribbean, took place in Lima, Peru on 13-14 September. The second review, for Asia and the Pacific, had just concluded in Manila, Philippines. The third review, for Africa, was scheduled for 1-2 October in Darussalam, Tanzania. The first two reviews had led to real dialogue between actors involved respectively in trade and finance, trade and development, business and government, as well as between countries and regions. The report on the outcome of the regional reviews will be submitted to the Global Review in November, within the framework of the WTO General Council.
33. Four key messages had emerged from Lima and Manila: (a) leadership was required to mainstream trade into national development strategies and to produce coherent plans for capacity building, including a greater role for the private sector; (b) there was a need to concentrate on priorities such as negotiating expertise, trade facilitation, standards and testing, and logistical bottlenecks; (c) there was a need for predictability and accessibility of financing - participants had stressed that the Hong Kong and Gleneagles commitments to increase funds available for aid for trade should materialize; and (d) partnerships were necessary, and conditions needed to be set for cooperation, coordination and coherence.
34. The representative of WTO concluded by noting that the CEB contribution to the aid-for-trade agenda was important. Given the work of the UN system in trade and its presence on the ground, the system could do much to help facilitate the mainstreaming of aid for trade into national development strategies.
35. HLCP participants voiced their strong commitment to the aid-for-trade agenda, including through the establishment of a CEB cluster, and noted the related work of their organizations in the initiatives. UNCTAD outlined its work on the integrated treatment of trade and development and the trade cluster it was coordinating within ECESA. Others briefed the Committee on efforts with respect to trade and productive capacity, both at the policy and operational levels, support to the regional reviews, a special event planned for November by FAO on aid for trade as it relates to the agricultural sector, as well as trade facilitation, testing and standards.

IV. FOLLOW-UP TO HLCP DECISIONS AND EMERGING ISSUES

- a) Employment toolkit
36. In presenting the progress report, the representative of ILO highlighted the link between the *Toolkit for Mainstreaming Employment and Decent Work*, developed by the ILO in close collaborations with all HLCP members and endorsed by the CEB at its 2007 spring session, and the political process that had led to the resolve contained in the 2005 World Summit Outcome document to make the goals of full and productive employment and decent work for all a central objective of national and international policies as well as national development strategies. Following the 2006 ECOSOC Ministerial Declaration, the 2007 Council's resolution on *The role of the United Nations system in providing full and productive employment and decent work for all* had since provided a clear mandate for moving forward with the toolkit. The resolution called for: (a) all UN system organizations to formulate an action plan to promote full employment and decent work for all by the end of 2007/beginning of 2008; (b) UN system organizations to promote their action plans and enhance the decent work elements of their policies, programmes and activities by the end of 2008/beginning of 2009; and (c) the establishment of a UN system-wide action plan for 2010-2015 by the end of 2009.
37. The most immediate step towards the implementation of the toolkit was for each CEB member organization to conduct a self-assessment of the employment and decent work outcomes of their policies, programmes and activities. The ILO Director-General had, in view of the tight deadlines above, sent a letter to the Executive Heads of all CEB member organizations on 8 August 2007, offering ILO assistance with the self-assessment. The ILO representative also circulated guidelines for the self-assessment to all HLCP members. The ILO Task Team had been following up with agencies, including through on-site visits. Following completion of the self-assessments, the next step would involve making the knowledge generated available to UN country teams. This process had already started with a recent mission to Egypt during which the Team had a meeting with the UNCT. The importance of national ownership of this knowledge base was stressed. To this end, the toolkit was currently being translated into Arabic, Chinese, French and Spanish. In her concluding remarks, the ILO representative stressed the merit, once this initiative is sufficiently advanced and based on a first assessment of its outcome, of replicating this approach in other areas of common interest to the entire UN System.
38. Members of the Committee expressed their support for the work being undertaken by the ILO. FAO, in collaboration with ILO, had developed a website on rural employment and was in the process of conducting a self-assessment that would form the basis of a rural employment strategy. UNODC was undertaking its self assessment in the context of its work on combating the production and trafficking of drugs. UNCTAD and UNESCO were also well under way with their respective self-assessments.

39. The representative of the ILO thanked members of the Committee for their endorsement of the process being followed. She encouraged participants to provide feedback on the guidelines for the self-assessments.
- b) UN-Energy, UN-Water and UN-Oceans
40. The Vice-Chairman opened the discussion on the work of the three bodies established by HLCP - UN-Energy, UN-Water and UN-Oceans, welcoming the opportunity for a joint exchange with their leadership and noted that it was timely to review their progress, given the ongoing review of CEB and its mechanisms.
- (i) UN Energy
41. The outgoing UN-Energy Chairman introduced the report from the UN-Energy meeting, which was held in Vienna on 28 August 2007, along with his own report to HLCP (CEB/2007/HLCP-XIV/CRP/9 and Add. 1). In his view, UN-Energy, in its three years of existence, had achieved progress in three areas. It had: (a) established a family of practitioners across the system; (b) put out five publications, indicating clearly that speaking with one voice had added value and, with its most recent report on bio-energy, led by FAO, broke new ground in the global dialogue; (c) become poised to play a major role in UN system issues management. It was now clearly recognized that the issue of energy is fundamental in any discussion of security, economic integration, sustainable development, and climate change.
42. In setting its tasks for the future, UN-Energy is expected to focus on: (a) energy access, with a particular emphasis on Africa; (b) renewables, with a particular emphasis on bio-energy; (c) efficiency; and (d) climate change. It will adopt a cluster mode of operations, with lead responsibilities assigned to one or more organizations for each of the focus areas.
43. UN-Energy had struggled with little capacity and it was now considered necessary for its members to provide greater financial support. Furthermore, there was a need for more concentration of effort and a better division of labour, as well as engagement with non-UN actors in a far more active way. To achieve this, it was necessary for leadership to emanate from the policy level in each institution. The outgoing Chairman was, therefore, delighted that Mr. Kandeh Yumkella, Director-General of UNIDO, had been nominated with broad support to assume the chairmanship of UN-Energy for the 2008-2009 biennium, with Mr. Olav Kjorven of UNDP also nominated as Vice Chairman.
44. The Committee agreed to recommend to CEB the endorsement of the nomination of Mr. Yumkella as Chairman of UN-Energy; with Mr. Kjorven as Vice Chairman.
- (ii) UN-Water and UN-Oceans

UN-Water

45. The Chairman of UN-Water briefed the Committee on the background and activities of the mechanism (CEB/2007/HLCP-XIV/CRP.11). He stressed that UN-Water, from its inception as the official United Nations mechanism for follow-up of the water-related decisions reached at the 2002 World Summit on Sustainable Development and the Millennium Development Goals, had sought to add value to existing programming by focusing on synergies and by avoiding overlaps and fragmentation. During its first year, the mechanism had elaborated on its governance and working methods and had identified thematic priority initiatives around which task forces had been established. The task forces had focused not only on normative work at the global level, but also on project coordination and joint action at the country level. The approach adopted centred on a scheme of lead agencies supported by a four million dollar multi-donor trust fund system that ensured operational capacity, flexibility and action orientation.
46. The outputs and activities of UN-Water included policy briefs, key indicators and trends, the World Water Development report, the Africa Water Development report, “capacity development” (Office of Bonn) and “advocacy and communication” (Office of Zaragoza) for the International Decade on Water (2005-2015), the development and launch of the UN-Water website during the World Water Forum in Mexico City on 22 March 2006, close cooperation with the United Nations Secretary-General’s Advisory Board (UNSGAB) on the World Water Day (22 March) and the International Year of Sanitation (2008), contributing to the Commission on Sustainable Development’s (CSD-16) reporting on integrated water resources management, coordination of the work of United Nations system organizations on water in the eight One UN pilot project countries, as well as awareness raising activities. UN-Water had also recently committed to producing an annual report on water supply and sanitation that would analyse the capacity and limitations of different countries. In highlighting the impact of UN-Water’s initiatives, the Chairman of UN-Water noted that the coordination efforts at the country level is having positive spin-off effects on the coordination of local government agencies as well as on the coordination of donors in terms of funding and investments within the country.
47. The addition of two assistants to the Secretariat of UN-Water would help boost its capacity, which had previously been constrained to investments by individual agencies in terms of time, resources and effort. As with UN-Energy, there was, however, a perceived need to scale up UN-Water even further. The Director-General of FAO would, in this regard, be writing to Executive Heads of the United Nations system organizations to inform them about UN-Water’s progress and to encourage them to be supportive of its work. HLCP was requested to support this endeavour by drawing the United Nations system’s attention to UN-Water. It was expected that UN-Water would evolve from its current coordination role to also respond to emerging issues such as climate change. Closer

collaboration with UN-Energy on bio-energy and with UN-Oceans in areas where there were synergies was also envisaged.

UN-Oceans

48. The Deputy Coordinator of UN-Oceans provided an update of the activities that had taken place within the network and its *ad hoc* task forces since March 2006, when she had last briefed the Committee (CEB/2007/HLCp-XIV/CRP.10). UN-Oceans' activities had now entered a second phase in that the responsibilities assigned to three of its four original task forces had been fulfilled. The one original task force which was continuing was the Task Force on Biodiversity in Marine Areas Beyond National Jurisdiction.
49. UN-Oceans held its fifth formal meeting from 21-22 May 2007 at UNESCO/IOC Headquarters in Paris. It agreed to establish a new time-bound, task-oriented Task Force on Marine Protected Areas and Other Area-based Management Tools, under the co-leadership of the Secretariat of the CBD, UNESCO/IOC, FAO and UNEP. The Task Force will, *inter alia*, seek to strengthen collaboration and coordination among UN organizations dealing with marine protected areas, in particular in addressing the CBD and WSSD goals and targets. The Deputy Coordinator also welcomed the fact that the executive heads of UNIDO and UNWTO had agreed to rejoin UN-Oceans, and hoped that other interested UN organizations would also become members.
50. June 2007 marked the fifth anniversary of the launch of the UN Atlas of the Oceans, a web-based information system on oceans and marine development and management issues developed by the UN system, with FAO as Project Director. The Deputy Coordinator thanked the Committee for its past appreciation for the project and noted that, since her last briefing, additional financial contributions had been made by IMO, IAEA, UN-DESA, and the International Seabed Authority. However, even with substantial support in kind from FAO, in particular, and a few other agencies, these contributions were still not enough to ensure the further development of the Atlas. She requested HLCp members to explore the UN Atlas website (www.oceansatlas.org) and consider what could be contributed, either as substantive information or monetarily.
51. Another important area of work for UN-Oceans is the support to the *UN Informal Consultative Process on Oceans and the Law of the Sea* established by the General Assembly in 1999. While different specific areas of focus are identified in annual resolutions of the GA, a standing agenda item is "*Inter-agency cooperation and coordination*". Member States ask every year for a briefing on UN-Oceans and the opportunity to ask questions about its work. It was noted that recent concerns of governments have focused on their view that non-UN actors should not be allowed to participate in the work of UN-Oceans.

52. In concluding the consideration of these agenda items, HLCP thanked the Chairs of UN-Energy and UN-Water as well as the Deputy Coordinator of UN-Oceans for their presentations. Members expressed their appreciation to the Chairman of UN-Energy for his dedicated leadership and asked him to convey their appreciation also to his Vice-Chairman, Mr. Gustavo Best. The Committee further endorsed the recommendation for the new leadership of UN-Energy and stressed the importance of engagement of UN-Energy in the range of important substantive matters. Greater commitment was, moreover, required by HLCP members to ensure the continued success of UN-Oceans. It was observed that the report of the High Level Panel on System-wide Coherence had regrettably not taken the work of UN-Water and UN-Oceans into account. Several members also referred to their agency's participation in the three inter-agency coordinating mechanisms and expressed their appreciation for the useful work being done.

(iii) UN Communications Group

53. The Chairman welcomed the Under-Secretary-General for Public Information, who briefed the Committee on the outcome of the annual session of the UN Communications Group (UNCG), which had been held in Madrid from 21-22 June 2007. The meeting had brought together 40 heads of information across the system. The Director of the CEB Secretariat had also been invited to brief the group on the issue of system-wide coherence.
54. The UNCG adopted a note at the meeting which it requested be circulated to HLCP members (CEB/2007/HLCP-XIV/CRP. 12), containing a proposal that a closer relationship be established between UNCG and HLCP, so that communications dimensions are taken into account when policy issues are brought before CEB. In this connection, he noted that there had previously been a link between ACC and the former Joint UN Information Committee (JUNIC), which was severed in 2001 by CEB.
55. The Under-Secretary-General noted that the Committee on Information had expressed its support for UNCG as an effective tool in the promotion and coordination of UN communication priorities. UNCG had elaborated the communications aspects of such key UN priorities as climate change, avian/pandemic influenza, Darfur, and the MDGs. There remained a serious challenge, however, in integrating the communications dimension in the policy-making process. Too often, communicators were brought in at the last stage, once policies had been set, to project messages that would raise political and financial support for the system's priorities. He believed that it was important to integrate communication in the overall policy-making process and to harmonize UN programme priorities and communication activities. He proposed that HLCP consider inviting UNCG to become a member of its Committee, and that an arrangement be formalized whereby the CEB Secretariat would be a member of UNCG. Additionally, through closer consultations, the agendas of HLCP and

UNCG could be harmonized to ensure that deliberations in UNCG directly reflect and support system-wide policy and programmatic initiatives.

56. While welcoming the goal of enhancing synergy between communications and policy-setting, HLCP members expressed certain concerns regarding membership. It was noted, for instance, that there were a number of inter-agency mechanisms, including those which HLCP itself had established, that could legitimately put a case forward for membership. At the same time, questions were raised as to whether an inter-agency body could itself become a member of another inter-agency body.
57. Some members further noted that the issue of communications was also relevant to the public profile of CEB. It was likely that the CEB review would also address the level of CEB's own ambition in this regard. Ultimately the challenge was not that of publicizing the work of CEB but rather of projecting the work of the system in key areas.
58. The Committee agreed that the issue of membership would be deferred until such time as the overall matter of membership in CEB and its mechanisms would be taken up, in the context of the CEB Review. In the meantime, it expressed support for close linkages with UNCG.

c) Evaluation of the “One United Nations” pilot projects

59. At the start of the Committee’s consideration of this agenda item, it was recalled that the CEB, at its spring 2007 session, had endorsed the HLCP recommendation for an evaluation of the eight One UN at country level pilot projects and that United Nations Evaluation Group (UNEG) should be tasked with establishing the substantive parameters and process for the evaluation. The Chair of UNEG informed the Committee that UNEG had responded to this request by convening a Management Group for the evaluation which was co-chaired by the heads of evaluation in FAO and UNICEF, and included heads of evaluation representing evaluation offices in the United Nations funds and programmes, specialized agencies as well as non-resident agencies. This group has consulted extensively within their agencies and with UNDG.
60. In introducing the approach developed by the UNEG Management Group, the Head of evaluation in FAO noted that a three stage process was envisaged. The process recognized the need to balance the requirements for early decisions by governments and the UN system with the provision of credible evidence based on evaluative information to support this decision making. The substantive parameters for the evaluation would address both the global framework of Delivering as One, as well as the eight individual pilot projects. Performance would be compared with other countries working for more coherence outside the pilots. At each level and step of the process, the needs of decision makers,

national governments and the United Nations system governing bodies would be met at country level as well as globally.

61. The process was expected to produce its first major output in the form of an assessment of the evaluability of the Delivering as One initiative by March 2008. This study would assess the process to date, plans, targets and tools – including the monitoring processes and indicators – that are in place in each of the pilot countries, globally, as well as within the UN system agencies. The study would provide lessons and independent advice to Country Teams to improve the quality of their planning. Working documents on individual countries would be made available by UNEG as they were produced. Individual agencies would also conduct their own evaluations and assessments. The separate monitoring and self-assessments by Governments, UN Country Teams, United Nations system organizations and UNDG are an integral part of the management process, and will be verified and considered together with other information as part of the evaluation.
62. The second major output, a process evaluation of the pilot project experience, was expected to be completed by September 2009. The process evaluation would have as a major input to its work country assessments by independent UNEG teams. The third and final major output would provide an evaluation of the results and impacts of the pilot experience, and was envisaged for 2011.
63. In concluding his presentation, the Head of evaluation in FAO sought the Committee's advice and support for UNEG's overall approach. He noted that FAO and UNICEF had already committed funding from their own resources and UNDP intended to do. He also suggested that HLCP request UNDG, as the managers of the system-wide support for the Delivering as One initiative, to which extra budgetary resources have been made available, to provide UNEG with funding to be able to conduct the evaluation. In this connection, he noted that there were major constraints on what individual agencies could contribute and UNEG as such had absolutely no resources of its own. Such resources would be under full UNEG management in order to ensure the independence of the evaluation process.
64. During the discussion that followed, members of the Committee supported a comprehensive evaluation of the Delivering as One UN Pilots and the approach adopted by UNEG.
65. Concern was expressed about the timeframe in UNEG's proposal, however. March 2008 would be too late to inform the ongoing debate, and would not provide the opportunity to share lessons learned before the One UN pilot projects would be expanded to new countries. It was suggested that UNEG might, therefore, consider conducting an evaluation on the basis of criteria such as inclusivity, diversity, openness of the process, and how the single programme corresponded to the national development priorities. Alternatively, it was

suggested that UNEG could look into the possibility of providing a descriptive analysis by the end of 2007.

66. The UNEG representative clarified that the evaluability study to be completed in March 2008 would be substantive and would examine both the scope of the plans drawn up by the country teams and criteria such as those indicated by members of HLCP. Given, however, the variable extent of progress by countries, the current absence of funding to UNEG, and the need for missions to be independent and professional, UNEG could not produce a comprehensive report before March 2008, as indicated in its note. The individual reports on countries would be available as soon as they were completed, including during the course of 2007.
67. It was also questioned whether self-evaluations would withstand the criteria of objectivity and if they would do justice to what governments, both recipients and donors, expected. The representative of UNEG clarified that its country missions would be treating self-assessments as just one input to their analysis.
68. As regards the funding, it was questioned whether the status of UNEG would allow it to manage the trust fund suggested in the evaluation proposal before the Committee. UNEG clarified that it had a small secretariat and funds managed on its behalf by UNDP. One member considered the cost for the evaluation to be high, and asked UNEG to provide further justification for the amount requested. While it was suggested that UNDG might be able to provide funding to support the evaluation, it was questioned whether the amounts required were indeed available to UNDG, and a request was made for a cost-sharing formula among organizations to be presented.
69. In concluding the Committee's consideration of this item, the Chairman reiterated the full support of HLCP for the evaluation and its support to UNEG in delivering a professional product in line with the approach outlined by UNEG and: (a) requested UNDG to sympathetically consider UNEG's need for immediate funding and stressed the desirability of other members joining FAO, UNDP and UNICEF in providing direct funding; and (b) requested UNEG to review the timeline for the evaluation, as in addition to the need for a professional product, it was also necessary to consider the political factors that necessitated early results.

d) Disaster Reduction

70. The Chairman recalled that the Secretary-General had requested that CEB take up, at an appropriate time, the implementation of the Hyogo Framework for Action. The Assistant-Secretary-General for Humanitarian Affairs, in introducing a note on mainstreaming disaster risk reduction into UN development policies and practices (CEB/2007/HLCP-XIV/CRP.14), stressed the importance of a coherent approach in assisting countries to reduce the risk of disasters, and in integrating disaster risk considerations into sustainable development strategies. In addition, it

was necessary to align the climate change agenda with that of disaster risk (DRR) reduction in order to ensure complementarity of action.

71. The Hyogo Framework for Action, adopted at the World Conference on Disaster Risk Reduction (DRR) in January 2005, just after the Indian Ocean Tsunami, and subsequently endorsed by the General Assembly, had three strategic goals: (a) to integrate DRR into sustainable development policies and planning; (b) to strengthen institutions, mechanisms and capacities to build resilience to hazards; and (c) to systematically incorporate DRR into emergency preparedness, response and recovery programmes. The Secretariat of the International Strategy for Disaster Reduction (ISDR) is tasked by the General Assembly to act as the focal point in the UN system for the coordination of disaster reduction and to ensure synergies among disaster reduction activities of the UN system and regional organizations and activities in socio-economic and humanitarian fields, and as such, supports the implementation of the Hyogo Framework.
72. The Global Platform for Disaster Risk Reduction, established in 2006, held its first meeting this year in June. While well attended, it nevertheless revealed the need for greater political commitment to DRR. The Secretary-General is therefore asking for the support of the whole United Nations system in developing and implementing a joint policy and strategy for disaster risk reduction. Further, while many donors have indicated that resources would be made available, they wanted to see joint programming and synergy with adaptation measures being developed in response to climate change, and integration of DRR in the development work of the United Nations system. A number of initiatives were already under way, including within the scope of UNDG. Even without additional resources, some organizations, notably the World Bank, were looking at how to use their existing means in a more "risk reductive" manner. She added that many disasters were not linked to climate change, and that there was also a need to evolve greater collective knowledge about disasters.
73. The Committee welcomed the tabling of this item on its agenda. It was noted that while a collective approach was needed, this should be developed building on the work already under way by individual organizations. Environmental and social impact analyses existed, for instance, and it would be useful to incorporate DRR into them. There was some confusion regarding the terminology put forward in different international fora, and a call was made to ISDR to develop a shared understanding of disaster terms. Early warning remained a large challenge, and support to national meteorological and hydrological services was critical. It was pointed out that a one dollar investment in early warning would save another ten dollars in post-disaster assistance. While it was clear that climate change would amplify the effects of drought, rain and wind, the extent to which this would be the case was not yet known. The order of magnitude would have a strong bearing on the construction of homes and other measures to mitigate the anticipated effects. The importance of continuing strengthening scientific knowledge and using it as basis for decision making was stressed.

74. It was noted that much normative work had been undertaken, such as in the development of the Tampere Convention, which should be linked to the Hyogo implementation process. It was suggested that the approach taken by ILO in developing a toolkit on employment could serve as a model in carrying forward the mainstreaming of DRR into the programmes and policies of the system. Finally, the importance was highlighted of complementarity between the processes within HLCP and UNDG, namely HLCP for system-wide global policies, and UNDG for mainstreaming programming at the country level.
75. The Assistant-Secretary-General for Humanitarian Affairs stressed the importance of translating international commitments into actions at the regional and national levels. She noted, for instance, that the best early warning system would be useless if not linked to a social and educational awareness system. The issue of DRR needed to be prioritized in national planning, and greater assistance given to governments to develop the necessary capacity. She added that the Secretary-General would be introducing a report to the 62nd session of the GA that would propose a comprehensive network of early warning systems.
76. The Committee thanked the Assistant-Secretary-General for her presentation, and agreed to request ISDR to facilitate the development of a mainstreaming policy, including programme coherence, for DRR throughout the UN system, and to report back to it at its next session on progress made. In this connection, the Committee stressed the importance of building on the existing work of ISDR in disaster risk reduction in developing a UN Climate Change Strategy and avoiding creating new mechanisms that would overlap with the Hyogo Framework of Action for international collaboration on disaster risk reduction.
- e) Inter-agency support group on the Convention on the Rights of Persons with Disabilities
77. The Chairman recalled that, at its twelfth session (29-30 September 2006), HLCP had endorsed a proposal by UN-DESA to establish a time-bound inter-agency support group with the task of preparing a strategy to advance the implementation of the Convention on the Rights of Persons with Disabilities.
78. The representative of UN-DESA introduced a paper (CEB/2007/HLCP-XIV/CRP. 15) that brought the Committee up to date on developments that had since taken place. Most notably, the UN General Assembly had adopted the Convention in December 2006. To date, 101 countries and the European Community had signed the Convention, and five countries had ratified it. Once 20 countries ratify the Convention, it will come into force. As such, it will be the first international legally-binding instrument specifically concerning the rights and dignity of over 650 million people with disabilities, roughly 10% of the world's population.

79. He noted that, given the Convention's wide scope, including measures to protect human rights and to promote them through social development, one of the most challenging aspects of its implementation would be the coordination of actors, policies and programmes. He stressed that it was important for the inter-agency group tasked with preparing an implementation strategy to be able to understand and influence mechanisms and structures dealing with human rights and development, peace and security and humanitarian action system-wide, at the global level and in the field. It was also critical for the whole UN system to be involved. He therefore requested HLCP to provide the inter-agency support group with the mandate to prepare a system-wide implementation strategy in support of the implementation of the Convention and inter-agency cooperation towards it.
80. In its decision-making on the composition and functioning of the inter-agency support group, the representative of UN-DESA suggested that the HLCP might take into consideration the following: (a) the Convention supports the inclusion of persons with disabilities in all activities of society; (b) the support group should be at the policy-making level; (c) on the basis of previous CEB-promoted multi-agency initiatives, the group would benefit greatly from specific working methods; (d) inter-agency work on the Convention should be linked to other inter-agency mechanisms on human rights and development and based on existing mechanisms; (e) a close relationship with operational level components of the UN system needs to be ensured, notably with UNDG; (f) workshops and training materials will be an essential factor to effectively mobilize field and headquarters staff; (g) the most appropriate organization(s) should be encouraged to take the lead on the priority lines of action decided by the group; and (h) the inclusion of persons with disabilities in the UN itself is an explicit expectation created by the Convention. He informed the Committee that UN-DESA would call a meeting of the Group either before the end of the year or in early 2008, and that participants would be asked to come with ideas from lessons learned and with proposals for next steps.
81. Members of the Committee agreed that the Convention was a major achievement and that its tenets should be reflected in the work that the United Nations system did across all sectors and in its own operations. A number of organizations were already active in this area, ITU, for instance, was planning a meeting in 2008 on Persons with Disabilities and ICTs.
82. The Committee endorsed the approach as contained in paragraphs 6 and 7 of the UN-DESA paper. It also requested that HLCM be informed of this initiative, given the management dimensions of this issue, and suggested that participants at the time-bound group should have both programme and management expertise.

V. OTHER MATTERS

- a) CEB Membership

83. Under this item, it had been proposed that HLCP might wish to revisit the request for membership of the International Trade Centre of UNCTAD and the WTO. The Chairman recalled that the Committee had taken the decision, in its consideration of agenda item 4 (b) (iii) (see paragraph 54 above) to defer the issue of membership requests until such time as the overall matter of membership in CEB and its mechanisms would be taken up, in the context of the CEB Review. It therefore decided to defer the membership request of ITC pending the outcome of the review process.

b) Anti-corruption

84. The Chairman recalled that the Executive Director of UNODC had, at the CEB session in April 2007, offered to prepare a paper defining the issues involved in devising a system-wide instrument to extend the principles and standards of the United Nations Convention against Corruption to United Nations system staff, setting out a number of proposed principles around which the system might coalesce.

85. The representative of UNODC introduced a briefing note on progress in this regard (CEB/2007/HLC-IV/CRP. 17). He recalled that in December 2006, the Conference of State Parties to the UN Convention against Corruption had adopted a resolution on the consideration of bribery of officials of public international organizations, which requested UNODC to organize an “open-ended dialogue” among international organizations and interested States on the issues of privileges and immunities, jurisdiction and the role of international organizations. The resolution also invited States Parties, in their capacity as Member States of public international organizations, to align the financial and other public integrity rules of these organizations to the principles of the Convention.

86. UNODC had in June earlier this year requested CEB members to appoint two representatives each to share the results of the review of internal rules and regulations against the standards of the Convention, as well as to examine the possibilities upgrading and harmonization them. UNODC would convene two informal meetings in Vienna, on 27 and 28 September 2007, to pursue these initiatives. The Committee took note of the progress made, and requested UNODC, through the CEB Secretariat, to circulate the outcome of the meetings.

c) Briefing on the current Triennial Comprehensive Policy Review of operational activities for development (TCPD)

87. In his briefing, the representative of UN-DESA highlighted that the TCPD is perhaps the most authoritative and inclusive inter-governmental process on operational activities for development in the United Nations system and that it was gaining in importance. The 2004 TCPD resolution¹ had provided consensus

¹ General Assembly resolution 59/250 of 17 December 2004 (A/RES/59/250).

on several key issues on operational activities. A number of difficult issues, however, remain to be resolved during the negotiation of the new TCPR resolution during the 62nd session of the General Assembly. It is perceived that these negotiations could be complicated by the fundamental differences in Member States' perception of the United Nations system role and contribution at country level.

88. Two reports of the Secretary-General have been prepared to facilitate Member States deliberations: (a) an analytical report on the implementation of resolution 59/250²; and (b) a report with conclusions and recommendations³. The first of these reports was well received by ECOSOC in July 2007 and Member States were in agreement that it provided a good platform for identifying progress.
89. In addition to providing a synopsis of the evaluative part of the first of the two reports above, the second report also contains recommendations for the consideration of the General Assembly. The extensive consultations with United Nations system organizations that have been undertaken during the drafting process of this report have resulted in a product that is shared by the entire system. The report attempts to build bridges and to find language that is acceptable to Member States from both the South and the North. The main elements of the report include: (a) strong emphasis on the importance of non-earmarked funding; (b) capacity development as an interactive embedded process in the national context; (c) the role of the United Nations in supporting successful South-South cooperation; (d) renewed emphasis on gender mainstreaming and women's empowerment; (e) transition from relief to development – the new link to peace-building; (f) emphasis on the Resident Coordinator system as owned by the United Nations system and the CCA/UNDAF as the central programming process; (g) better delineation between the Resident Coordinator and the UNDP representative functions; (h) regional dimensions – emphasis on a bottom-up approach focusing on country needs and cross-border issues; (i) the need for a better definition of transaction costs in the United Nations; and (j) emphasis on national responsibilities in evaluation and capacity development.
90. With regard to next steps, the formal General Assembly debate on the TCPR is scheduled to take place on 17-18 October 2007, with 19 October 2007 having been set as the deadline for tabling a draft TCPR resolution. Given the differences in the views of Member State groups, the negotiation of the resolution is expected to go on well into November and possibly even December.
91. The Committee thanked the representative of UN-DESA for his update. Appreciation was also expressed for the inclusive discussions and the

² Triennial comprehensive policy review of operational activities of the United Nations development system – Report of the Secretary-General (A/62/73 – E/2007/52)

³ Triennial comprehensive policy review of operational activities of the United Nations development system: conclusions and recommendations – Report of the Secretary-General (A/62/253)

sensitization of the United Nations system organizations to the significance of the TCPR that had characterized this year's TCPR process.

d) Proposals for improving HLCP working methods

92. The representative of UNICEF tabled a note containing proposals for improving the preparation and efficiency of HLCP sessions. Members of the Committee welcomed this initiative. With respect to individual recommendations, there was general support for the proposal that documentation should be available no later than two weeks prior to HLCP sessions. It was also noted that this rule might have to be breached in instances when documentation to be considered was put forward by Executive Heads. Committee members also agreed that papers should be as concise as possible and clearly articulate what actions are being recommended for the consideration of the Committee.
93. The Chairman was further requested to summarize the decision of the Committee on each agenda item. With respect to informational briefs, it was suggested that he table these as a group, and that the Committee dispense with introductions by the authors. It was also suggested that members exercise discipline by limiting their interventions to points that move the discussion towards a consensus, and by not using the Committee as an advertising platform.
94. With regard to the agenda, it was acknowledged that the items tabled should primarily reflect CEB priorities. It was noted that these were increasingly being set by the Secretary-General through the Policy Committee. Several members also felt that CEB itself had been tabling too many items, and that its own work programme needed to be refined.
95. Some members also suggested that HLCP might consider following the model of HLCM, and establishing networks in specific areas. Most members, however, felt that the “lead agency” approach, such as that taken by ILO on employment, was better suited to covering diverse programme matters. It was noted that the lead agency would also dedicate resources to pursuing the development of a system-wide policy and strategy in the area identified.
96. It was recalled that HLCP had in the past set its agenda by elaborating a work programme that stretched over a period of one to two years. While general support was voiced for this process, it was noted that HLCP could not evolve past a certain point without being anchored in a clear understanding of CEB’s agenda-setting and the relationship being proposed among the three Committees in a restructured CEB. Rules of procedure, membership criteria and work programming would need to be revisited in light of the CEB reform process.
97. The Committee thanked UNICEF for its paper and requested the CEB Secretariat, following decisions by CEB on the terms of reference for its subsidiary machinery, to prepare and circulate for comment a revised paper on the role, functioning and

work methods of HLCP. The new procedures would enter into effect once endorsed by HLCP.

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98. The representative of UNODC informed the Committee that the strategic planning unit of UNODC, IAEA, UNIDO, UN-Habitat and UN-OCHA had in the spirit of a “One United Nations” recently gathered in Vienna to discuss addressing common challenges. In order to create a more comprehensive approach to strategic planning, including the possible creation of a network, along the lines of UNEG, it had been agreed that a new meeting would be organized to bring together representatives from across the United Nations system. The meeting would be held in Vienna in February 2008. Additional details will be communicated to the Committee in due course.

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99. The representative of UNIDO informed the Committee that the Task Force on Economic Development had recently circulated a draft Trade Capacity Building Resource Guide amongst its member organizations. It was the intention to finalize the draft guide in time for the next HLCP session.

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100. In closing the meeting, the Chairman announced that the Committee would be consulted on dates and venue for its fifteenth session, which would likely be held during the second half of February 2008. Depending on the outcome of CEB's deliberations on its review in October, consideration might be given to holding an intersessional meeting.

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Annex I

Agenda

- 1. Adoption of the agenda**
- 2. Introductory remarks**
- 3. Preparations for CEB**
 - a) Climate change**
 - b) Africa**
 - c) Aid-for-Trade**
- 4. Follow-up to HLCP decisions and emerging issues**
 - a) Employment toolkit**
 - b) (i) UN-Energy**
(ii) UN-Water and UN-Oceans
(iii) UN Communications Group
 - c) Evaluation of the “One United Nations” pilot projects**
 - d) Disaster Reduction**
 - e) Inter-agency support group on the Convention on the Rights of Persons with Disabilities**
- 5. Other matters**
 - a) CEB membership**
 - b) Anti-corruption**
 - c) Briefing on the current TCPR**
 - d) Date and venue of future HLCP sessions**
- 6. Joint session with HLCM**
 - a) CEB review**

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Annex II

List of Participants

Chairman: Lennart Båge (IFAD)
Vice-Chairman: Mats Karlsson (World Bank)
Secretary: Phyllis Lee (CEB Secretariat)

United Nations

Executive Office of the Secretary-General	Robert Orr
Department of Public Information	Kiyotaka Akasaka Hasan Ferdous
Office for the Coordination of Humanitarian Affairs	Margareta Wahlström
Department of Economic and Social Affairs	Rachel Mayanja Johan Scholvinck Sergei Kambalov Anne Rogers Lucien Back
Regional Commissions New York Office	Daniela Simioni
Economic Commission for Africa	Hakim Ben Hammouda Josue Dione Urbain Zadi
International Labour Organization	Maria Ducci Christophe Perrin
Food and Agriculture Organization of the United Nations	Wendy Mann Pasquale Steduto
United Nations Educational, Scientific and Cultural Organization	Hans d'Orville Jean-Yves Le Saux
World Health Organization	Peter J. Mertens
World Bank	Oscar A. Avalle
International Monetary Fund	Barry Potter
International Telecommunication Union	Arthur Levin

World Meteorological Organization	Elena Manaenkova Zamba Batzargal
International Maritime Organization	David Edwards
World Intellectual Property Organization	Orobola Fasehun
International Fund for Agricultural Development	Uday Abhyankar
United Nations Industrial Development Organization	Agerico Lacanlale Richard Kennedy Qazi Shaukat Fareed
International Atomic and Energy Agency	Tracy Brown
World Trade Organization	Said El Hachimi
World Tourism Organization	Eugenio Yunis

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United Nations Conference on Trade and Development	Lakshmi Puri
United Nations Development Programme	Alison Drayton Saraswathi Menon
United Nations Environment Programme	Zehra Aydin Janos Pasztor
Office of the United Nations High Commissioner for Refugees	Johan Cels
United Nations Relief and Works Agency for Palestine Refugees in the Near East	Robert Styrk
United Nations Children's Fund	Hilde F. Johnson Cecilia Lotse Babita Bisht
United Nations Population Fund	Purnima Mane Ronny Lindstrom
World Food Programme	Allan Jury Deborah Saidy
United Nations Office on Drugs and Crime	Ugi Zvekic

UN-HABITAT/United Nations Human Settlements
Programme

Axumite Gebre-Egziabher

* * * * *

United Nations University

Jean-Marc Coicaud

CTBTO

John Sequeira

Joint United Nations Programme on HIV/AIDS

Elhadj As Sy

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CEB Secretariat

Adnan Amin (Director)
Kamran Kousari
Mikael Rosengren

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