



Chief Executives Board for Coordination

19 November 2008

English only

Report of the High-level Committee on Programmes on its sixteenth session

(Rome, 30 September and 1 October 2008)

I. Introduction

1. The High-level Committee on Programmes of the United Nations System Chief Executives Board for Coordination (CEB) held its sixteenth session at the International Fund for Agricultural Development (IFAD) Headquarters, Rome, on 30 September and 1 October 2008. The agenda of the meeting (annex I) and the list of participants (annex II) are attached to the present report.

II. Review of recent developments and forthcoming events

2. In setting the stage for the discussions at the meeting, the Chair drew attention to the current international financial crisis and the questions that it raised about the role of the State and the market, as well as how to manage globalization and global integration. The crisis needed to be addressed comprehensively and on the scale required. At the same time, it highlighted the critical importance and urgency of the United Nations system's role in maintaining priority and focus on the medium-term issues such as the Millennium Development Goals and responding to the food crisis and the challenge of climate change. These issues were fundamental for improving the conditions of life of the majority of the world's population.

3. Many of the issues now facing the global community could be dealt with neither by a single country, nor by a single institution, but required an "all hands" effort. For this to happen, there had to be mutual respect and trust. The ongoing reform processes within the United Nations system were essential to building such a platform. In recent months, under the leadership of the Secretary-General, CEB and its supporting structures had brought together, in an unprecedented manner, the collective strengths of all its entities, through such concerted initiatives as the Comprehensive Framework for Action with respect to the global food security crisis, and the system-wide contributions through the Committee's Working Group on Climate to the Conferences of the Parties to the United Nations Framework Convention on Climate Change, first in Bali, and next in Poznan and Copenhagen. In both instances, the United Nations system was acting upon the request and in support of Member States.



4. Reforms in the United Nations system, including those that had come out of the recommendations in the report of the High-Level Panel on United Nations System-Wide Coherence (A/61/583), for example, the “Delivering as one” pilot projects, the harmonization of business practices, and the reform of CEB, had brought a new era of coordination, cooperation and system-wide coherence that was certainly a step in the right direction. The reform efforts were not only enhancing efficiency and effectiveness within organizations, but equally about establishing horizontal links at all levels so the system as a whole becomes more relevant and effective. In this regard, the leadership role of CEB and its three pillars was very important. With the CEB reform now completed, these coordination mechanisms were poised to help strengthen the system to deliver more than the sum of its parts. The chairs and vice-chairs had now initiated regular meetings, aimed at aligning the agendas and sequencing issues among the high-level committees, and also at deepening the proactive leadership of the system.

5. The Chair also highlighted the essential engagement of the United Nations system with external partners in responding to current challenges. As examples, he noted that the third High-level Forum on Aid Effectiveness, held in Accra in early September, had been significant not only in rallying support for the Paris Declaration on Aid Effectiveness, for coordination, alignment and harmonization, and for strong country ownership and leadership, but had also brought strong participation of civil society. The Accra meeting had in this regard been symbolic of the need for the United Nations not only to work closer together as a system, but also reach out to other constituents more proactively. The High-level Meeting on Africa’s Development Needs and the High-level Event on the Millennium Development Goals, held in New York in September 2008, had equally illustrated the importance of ensuring the active engagement of all stakeholders, including the private sector, in achieving the Millennium Development Goals.

6. The Chair concluded his introductory remarks by noting that since February 2003, when he had assumed the Chairmanship of the Committee, he had striven to create a spirit of a unified United Nations system. He was pleased that, in 2005, this effort had materialized in the concept of “One United Nations”, which led to the approach of “Delivering as one”.

Organizational arrangements for the Chief Executives Board

7. The Director of the CEB secretariat informed members of the arrangements for the CEB fall session 2008, to be held in New York on 24 and 25 October. The meeting would follow the format agreed to during the CEB review, starting with a formal meeting on 24 October, at which the chairs of each of the three CEB pillars would provide brief reports highlighting the progress achieved during the preceding period. These briefings would be followed by discussions on climate change and staff safety and security. The private meeting would focus on a political briefing by the Secretary-General, followed by a tour de table. Following the conclusion of the private meeting, executive heads would be invited to a United Nations Day concert in the General Assembly Hall. The retreat, which would take place on 25 October at the Greentree Foundation, would be divided into two sessions focusing on the financial crisis and the energy issue, respectively.

System-wide coherence

8. The Director of the CEB secretariat provided a brief overview of the informal consultations on system-wide coherence during the sixty-second session of the General Assembly. The two Co-Chairs had done a tremendous amount of work during the preceding year. They had travelled widely, had met with executive heads, talked to stakeholders in the One United Nations process, and held consultations on the “Delivering as one” initiative, funding, the empowered Resident Coordinator, governance, and gender equality and women’s empowerment. They had also convened a briefing by the Chair of the High-level Committee on Management on the harmonization of business practices in the United Nations system.

9. The Co-Chairs had tabled an interesting report outlining some of the key political messages that had emerged during the course of their consultations. The report revealed a great sense of urgency among Member States, particularly among developing countries, for a more unified United Nations development system that delivered better results in line with national strategies. There was an almost universal agreement among Member States that a more positive vision of the United Nations, delivering more effectively, was needed. The report took note of the trend of declining funding to United Nations development activities and the implications of this for the system, of the strong support for the eight “Delivering as one” pilot projects, and of the fact that many countries which were not pilots had started to adopt the same modalities. It was also observed that greater use could be made of national staff, whose expertise was often congruent with local needs. The Co-Chairs also noted the growing relevance of CEB, and the progress made on the harmonization of business practices. They observed that some convergence around the issues of governance, particularly related to the One United Nations at the country level, had started to emerge during the General Assembly consultations and, while they did not outline how, they were confident that it would be possible to find that convergence.

10. A General Assembly resolution on system-wide coherence was in the process of being adopted (resolution 62/277), which allowed for the continued discussion of system-wide coherence at the intergovernmental level, and, *inter alia*, requested that the Secretary-General provide substantive papers on the issues of funding and governance, and a detailed report on modalities for the establishment of a composite entity on gender equality and the empowerment of women.

Africa’s development needs: state of implementation of various commitments, challenges and the way forward

11. The Director of the Office of the Special Adviser on Africa briefed the Committee on the High-level Meeting on Africa’s Development Needs, held on 22 September 2008 in the General Assembly, noting that the political declaration stressed, *inter alia*, “that eradicating poverty, particularly in Africa, is the greatest global challenge facing the world today” (General Assembly resolution 63/1, para. 5).

12. The Interdepartmental Task Force on Africa, chaired by Cheick Sidi Diarra, had brought together all parts of the United Nations system, especially in preparing the comprehensive review of Africa’s development needs, in order to ensure that the outcome reflected the thinking of the entire system on Africa’s development challenges. Similarly, the President of the General Assembly made every effort to ensure that executive heads could participate fully in the four round tables. A lead

agency/department had further been designated for each of the 15 side events, working in close harmony with interested United Nations organizations. Here also, working-level meetings of the Interdepartmental Task Force on Africa were effectively used in the preparations.

13. There had also been a very effective and active civil society, non-governmental organization (NGO) and private sector participation throughout the events. All in all, the meeting had provided reaffirmation of international support for Africa's development and the international partnership with Africa. There had been a strong sense that this was Africa's own agenda. Africa had to own the process of dealing with its own challenges, but the international partnership was at the same time also crucial.

14. The political declaration reaffirmed a very strong role for the United Nations system in partnering with Africa in implementing the New Partnership for Africa's Development (NEPAD) as well as in attaining the Millennium Development Goals. There was also considerable discussion of the governance challenges facing Africa. While there had been 6 per cent growth in many African countries in the last few years, much of this was jobless growth. Many of the major challenges remained — the spread of HIV/AIDS, the problem that Africa still only contributed about 2 per cent to world trade, the challenges of basic education, health care, and especially the food and energy crises. In the lead up to the High-level Event on the Millennium Development Goals, held on 25 September 2008, the meeting had also refocused attention on the fact that the biggest challenges to meeting the Millennium Development Goals were in Africa.

15. The Director suggested that it would be important to review how the United Nations system could better support ongoing development efforts in Africa — through the African Union, NEPAD and the various subregional efforts, in a more coherent way, bearing in mind African ownership and existing mechanisms.

High-level Event on the Millennium Development Goals, 25 September 2008

16. The Secretary of CEB, on behalf of the Department of Economic and Social Affairs, briefed the Committee on the High-level Event on the Millennium Development Goals, which had been organized at the initiative of the Secretary-General and the President of the General Assembly. The event had brought together representatives of Governments, civil society and the private sector, and had provided a platform to recommit, reorient, refocus and redirect the efforts and energies towards the Doha review conference.

17. The event had been organized in four segments. Prominent world leaders were given a platform at the first segment. The second was organized as three parallel round tables on: poverty and hunger; education and health; and environmental sustainability. Gender and financing for development were included as two cross-cutting issues. The third comprised the nearly 50 side events that took place between 22 and 25 September. The fourth was the High-level Meeting on Africa's Development Needs, which was introduced by President Jakaya Kikwete of the United Republic of Tanzania.

18. The pledges of US\$ 16 billion that had been made at the event needed to be analysed to see how much were, in fact, new commitments. There was also the

question of how the financial crisis would impact these pledges, an issue that would be discussed at the upcoming CEB retreat.

The food crisis

19. The Deputy Coordinator of the Secretary-General's High-level Task Force on the Global Food Security Crisis briefed the Committee on developments with regard to the food crisis, focusing on three issues: (a) the recent discussions in the General Assembly; (b) the role of the Task Force within countries; and (c) the work ahead.

20. The Deputy Coordinator noted that food prices remained volatile. While prices had started to drop, commentators suggested that the structural problems in the world food system were so great that prices could easily soar again. There was a real potential for sharp gradients in price, particularly within developing countries, where food sometimes cost twice or thrice as much in the periphery as in the capital. The systems were complicated further by climate issues, such as biofuels, and the increasing demands of rising economies. Tightening markets and rising prices had led to growing mistrust between nations and trading groups, resulting in less food available on the open market. As with other volatile issues, people living on the margins were being hit hard by this crisis, and it was estimated that the number of malnourished had increased by some 100 million in the last year.

21. While the systemic and structural challenges would have to be addressed, the message coming out of the discussions in the General Assembly, particularly from African leaders, was that they were looking hard at finding ways to achieve greater self-sufficiency within their own countries, with better functioning of small farmer agriculture and markets that work to benefit poor people. There was much excitement about the Purchase for Progress initiative that had been launched with the participation of Howard G. Buffet, Bill Gates and a number of presidents, and which leveraged the World Food Programme's substantial local purchases of food in developing countries to help smallholder farmers gain access to markets and increased agriculture productivity to assist Africa in becoming better able to feed itself. The Deputy Coordinator added that the notion of partnership had been advanced, particularly by the Governments of wealthier countries. There had also been much evidence of increased engagement by the private sector in a major event organized by the Global Compact and NGOs in the work on food.

22. Several challenges needed to be addressed. Approaches directed at the countries' food balance sheet required a focus on production and balance of payments, while those aimed at the needs of vulnerable people suffering because of market fluctuations required attention to levels of malnutrition and providing assistance and social protection to those who need it, as well as support to smallholders. These approaches needed to be reconciled. Secondly, many of the pledges made at the High-Level Conference on World Food Security, held in Rome in June 2008, were not being realized, and countries were not getting the resources that were required. A third challenge was how to link immediate humanitarian actions with long-term development, particularly of agriculture and social protection systems.

23. The High-level Task Force had agreed to focus on 27 countries for intensive coordination. It requested the resident coordinators and World Bank country directors in those countries to bring their teams together, to broaden the engagement of the private sector and NGOs, working with national Governments so that they

retain ownership, but trying to span the whole spectrum of food-related work, particularly so that structural problems could be dealt with at the same time as urgent needs.

24. The High-level Task Force had been challenged by the European Commission to organize the United Nations system so that it was ready, at the country level, to receive the contribution of 1 billion euros that had been pledged, and to spend it, with absolute transparency, within one year, on delivering results. The system had responded extraordinarily to this challenge within the two-month deadline that had been allocated. Integrated fiches for action, agreed with national authorities in close to 60 countries, were now available, in addition to the engagement of regional entities, particularly the Economic Community of West African States, the Common Market of Eastern and Southern Africa and the Caribbean Community. There was uncertainty, however, as to whether the pledge would come through, and the United Nations Secretary-General and the President of the World Bank were, therefore, engaging in political action with the 26 Heads of State and Governments in Europe and with the Heads of the European Parliament and the European Union.

25. The work of the High-level Task Force on tracking and monitoring developments, encouraging more effective partnerships, maintaining relationships with the private sector and NGOs, and supporting Task Force members in raising resources would continue as long as the High-level Task Force existed. It would also continue to provide staff functions for the Secretary-General, without creating new layers of entities or bureaucracies. The Task Force would instead continue to work through a network of organizations based in Rome, Washington, D.C., New York, Geneva, as well as with country teams.

Preparations for the Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus, Doha, 29 November-2 December 2008

26. The representative of the Department of Economic and Social Affairs briefed on preparations for the review conference on financing for development to be held in Doha, from 29 November to 2 December 2008. The substantive preparations for the review conference were carried out through informal meetings in the General Assembly, under the co-chairmanship of two Ambassador-Facilitators (Egypt and Norway). The General Assembly held six informal review sessions from February to May 2008, on the major thematic areas of the Monterrey Consensus, namely: (a) mobilizing domestic financial resources for development; (b) mobilizing international resources for development — foreign direct investment and other private flows; (c) international trade as an engine for development; (d) increasing international financial and technical cooperation for development; (e) external debt; and (f) addressing systemic issues: enhancing the coherence and consistency of the international monetary, financial and trading systems in support of development. These meetings were followed by informal consultations, in June 2008, on the contents of the outcome document for the Doha review conference and by interactive hearings with representatives of civil society and the private sector.

27. All relevant stakeholders, including Governments, international institutions, civil society and the private sector, had participated vigorously in the preparatory process. Given the current international economic context, participants have reaffirmed the continued relevance of the Monterrey Consensus for building a

global partnership for development, in support of achieving the internationally agreed development goals, including the Millennium Development Goals.

28. Based on the inputs provided during the informal consultations, the President of the sixty-second General Assembly session circulated a draft of the Doha outcome document on the review of the implementation of the Monterrey Consensus, at the end of July 2008. A general exchange of views on the draft outcome document was held from 8 to 10 September 2008. The intergovernmental negotiations on the document were expected, however, to continue during the remaining period in the lead up to the Doha review conference.

29. Facilitating early agreement on a substantive outcome document, a critical objective in itself, would ensure a high level of participation at Doha, which would further strengthen the political momentum behind the outcome and its future implementation. To this end, the representative of the Department of Economic and Social Affairs discussed seven specific areas with the greatest potential for significant progress with United Nations leadership. These areas, which were intended to raise the level of ambition of the conference outcome and to assist in forging time-bound agreements directed at strengthening the global partnership for development, included: (a) an inter-governmental follow-up mechanism; (b) external debt; (c) international cooperation in tax matters; (d) aid delivery and country ownership; (e) innovative sources of finance, including for climate change and food security; (f) strengthening the voice and participation of developing countries; and (g) a major international conference on global economic governance.

30. The high-level activities in New York during 22-25 September were used by the Secretary-General and senior United Nations officials for strong advocacy for development financing, both in their official statements and bilateral meetings with world leaders. The Secretary-General also linked the High-level Event on the Millennium Development Goals to the Doha review conference, urging all stakeholders to send a strong message to Doha on their readiness to reach agreement on the finance for development challenges that need to be tackled there.

31. The representative of the Department of Economic and Social Affairs concluded that preparations for Doha were taking place at a critical juncture, with difficulties in international financial markets and discussions of global systemic failures that have highlighted the importance of fundamentally rethinking the international financial architecture and more fully incorporating developing countries in the world's economic decision-making and norm-setting forums. Given these developments, there existed a growing willingness, in both the North and the South, to review, in a broad sense, the approaches and arrangements related to development and international economic cooperation. There were, therefore, multiple opportunities for the Doha review conference to act as catalyst for some path-breaking agreements.

World Trade Organization ministerial meeting, July 2008

32. The representative of the World Trade Organization informed Committee members that 30 Ministers of trade, industry, foreign affairs and commerce had met in Geneva in July 2008 to review some of the sticking points on the Doha Development Agenda. They found convergence on the issue of agriculture subsidies, and progressed on the issues of agricultural and industrial tariffs. They had also had

a promise before them of an attractive services offer, based on the Services Signalling Conference that had also been held in July.

33. In agriculture, various elements of the Doha Development Agenda had been designed to address both the concerns of the developed and the developing world. Much progress had been achieved during the July meeting, on sensitive products for developed and developing countries, and on special products reserved exclusively for the developing world. Special and differential treatment for small and vulnerable economies, moreover, was recognized in both agriculture and industry and translated into specific parameters for the first time.

34. The negotiations had collapsed, however, on the details of the Special Safeguard Mechanism for agriculture for the developing world. Efforts were made to reach a compromise, but it eventually became clear that more work was required to build convergence. As a result of the failure to progress beyond the Special Safeguard Mechanism issue, the negotiators never made it to other critical issues such as cotton.

35. Since the July meeting, the Director-General of the World Trade Organization has been consulting widely with member States on the way forward. A vast majority of developing countries have insisted that all efforts should be made to safeguard what was already on the table, and for those members that could not reach consensus in July to redouble their efforts to resolve their differences. The Director-General has been encouraged by the expressions of political commitment from leaders across the globe for a successful conclusion of the Doha Development Agenda.

36. The representative added that there was now far too much on the table, particularly for developing countries, to give up on these negotiations. Depending on progress in coming weeks, the Director-General has expressed his readiness to call back ministers to Geneva to try to close the issues that remain open, so that World Trade Organization members can move ahead with the rest of the issues on the Doha Development Agenda. While it has been said many times before, the deal was still doable, and it was hoped that it would materialize in the near future.

Discussion

37. In the discussion that followed the presentations above, frequent reference was made to the current financial crisis. It was noted that uncertainty existed over what the economic consequence of the disruption in financial markets would be — whether it would have a long- or short-term impact on the rate of sustainable growth. Members strongly supported the proposed discussion of this issue at the forthcoming CEB retreat. It was noted that the financial crisis would also be the main focus of the World Bank and International Monetary Fund (IMF) annual meeting in mid-October. Members of the Committee had little doubt that the crisis was a major market failure, the size and significance of which would inevitably lead to re-regulation or to a redefinition of the regulations that apply to the financial markets. A period of greater caution by individuals, companies and Governments was expected. The financial crisis, however, also presented an opportunity for the multilateral system, given that there would be a greater demand for public action and, thus, for the global public system to evolve.

38. It was observed that the financial crisis posed a challenge to the World Bank's ability to fund activities through the international markets. This could potentially have serious consequences not only for the role of the Bank, but also for making headway on issues such as the Millennium Development Goals. While the principal economic and social CEB member organizations had been requested to take a leading role in the preparations for the CEB discussion of the financial crisis, much of the work by the system would focus on how the crisis impacted the lives of people, that is, on the human aspect of the crisis, as well as on the threat of social dislocation that could lead to political unrest. The Committee explored its own role in helping to prepare the CEB discussion so as to focus on system-wide efforts to safeguard critical social and development programmes and to help countries to remain on course for the achievement of the Millennium Development Goals. In that context, it was suggested that the Board incorporate consideration of the social dimensions of the crisis — in terms of education, employment, food security, health, housing, poverty and so forth. Such an approach would help in identifying the key contributions that United Nations system organizations could make and, thus, to raising the profile of the multilateral system in responding to these issues.

39. Strong support was expressed for the work of the High-level Task Force on the Global Food Security Crisis, and for keeping the issue of food security on the agenda. While much had been accomplished, the resources required for implementing the Comprehensive Framework for Action were daunting. The financial crisis presented an additional hurdle to raising the required resources. As Governments may not be able to come up with these funds alone, partnerships with the private sector were extremely important. The question now was how to create a conducive framework for attracting the required investments. Linking immediate actions with long-term needs remained a challenge, and the importance of environmental protection was highlighted. In addition, it was suggested that the food crisis should also be given increased attention in the outcome document of the Doha review conference.

40. The representative of the Food and Agriculture Organization of the United Nations, in her capacity as Vice-Chair of the United Nations Development Group, noted that a working group on financing for development within the Development Group structure was looking at United Nations system preparations for the Doha review conference. At the United Nations Development Group meeting on 24 September 2008, participants emphasized that the full knowledge and capacity of the United Nations system should be drawn upon in this regard, in an effort to enhance system-wide coherence, and elaborate a One United Nations approach. It was suggested that a joint United Nations Development Group and High-level Committee on Programmes working group be established and that the Committee nominate organizations to represent it in this group to work alongside the two United Nations Development Group co-convening organizations, the United Nations Development Programme and the United Nations Children's Fund.

41. The Committee thanked the presenters for the briefing, which were extremely useful in assisting the Committee to scan and identify emerging programme issues that required a system-wide response.

42. The Committee agreed to establish the joint High-level Committee on Programmes/United Nations Development Group working group on financing for development. It nominated IFAD (given its financial setting and as

representative of the Rome-based organizations), the International Labour Organization (given its work on the social and normative dimensions of employment and as representative of the specialized agencies), and the World Bank, as the High-level Committee on Programmes representatives and co-conveners of this group.

III. Climate change

43. The Vice-Chair recalled the work undertaken by the High-level Committee on Programmes and CEB over the previous year. The focus was now on preparation of a common position for the fourteenth session of the Conference of the Parties to the Framework Convention on Climate Change in Poznan, Poland, which should go deeper than the common position presented at the thirteenth session, held in Bali in December 2007, in the light of the ongoing negotiations under the Bali Action Plan. An initial outline of the anticipated position paper had been circulated for comments. The eventual document, to be distributed in Poznan, would inform the statement of the Secretary-General and help to ensure compatibility among the messages of other senior United Nations system officials.

Briefings by the United Nations Framework Convention on Climate Change secretariat and the Secretary-General's Climate Change Support Team

44. The United Nations Framework Convention on Climate Change secretariat informed the Committee that negotiations had picked up again at the United Nations climate change talks in Accra in late August, with some parties placing clear positions on the table, including on finance and technology transfer. The Chair of the Ad Hoc Working Group on Long-term Cooperative Action under the Convention had been mandated to assemble in a document for Poznan the ideas and proposals made. This might well lead to the preparation of an initial negotiating text for the fourteenth session of the Conference of the Parties, and accelerate negotiations overall. An opportunity was offered to the United Nations system to contribute ideas and perspectives, which would be reflected in the Chair's compilation, of what would be required from a Copenhagen agreement to enable the system to help in the implementation phase thereafter. The hope was that progress would be made in Poznan on a shared vision for long-term cooperative action under the Framework Convention on Climate Change. A common understanding was needed of the type of institutional set up required to respond to the scientific imperatives outlined in the Intergovernmental Panel on Climate Change Fourth Assessment Report "Climate Change 2007". In that context, it was important to demonstrate the United Nations system's readiness to support implementation of all aspects of climate change work now and post-2012.

45. The Director of the Secretary-General's Climate Change Support Team briefed on the climate change-related events that had taken place the previous week in New York, on the sidelines of the General Assembly's General Debate, including the launching by the Secretary-General of the collaborative United Nations Collaborative Programme on Reduced Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD) Programme and his meeting with leaders of the three consecutive presidencies of the Conference of the Parties and bilateral meetings with Heads of State or Government. To assist the Secretary-General in his efforts to increase political momentum until the culmination of the

process in Copenhagen, his Special Envoys on Climate Change, Mrs. Brundtand (Norway) and Mr. Lagos (Chile), had been reappointed and another two, Mr. Mogae (Botswana) and Mr. Kerim (the former Yugoslav Republic of Macedonia), designated. The Secretary-General would not be engaged on a daily basis in the negotiations, which continued under the Framework Convention on Climate Change, but would bring in the world's leaders in support of reaching a substantive and timely outcome.

46. Regarding the work of the High-level Committee on Programmes and CEB, he noted that the Secretary-General appreciated the efforts made thus far, and felt that it was important to strive for further progress. The system should remain focused on what was relevant to the Framework Convention process, responding to the need for the implementation of existing agreements and thus helping to pave the way for future ones. The Secretary-General would be carrying a political message and bringing the message of the United Nations system to Poznan. It would be highly desirable to demonstrate that the system was working together in various ways, including by holding issue-focused side events in Poznan.

Presentation of draft papers on focus and cross-cutting areas and the online Inventory

47. Focal points of the various convening agencies presented key elements of the draft papers that had been submitted to the Committee on the respective focus and cross-cutting areas, in follow-up to the request by the Committee's Climate Change Working Group at its 25 August meeting/videoconference. This was also an oral report on one of the cross-cutting areas. The papers followed a similar structure, with a section on existing mandates, a sample of activities undertaken by United Nations system entities, key messages and suggestions for the future. It was noted by several presenters that the activities included in the papers were often of unequal weight, focus or magnitude, and were not always collaborative ones, reflecting the diverse inputs received as of the time of the drafts' preparation. It was expected, however, that the papers would be improved with the addition of further inputs. With respect to the detailed online Inventory of United Nations system activities on climate change, which was to be publicly launched in Poznan, organizations were requested to register and enter information into the database, which was now accessible on the United Nations system Extranet.

United Nations system participation in the fourteenth session of the Conference to the Parties to the United Nations Framework Convention on Climate Change in Poznan, Poland

48. The Director of the CEB secretariat presented the United Nations system position paper outline that had been circulated for Poznan, noting that significant progress had been made over the last year. In Bali, the intention had been to put the United Nations system on the map. The paper presented there had elicited tremendous support from most countries and had gained visibility for CEB in its supportive role. By the fifteenth session of the Conference of the Parties (Copenhagen), the United Nations system needed to be ready to help implement the deal to be reached by the Parties. To this end, by the fourteenth session of the Conference of the Parties (Poznan), the system needed to show a sense of direction and articulate it in a framework which was succinct, direct and would make sense to Governments. In short, Poznan was a mid-way check for the system to show that it

was serious, working and moving forward. The Director welcomed all comments and suggestions on improving the initial outline.

Discussion

49. Members provided comments on the draft outline for Poznan and the area-specific papers, as well as some broader observations. The overall format of the outline was widely welcomed. Participants stressed the importance of highlighting implementation, particularly of adaptation action for the most vulnerable, with a focus on children, women and the displaced, and taking into account the necessity of reducing risk for these populations, as to inject positive momentum into Poznan. It was proposed that in the paper on adaptation there should be a clearer delineation between the sudden-onset, extreme events for which disaster risk management is relevant, and the slower-onset impacts that require adaptation on a longer-term and continuing basis. This delineation was deemed important as these two aspects of adaptation would require different working approaches. The human dimension of climate change should appear prominently in the speeches and printed material of the Secretary-General and other United Nations system entities, making it evident that climate change action was primarily about the long-term well-being of people. In this light, population displacement, expected to increase substantially as a result of climate change, should also be highlighted, along with the potential risks of conflict over resources. In terms of presentation, the United Nations system's message should be strategic and clear, demonstrating what the system was doing and what it could do in the future. It was strongly suggested that, in preparing the common position for Poznan, care should be taken to work with the United Nations Framework Convention on Climate Change secretariat in ensuring that the content is well attuned to language and expectations of the climate community.

50. Attention was paid to the apparent dissatisfaction of part of the Framework Convention membership with the United Nations system's work on finance, as indicated by the Group of 77 proposal submitted at the Accra talks for a new financial architecture directly under the Conference of the Parties to the Convention. This was seen as a reaction to perceived problems with access to funds and governance of institutions involved, lack of connection to the Framework Convention and lack of responsiveness to country demands. Subsequent adjustments, for example to the World Bank's climate change investment funds in terms of the committee structure/governance and the inclusion of sunset clauses, had made it clear that the funds would be operational for the period until a new agreement came into force and were not meant to prejudge the content of such an agreement. While these moves had been broadly welcomed, tensions were expected to revive as a result of the negotiations. The hope was expressed that a broader vision would prevail in Poznan, one that would encompass what was directly under the Convention as well as beyond that, thus allowing for clarity in the ongoing negotiations and in the future work of the United Nations system.

51. In terms of United Nations system side events in Poznan, it was suggested that proposals on similar themes could be merged and events held collectively by agencies. The United Nations Framework Convention on Climate Change secretariat would move to facilitate this, particularly given that more applications had been received than were slots available. It was also suggested that consideration be given to a "One United Nations" approach at Poznan, with the Secretary-General speaking on behalf of the system at the high-level segment of the Conference of the Parties to

the Convention, and executive heads participating at a prominent side event on the work of the system.

52. The Vice-Chair concluded the discussion of this item by thanking all for their work and comments. He summarized the way forward as follows:

- **Work would continue in both focus and cross-cutting areas, with all entities continuing to provide their inputs to the conveners, who should work on improving the respective papers. The papers would be useful as sources to draw from for Poznan, references for future work, best practices, and so on.**
- **The United Nations system document for Poznan should be strategic, positive, politically sensitive and brief. Particular attention should be given to achieving the right tone and showing due sensitivity to parties' concerns.**
- **A draft of the Poznan document will be circulated to all for discussion and comments at a High-level Committee on Programmes Climate Change Working Group meeting on 10 October 2008. The paper would be revised and finalized after consideration by CEB.**
- **The United Nations Framework Convention on Climate Change secretariat will provide a list of requested side events and themes, and will approach the concerned organizations to consult on merging these.**
- **High-level Committee on Programmes members will consult within their organizations and with one another on the possibility of the United Nations Secretary-General being the sole speaker at the high-level segment of the fourteenth session of the Conference of the Parties, with other United Nations system executive heads present in Poznan speaking at the side event(s) on the CEB climate change initiative.**
- **The human dimension, in all its aspects, would be advanced in United Nations system interventions and materials.**
- **The online Inventory, which will be continuously updated, should be filled with current and correct data in the next few weeks.**

IV. Evaluation of United Nations pilots

53. The Chairman recalled the background and context of the evaluation of the "Delivering as one" pilots. In April 2007, CEB had endorsed a proposal of the High-level Committee on Programmes to urgently establish the substantive parameters and process for the evaluation of the pilots and to provide early access to information on the pilots for decision-making. The evaluability assessments were the first outcome of this process to be reviewed by the Committee. At the same time, a decision was to be made on the possible conduct of the next two phases of the evaluation on process and results respectively, in light of the independent evaluation called for by the General Assembly in its resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system.

54. The United Nations Evaluation Group Chair reiterated that CEB had commissioned the Group to conduct an evaluation of the pilots in the absence of a system-wide evaluation unit. She emphasized that, as a professional network, the United Nations Evaluation Group was not geared towards system-wide evaluation work, but had carried out the work in accordance with professional standards. The Group had established an ad hoc management group to conduct the exercise. She thanked organizations for their contributions to this process.

55. A representative of the United Nations Evaluation Group presented the main findings and implications of the synthesis report of the evaluability assessments. In this connection, he emphasized that a future evaluation would likely take the resolutions of 2004 and 2007 on the triennial comprehensive policy review as benchmarks, notably such processes as national ownership and leadership, the need to provide full access to the broad range of mandates and resources of the United Nations system, and the requirement to reduce overhead and transaction costs. Such an evaluation could also be expected to consider the four One's (One Programme, One Budgetary Framework, One Leader and One Office). A possible evaluation in 2009-2010 would probably have to focus on such process indicators, as results in terms of outcomes and impact could not be evaluated within such a short time frame.

56. Members of the Committee commended the United Nations Evaluation Group on the appropriateness of the process of the evaluability assessments, the high quality of the synthesis report and the usefulness of the findings and suggestions for the way forward. During the discussion, issues were raised with respect to: (a) growing national ownership and leadership of the pilots; (b) the importance of establishing clear baselines and clarity on the measurement of changes; (c) a common understanding of transaction costs as affecting national Governments, the United Nations, and other partners, and better documentation of costs at the country level and the initial increase in transaction costs; (d) the relationship between the One Programme and the United Nations Development Assistance Framework; (e) the need for a balance between focus and inclusiveness, between normative and operational in a demand-driven situation, and the engagement of non-resident agencies; (f) the effectiveness of the firewall and the results of its introduction; (g) the need to recognize these as self-starter pilot experiments and to learn from experience; (h) the importance of not overpromising results to Member States, which could adversely affect the results of an evaluation; and (i) the need to strengthen Headquarters and systemic support to the pilots.

57. On the conduct of the independent evaluation, the Committee agreed that the parameters outlined in the evaluability study were useful. It suggested that the next two phases be suspended until there was clarity from the General Assembly on the conduct of the independent evaluation. It was noted that, together with several other stocktaking exercises, assessments and compilations of good practices and lessons learned, there was now a wealth of material from the pilot countries which would provide a good input for the next steps in an evaluation process.

58. Several members referred to the earlier discussions in the High-level Committee on Programmes and the High-level Committee on Management on the proposed establishment of a system-wide evaluation unit. They noted that the decision just taken by the High-level Committee on Management had programmatic and not just administrative implications, and expressed concern that a system-wide

evaluation capacity was necessary to transparently assess programme effectiveness and quality.

59. **The Committee agreed on the following way forward:**

- **The next two phases of the proposed evaluation would be suspended pending clarification with regard to the independent evaluation called for by the General Assembly.**
- **There was a clear need to establish a baseline for the pilots and to address the concerns raised by the evaluability assessment.**
- **The report will be shared with the High-level Committee on Management and the United Nations Development Group, so that the three high-level committees could develop a common approach on the issue of system-wide evaluation. The need for a system-wide evaluation mechanism will be discussed at the next meeting of the chairs of the three high-level committees.**

V. Strategic direction for the future work of the Committee

60. The Chairman recalled that the Committee, at its intersessional meeting in July, had agreed on its methods of work, which were now in effect. It also decided to revert to the consideration of its terms of reference, which had been circulated for comment by the CEB secretariat.

The Committee adopted its terms of reference, as contained in annex III

61. With its terms of reference and methods of work adopted, the Committee was now well placed to reflect on its strategic priorities for its future work. The following points were made:

- As noted in the terms of reference, the Committee serves two key functions in support of CEB: (a) system-wide follow-up of intergovernmental decisions; and (b) scanning and identification of emerging programme issues requiring a system-wide response.
- There were a number of mechanisms in the programme area, including those that were established by the Committee (UN-Water, UN-Energy, UN-Oceans) which were carrying out important work at the system level. The Committee had a particular role to play, therefore, in dealing with issues of programme coherence in areas for which no mechanism existed, or where there was a need to link issues together (such as the financial, food and energy crisis). The Committee should also map the synergies, complementarities and overlap among coordination mechanisms in the programme area.
- The Committee's efforts to exercise its scanning function, and to anticipate and help prepare system-wide responses, should be enhanced. In this connection, it was noted that the unfolding financial crisis was likely to have a profound impact on the priorities and work of the United Nations system. While it was too early to determine what the consequences might be, it was clear that a new approach was needed in the management of global issues, one that more fully encompassed the contribution of partners external to the United Nations system. The Committee could exercise its "think tank" role, drawing

upon experts as appropriate, to elaborate scenarios over a long range, and contribute by preparing CEB discussions and follow-up of its decisions.

- A major responsibility of the Committee was its system-wide follow-up of intergovernmental decisions. It was important not to lose track of issues that had been dealt with by the Committee in the past, such as the social dimensions of globalization, but rather to enhance the Committee's monitoring role, and share and help implement the results.
- The importance of sequencing issues among the three high-level committees was highlighted. At the same time, there were certain matters, such as business practices or preparations for the Doha review conference on financing for development, which warranted consideration by two or more high-level committees in tandem, or by joint working groups. Henceforth, the outcome of discussions among the three Chairs, as well as the regular meetings of the secretariats, would be shared with the full membership.
- The Committee's draft work programme should be finalized in a dedicated session of the Committee in "retreat" format. In this connection, members recalled the retreats held at Greentree in 2003 and 2005, which had set the way forward for the Committee. How issues were to be prepared should also be addressed, including through the cluster approach, and through focused initiatives by members.

62. The Committee agreed to finalize its results-oriented work programme following the appointment of its new Chair. Between the current and next sessions of the Committee, an informal process will be pursued to further develop the Committee's draft work programme.

VI. UN-Water

63. The Chair of UN-Water briefed the Committee on the progress and latest developments in the work of the mechanism, which had been established by the Committee in 2003. UN-Water, supported by a secretariat in New York, was currently undergoing positive structural and other beneficial changes. A new management structure had recently been established that included two new posts to support it — a Chief Technical Adviser to the Chair and an Assistant to the Secretary. This strengthened governance structure was realized thanks to a multi-donor Trust Fund, which was illustrative of the renewed and strengthened commitments of donors to coordination efforts and the role and mandate of UN-Water in this regard.

64. The resources available through the Trust Fund had improved UN-Water's capacity to respond to identified needs and emerging substantive focus areas. This in turn served to bolster UN-Water's impact and helped UN-Water continue to serve as a proactive platform for dialogue among United Nations system organizations, partners and other stakeholders on water-related issues. The Trust Fund further ensured that financial resources were available to implement agreed activities under the UN-Water mandate which, in turn, had strengthened practical collaboration among members and partners on a range of issues.

65. With regard to the key lessons that had been learned, the Chair of UN-Water underscored that the commitment of United Nations organizations, as well as support by donors, had been critical for UN-Water's work. The significant value-

added of coordination, which had not been limited to focusing on avoiding overlap or improving synergies, but had instead encompassed a holistic approach leading to a broader view of integrated water resources management, had also been critical. UN-Water had further focused on the drivers behind building efficient collaboration. A clear project management approach had been followed. Another important component of UN-Water's success was the shared vision of member organizations, as well as their ownership of the work programme. A clear governance structure where the lines of responsibility, commitment and delivery were well established and structured and the use of results-based management techniques had also been essential. A professional communications strategy had further been employed to draw attention to UN-Water's mandate and activities. To draw on these experiences, he suggested that the Committee may wish to consider how UN-Water could be utilized to improve vertical collaboration and internalization of water related issues within the United Nations system, as well as to address emerging and long-term issues.

66. In the discussion that ensued, members noted that UN-Water provided a good example of how to reach out to organizations on an important theme, and that much could be learned from UN-Water's flexible work arrangements with task forces that facilitated its response to emerging issues. UN-Water was invited to feed its experience into the work that the High-level Committee on Programmes Working Group on Climate Change was doing on adaptation. It was also suggested that it would be very useful if UN-Water could address the issue of fresh water resources in relation to climate change, as this constituted a major threat to humanity. It was furthermore suggested that UN-Water's work in relation to the International Flood Initiative provided a link to the Committee's work on disaster risk reduction.

67. In response to questions, the Chair of UN-Water clarified that the mechanism was closely linked to the Secretary-General's Advisory Board on Water Supply and Sanitation and that the two entities participated in each other's board meetings. They, however, had distinct mandates, with the Secretary-General's Board fulfilling an advisory role. As concerns the links among UN-Water, UN-Energy and UN-Oceans, there was a suggestion to have back-to-back meetings to enhance synergies between UN-Water and UN-Energy. As with the suggestion to establish closer links to UN-Oceans, this was, however, still very much a work in progress.

68. The Committee thanked the Chair of UN-Water for his report and congratulated him on the concrete achievements of the mechanism. It encouraged UN-Water to enhance its collaboration and exchange of experiences with UN-Oceans, UN-Energy, the Secretary-General's Advisory Board on Water Supply and Sanitation, as well as other bodies under the sustainable development framework to create further synergies, complementarities and potential for cooperation.

VII. Campaign to end violence against women and girls

69. The Secretary of CEB, in his capacity as representative of the Office of the Special Adviser on Gender Issues and Advancement of Women, briefed the Committee on the Campaign entitled "UNite to End Violence against Women", which had been launched by the Secretary-General on 25 February 2008. He noted that the Campaign, grounded in resolutions of the General Assembly and the

Security Council, was aimed at addressing manifestations of pervasive discrimination against women and girls through 2015. With this timeline, the Campaign was aligned with the achievement of the Millennium Development Goals, and affirmed the inextricable link between the well-being of half the world's population and progress in poverty reduction and development. It also built upon the recognition by the Security Council, in its resolution 1820 (2008), that sexual violence used as a tactic of war can significantly exacerbate situations of armed conflict and may impede the restoration of international peace.

70. He added that the overall objective of the Campaign was to increase public awareness, political will and resources for preventing and responding to violence against women and girls. Notably, the Campaign provided a common framework for the United Nations system and its partners to address the scourge of violence at the global, regional and national levels. It was built upon ongoing joint efforts by organizations of the system in support of national implementation of existing commitments.

71. Gaps remained, however, in inter-agency coordination and accountability for outcomes of commitments undertaken by United Nations entities to implement relevant activities. In particular, better coordination was required in preparing a system-wide action plan on the implementation of the Campaign. To this end, the Deputy-Secretary-General was chairing a Steering Group, supported by the Office of the Special Adviser on Gender Issues and Advancement of Women and the Inter-Agency Network on Women and Gender Equality, to guide and develop the Campaign. Next steps envisaged included: (a) an articulation of pledges by organizations of the system to undertake key initiatives in 2008/2009 in their areas of comparative advantage; (b) tabling the issue of violence against women and girls, including sexual violence in conflict situations, for regular review by CEB, beginning in 2009; (c) a high-level event to be hosted by the Secretary-General in 2010 to coincide with the 15-year commemoration of the adoption of the Beijing Declaration and Platform for Action; (d) yearly reports to the High-level Committee on Programmes, through the Inter-Agency Network, on results achieved in the implementation of key initiatives and activities, and of progress in the key areas of global advocacy, strengthened efforts and partnerships at the national and regional levels and leading by example; and (e) systematic and effective assessment of progress in addressing violence against women and girls through the development of indicators, benchmarks and methods for tracking resources, through the Inter-Agency Network and UN Action against Sexual Violence in Conflict (UN Action).

72. During the discussion, a number of points were raised, in particular:

- Violence against women and girls is a deeply serious issue which should be taken up by the Committee in its future work programme. It was important, in this connection, that the aim of efforts should remain the elimination, rather than just the prevention, of violence, and that the work being carried out by agencies on the ground should be fully reflected in the Campaign.
- Concern remained, however, that the various initiatives to survey and report on the relevant work of the United Nations system did not always reflect the submissions that had been provided by individual organizations, and that the reporting requirements needed to be rationalized. It was suggested that an evaluation might be undertaken of the system's accountability, monitoring, and

reporting overall in this area. A mapping exercise should ensure that new and additional commitments are made by organizations.

- Efforts should be accelerated in various areas: mobilizing, supporting and coordinating the Campaign, including with regard to dedicated support and funding; ensuring the Campaign's flexibility and wide dissemination; formalizing the Secretary-General's male leaders network for the Campaign, and developing a training programme for country teams.
- Concern was expressed with regard to the inherent tension implicit between addressing violence against women and girls as a priority issue in common country assessments/United Nations Development Assistance Frameworks and national ownership. The question was raised as to how global goods and global threats should be seen as a priority issue at the country level.
- With regard to coherence efforts at the country level, it was pointed out that only Rwanda participated in both the 10 joint programmes on violence against women and the 8 "Delivering as one" pilots.
- The global advocacy envisaged by the Campaign needed to be backed by empirical evidence. There was a need for more research to fill gaps in knowledge in particular with respect to the interlinkages among gender, conflict and HIV/AIDS.
- United Nations leadership by example should include implementing the statement of commitment on eliminating sexual exploitation and abuse by United Nations staff and related personnel, including putting mechanisms in place to support victims' assistance, creating and mobilizing a global network of male leaders, and develop a training programme for United Nations country teams.
- It was suggested that the high-level event envisaged for 2010 should not be held in parallel with the Commission on the Status of Women, but rather at the opening of the General Assembly.

73. The Committee discussed and revised the recommendations for action put forward in the report by the Office of the Special Adviser on Gender Issues and Advancement of Women, as follows:

The Committee:

Takes note of the Framework for Action and Programme of the United Nations Activities and Expected Outcomes, 2008-2015, Secretary-General's Campaign "UNite to End Violence against Women";

Recognizes the importance of the Campaign and invites organizations to contribute in the areas of their comparative advantage to the Campaign;

Invites the Office of the Special Adviser on Gender Issues and Advancement of Women and the Inter-Agency Network on Women and Gender Equality, in concert with the Inter-Agency Standing Committee and other relevant actors, to update the High-level Committee on Programmes on progress in the implementation of the Campaign.

VIII. Disaster risk reduction

74. The Chairman recalled that, at its fourteenth session in September 2007, the High-level Committee on Programmes had an initial discussion on mainstreaming disaster risk reduction in the policies and strategies in the United Nations system. The Committee requested the secretariat of the United Nations International Strategy for Disaster Reduction (UNISDR) to report back on progress made in this regard, stressing programme coherence, and the importance of building on existing work of the International Strategy for Disaster Reduction (ISDR) system in disaster risk reduction in developing a system-wide climate change strategy.

75. The representative of UNISDR presented a paper to the current session of the Committee, as requested, providing an update on developments at the inter-agency and intergovernmental levels, and outlining specific actions aimed at accelerating coherent implementation of the Hyogo Framework for Action 2005-2015. She noted that at present, 45 Governments had established multisectoral national platforms for disaster risk reduction and another 10 were in an advanced stage of preparation. The first comprehensive biennial global assessment report on disaster risk reduction, for which performance indicators and an online monitoring system were in place, would be launched by the Secretary-General in May 2009. The second session of the multi-stakeholder Global Platform for Disaster Risk Reduction was scheduled for 15-19 June 2009 in Geneva.

76. The Hyogo Framework also called upon international organizations, including the United Nations system and international financial institutions, to undertake a number of tasks within their mandates. These tasks encompassed two demands: the systematic incorporation of disaster risk considerations in the organization's own strategies, plans and programmes; and the provision of systematic support to United Nations system-wide processes and initiatives at the global, regional and country levels. Since 2005, several organizations, individually and through their participation in the ISDR system, had made progress in this regard. Nevertheless, a large gap still remained in institutional capacities and resources, as well as in the appreciation that disaster risk reduction was a cross-cutting, long-term matter issue intrinsically connected to sustainable development, and not just a humanitarian response matter. The representative of UNISDR stressed the need for the United Nations system to deliver as one and urged organizations to participate actively in the ISDR system processes. She noted that the United Nations Development Group had set up a task team with ISDR, co-chaired by UNDP and UNEP, to provide programme guidance through the common country assessment/United Nations Development Assistance Framework updated guidelines on disaster risk reduction, and mapping of examples of good practices at the country level.

77. At the same time, it was clear that, with the growing frequency and severity of natural disasters in recent years, a major scaling up of both political commitment and resources was required. On 29 September 2008, the Secretary-General convened a ministerial meeting on disaster risk reduction for climate change adaptation. The meeting gathered 200 participants from 86 Member States, and served as a platform to discuss experiences in disaster risk reduction, and to determine ways to link "Hyogo" and "Kyoto" in the lead up to the climate change negotiations at Poznan and Copenhagen. It was extremely important for national climate change negotiators to be well informed on disaster risk reduction and the Hyogo Framework. A

workshop would be held at Poznan on the topic "Risk-management and risk-reduction strategies, including risk sharing and transfer mechanisms such as insurance".

78. The Committee thanked UNISDR for its paper, and agreed on the need to mainstream disaster risk reduction as a cross-cutting issue at all levels. Organizations highlighted the relevance of efforts to reduce the risks of disasters to their efforts in such areas as the preservation of cultural heritage, education and public awareness, health, agriculture, recovery and reconstruction and humanitarian adaptation. Several, including the United Nations Educational, Scientific and Cultural Organization, UNEP, UN-Habitat, UNDP, the World Meteorological Organization (WMO), the Office of the United Nations High Commissioner for Refugees, the World Bank, and the regional commissions, had been stepping up their collaboration with UNISDR.

79. In this regard, the importance of providing relevant support to the global assessment reports and monitoring of the Hyogo Framework was highlighted. It was acknowledged that limited understanding and awareness of the benefits of disaster risk reduction directly related to the fact that insufficient priority and resources were being allocated. Some analysts had pointed out that a one-dollar investment in prevention would yield seven dollars of savings. It was emphasized that more evidence-based quantification of disasters' impact and thus of materialized risks in the economic, social and environmental areas were also needed to better appreciate the benefits of disaster risk reduction. Given the fact that 90 per cent of all natural disasters were hydro-meteorological in cause, efforts being undertaken by WMO to improve the accuracy of weather forecasting were greatly appreciated.

80. Concern was expressed about the reliance on extrabudgetary resources for UNISDR and disaster risk reduction activities. While organizations, including FAO, had been able to set aside resources for this purpose, they were not in a position to reallocate resources, as was suggested in the paper before the Committee. The question was raised as to whether a portion of funding available through the Office for the Coordination of Humanitarian Affairs could be used for disaster risk reduction. It was suggested that a fundamental review of the overall approach to funding should be pursued.

81. Referring to its discussion on climate change, the Committee stressed the importance of ensuring that the United Nations system submission to Poznan accurately reflects the disaster risk reduction components of climate change adaptation, capacity-building, and technology transfer.

82. The Committee expressed its strong support for the recommendations contained in paragraph 22 of the paper, with an amendment to the third recommendation. It therefore endorsed the following actions by United Nations system entities:

(a) Examine to what extent their existing mandates or policies are in line with the Hyogo Framework, and, if necessary, request their executive boards to consider revising/updating them;

(b) Review/recognize what stage they have reached in mainstreaming disaster risk reduction activities into their ongoing work;

(c) Based on the above reviews, seek to reallocate resources as feasible, to comply with their roles and responsibilities for disaster risk reduction, in

particular in support of national counterparts' needs and in the context of the United Nations country team work and closely coordinated under the resident coordinators;

(d) Incorporate disaster risk reduction objectives in their own results management systems, including developing and monitoring the appropriate outcome indicators, measured against the Millennium Development Goals;

(e) Contribute to strong United Nations system leadership on disaster risk reduction in their own sectors and participate in ISDR system processes to advocate at the highest political levels, particularly in the Global Platform for Disaster Risk Reduction and events associated with the United Nations General Assembly and other United Nations system member governance bodies;

(f) Decide to take up this issue periodically to enable report on progress made.

IX. Other matters

83. The Committee received briefings on the following:

(a) A United Nations Strategic Planning Network Workshop had been held in Vienna on 29 and 30 May 2008, with 18 United Nations entities participating. The report from the meeting had been widely disseminated. The next annual meeting will be held in Nairobi;

(b) The Government of China had invited the United Nations to participate in the international exposition known as "Shanghai World Expo 2010", to be held in Shanghai from 1 May to 31 October 2010. UN-Habitat had been selected as the United Nations focal point, given the "Better City, Better Life" theme of the exposition. The Executive Director of UN-Habitat had written to executive heads, requesting them to nominate a focal point. The aim of the United Nations participation in the exposition is to showcase, in the United Nations pavilion, the concrete work of the system in the social, economic, environmental, humanitarian and other areas, with a focus to deliver as one in a complementary manner;

(c) The United Nations regional commissions had sponsored a report entitled "UN coherence at the regional level: synergies and complementarities between the Regional Coordination Mechanism and Regional Directors' Team", released in July 2008, as a contribution to the ongoing discussion and reflection within the United Nations system on improving coherence and delivering as one at the regional level. The report advocated better synergies and complementarities between the two main inter-agency coordination mechanisms at the regional level, namely the Economic and Social Council-mandated regional coordination mechanism, and the Regional Directors' Teams acting within the United Nations Development Group machinery. It also suggested that the Regional Coordination Mechanism would be partly guided by global discussions and initiatives within the CEB machinery, particularly those within the High-level Committee on Programmes, in a manner that could allow flexible and selective interaction on an "as-needed/on demand" basis.

84. The Committee thanked the presenters for their briefing and took note of these issues. The Committee was of the view that the issue of coherence at the regional level warranted in-depth discussion at a future meeting of the Committee,

and a review at an upcoming United Nations Development Group/Advisory Group meeting.

85. The Committee took the opportunity to express its profound gratitude to its Chair, Lennart Båge, whose tenure was now coming to a close. Since he assumed the chairmanship, in February 2003, Mr. Båge had exercised outstanding leadership and shown great commitment, transforming the Committee into a strong and coherent body. Members wished Mr. Båge every success for the future.

86. At the initiative of the Vice-Chair, and following the conclusion of the formal meeting of the Committee, a dialogue on global governance was held between interested Committee members and the Bridge Initiative International. Representatives of the Bridge Initiative included: Patrice Barrat, Executive Director of the Bridge Initiative International; Sylvia Borren, Co-Chair of the Global Call to Action against Poverty; Huguette Akplogan-Dossa, National Coordinator of Social Watch in Benin and Regional Coordinator of the African Network for the Promotion of the Right to Food; Martin Wolpold-Boisen of the Food First Information and Action Network; Jean Pierre Elong Mbassi, Secretary-General of the United Cities and Local Governments of Africa; and Gustave Massiah, Chairman of the Research and Information Centre for Development and member of the International Council of the World Social Forum.

Annex I

Agenda

1. Adoption of the agenda
2. Review of recent developments and forthcoming events
3. Climate change
4. Evaluation of the United Nations pilots
5. Strategic direction for the future work of the High-level Committee on Programmes
6. UN-Water
7. Campaign to end violence against women and girls
8. Disaster risk reduction
9. Other matters

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

David Nabarro
Janos Pasztor

Office of the Special Adviser on Africa

Patrick Hayford

Department of Economic and Social Affairs

Thomas Stelzer
Alexandre Trepelkov
Kathleen Abdalla

Regional commissions

Amr Nour

International Labour Organization

Maria Ducci

Food and Agriculture Organization of the United Nations

Annika Söder
Pasquale Steduto
Wendy Mann

United Nations Educational, Scientific and Cultural Organization

Jean-Yves Le Saux

International Civil Aviation Organization

Denys Wibaux

World Health Organization

Peter J. Mertens

World Bank

Ferid Belhaj
Jarl Krausing

International Monetary Fund

Barry Potter
Elliott Harris

Universal Postal Union

Olivier Boussard

International Telecommunication Union

Beatrice Pluchon

World Meteorological Organization

Elena Manaenkova

International Maritime Organization

Monica Mbanefo

World Intellectual Property Organization

Carlos Mazal
Rama Rao Sankurathripathi

International Fund for Agricultural Development

Matthew Wyatt
Uday Abhyankar

United Nations Industrial Development Organization

Richard Kennedy
Qazi Shaukat Fareed
Edward Clarence-Smith

World Trade Organization

Said El-Hachimi
Patrick Rata

World Tourism Organization	Eugenio Yunis
United Nations Conference on Trade and Development	Lucas Assunção
United Nations Development Programme	Romesh Muttukumaru Alison Drayton
United Nations Evaluation Group	Saraswathi Menon Lucien R. Back
United Nations Development Group United Nations Development Operations Coordination Office	Liliana Ramirez
United Nations Environment Programme Environment Management Group	Juanita Castaño Ivar Baste
Office of the United Nations High Commissioner for Refugees	Judy Cheng-Hopkins Gesche Karrenbrock
United Nations Relief and Works Agency for Palestine Refugees in the Near East	Robert Stryk
United Nations Children's Fund	Alexandre Zouev
United Nations Population Fund	Kwabena Osei-Danquah
World Food Programme	Paul Larsen Jordi Renart y Vila
United Nations Office on Drugs and Crime	Ugi Zvekic
United Nations Human Settlements Programme (UN-Habitat)	Axumite Gebre-Egziabher
United Nations University	Reza Ardakanian
Comprehensive Nuclear-Test-Ban Treaty Organization	Alexander Kmentt
United Nations Framework Convention on Climate Change	Henning Wuester
Joint United Nations Programme on HIV/AIDS	Emelia Timpo
United Nations Convention to Combat Desertification	
International Strategy for Disaster Reduction	Helena Molin Valdes
United Nations Staff College	Jafar Javan
CEB Secretariat	Adnan Amin (Director) Georgios Kostakos Mikael Rosengren Lotta Viklund McCabe

Annex III

Draft revised terms of reference of the High-level Committee on Programmes

The review undertaken by CEB in 2007 of its role and functioning led to the establishment of three pillars to support its work, with an overall aim of achieving an integrated approach to the challenges facing the United Nations system. The incorporation of the United Nations Development Group (UNDG) as the third pillar alongside the High-level Committee on Programmes (HLCP) and the High-level Committee on Management (HLCM), the higher level of delegated authority, and the need to assure the most effective division of labour among the three high-level committees, call for the review and, as necessary, adjustment in the terms of reference of the Committees. The following terms of reference for HLCP have been elaborated in light of the CEB review. They will be reviewed on a regular basis and, if required, adjusted as determined by HLCP itself or by CEB.

1. The High-level Committee on Programmes will foster coherence, cooperation and coordination on programme dimensions of strategic issues for the United Nations system.
2. HLCP will develop and align its programme of work with that of the other pillars of CEB, the High-level Committee on Management and the United Nations Development Group, to ensure proper sequencing of issues considered by one or more of the three pillars. Such alignment aims to maximize complementarities and synergy of work of the CEB structures in support of greater system-wide coherence in realizing intergovernmental mandates.
3. The HLCP Chairperson and Vice-Chairperson will be appointed by CEB to serve two-year terms. HLCP, composed of senior staff authorized by their executive heads to take decisions on their behalf, will meet twice a year in regular session, and will hold other meetings, including videoconferences, on an as-needed basis.
4. HLCP will serve two key functions, namely:
 - (a) System-wide follow-up of intergovernmental decisions;
 - (b) Scanning and identification of emerging programme issues requiring a system-wide response.
5. HLCP will address intergovernmental decisions and outcomes of major conferences and summits that require system-wide follow-up, with a view to:
 - (a) Identify policy issues of a strategic nature relevant for the United Nations system as a whole, develop guidance for coherent programme development and implementation, and monitor and track contributions by organizations and inter-agency mechanisms in these policy areas so as to maximize the impact in support of internationally agreed development goals, intergovernmentally agreed policies and strategic approaches and objectives adopted by CEB;
 - (b) Foster and support the integrated and coordinated preparation of and follow-up to major United Nations conferences and summits. Special attention shall be paid to enhancing the capacity of the system and Member States to assess and measure progress in the pursuit of agreed international goals;

(c) Design approaches and measures to enhance the capacity of the system and Member States to assess and measure progress towards agreed international goals.

6. HLCP will provide scanning and identification of emerging issues requiring a system-wide response, with a view to:

(a) Elaborate common strategies, policies, methodologies and tools, including results-based management, in response to emerging issues and challenges facing the United Nations system;

(b) Serve as a forum for inter-agency dialogue, consultations, coordination and knowledge-sharing regarding new programme initiatives and practices of system-wide concern;

(c) Facilitate dialogue on relevant reform processes and their implications within the United Nations system, and identify and promote best practices;

(d) Prepare for CEB sessions on ahead-of-the-curve issues of global significance.

7. In order to achieve the above, HLCP will:

(a) Include, in its rolling three-year programme of work, cross-cutting and multisectoral issues giving special attention to policy areas for which no lead agency has been identified;

(b) Develop innovative, timely and cost-effective working arrangements including identifying policy themes and clusters, time-bound task forces and where required identifying lead/convening agencies;

(c) Develop arrangements for monitoring and guiding the work of inter-agency bodies relevant to its work;

(d) Foster dialogue and propose ways in which the collaboration and interaction with the private sector, semigovernmental and non-governmental organizations and other parts of civil society can be enhanced and contribute to the achievement of agreed system-wide goals;

(e) Foster knowledge-sharing to enhance transparency, to develop consensus and to learn and apply proven successful practices and policies.

8. In the exercise of these functions, HLCP will operate within the framework of the constituent instruments of member organizations and the relationship agreements between the United Nations and the specialized agencies and Bretton Woods institutions.