



# Chief Executives Board for Coordination

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English only

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## Report of the High-level Committee on Programmes on its eighteenth session

New York, 17 and 18 September 2009

### I. Introduction

1. The High-level Committee on Programmes of the United Nations System Chief Executives Board for Coordination (CEB) held its eighteenth session at United Nations Headquarters, New York, on 17 and 18 September 2009. The agenda of the meeting (annex I) and the list of participants (annex II) are attached to the present report.

### II. United Nations system joint crisis initiative on the global financial and economic crisis

2. The Chair briefed the Committee on the outcome of the High-level Informal Consultation of Lead Agencies that he had convened at International Labour Organization (ILO) headquarters on 7 July 2009 with a view to defining a common framework for operationalizing the CEB joint crisis initiatives. He recalled that it had been agreed that the leaders of the initiatives, focusing on the crisis dimensions, would move forward with their work in collaboration with the cooperating organizations. It had also been decided that the templates should be finalized and preferably be operational by September 2009. An important aspect of the initiatives had been to move quickly to activities at the country level. The Chair of the United Nations Development Group had written to resident coordinators, noting that the United Nations system's support should be rapid and relevant to the emerging needs of countries and that the joint crisis initiatives should inform a comprehensive country-based approach, through which the United Nations system could concretely help countries, including through analysis, identification of gaps and joint action.

3. For the current session of the High-level Committee on Programmes, lead and cooperating organizations were requested to submit their finalized templates and a short report, identifying progress achieved and further work envisaged. The Chair requested representatives of the lead agencies to brief the Committee.



## **A. Additional financing for the most vulnerable**

4. The representatives of the United Nations Development Programme (UNDP), the World Bank and the Development Operations Coordination Office updated the Committee. It was observed that as developed countries emerged from the recession, their finance ministries would focus on retrenchment, deficits and moving out of stimulus. This would take place at the same time as the needs of many of the poorest countries for stimulus and official development assistance (ODA) would peak. The World Bank's report to the Group of 20 (G-20) on the impact of the crisis on middle- and low-income countries indicated that the crisis was clearly far from over.

5. At a recent meeting of the lead and participating agencies, a number of key elements had been agreed upon. These included: (a) the need for country focus, building on analysis at the country level; (b) the importance of demonstrating that the United Nations system was working closely with the World Bank, the International Monetary Fund and regional development banks; and (c) the need to communicate to country teams the support that would be provided to them. On the specific issue of additional financing, building on the experience of the World Bank's vulnerability fund, it was felt that a new major global financial facility would not be the best solution at that time. Instead, it was agreed to identify financial flows at the country level and possibly set up country-level facilities. A number of those elements had been reflected in the letter sent by the Chair of the United Nations Development Group, Helen Clark, to resident coordinators on 1 September 2009. Ms. Clark had also requested resident coordinators and United Nations country teams, with the support of regional directors' teams, and based on Government leadership and priorities, to assess critical needs and identify gaps, look at possible interventions and determine overall budgetary needs and existing and/or potential sources of funding. The letter indicated that the United Nations Development Group would be providing a summary of support that could be drawn on under each of the initiative areas. Resident coordinators and country teams would also be provided with a number of training opportunities for discussing the joint crisis initiatives and the United Nations Development Assistance Frameworks would be used to provide support to countries of a longer-term and systemic nature.

## **B. Food security**

6. The representative of the Secretary-General's High-level Task Force on the Global Food Security Crisis noted that while much of the \$20 billion that had been pledged for food security at the Group of Eight (G-8) meeting in L'Aquila, Italy, as well as other pledges made by countries not present, was expected to be a repackaging of existing commitments, there were some prospects of new resources from the United States of America, Canada and Australia, as well as from the Nordic countries and at least one Gulf country. It was likely that this money would come from redistributions rather than from new allocations, however, and there was no evidence that countries would be willing to raise the bar for their official development assistance. Indeed, it was proving difficult to raise resources for serious humanitarian crises at the present time.

7. The representative stressed that the most important element of the food security initiative was its support for strategic coordination to back country plans among a variety of actors working together. The initiative dealt with a very

comprehensive set of issues covering the nutritional well-being of children and women, agriculture and food systems, social protection, and marketing and trade. It focused on the realization of the right to food and adaptation to changing climates. It was oriented towards comprehensive activities rather than “magic bullets” and would reflect a significant increase in development assistance for the food security area.

8. He noted that, owing to its strong and effective inter-agency coordination and leadership, the United Nations system was viewed as a potential interface between the donor community and national Governments at a time when national Governments sought to assume more ownership and the donor community focused increasingly on impact and accountability. The United Nations system needed to understand the perspectives of both sides and help them — for example, by dealing with comprehensive programming while demonstrating impact. There would be a need for the system to have the strongest possible technical assistance capacity, linked to the most efficient transfer of resources. Close collaboration among the World Bank, the regional banks and the United Nations organizations involved in technical assistance was key. Finally, he underscored the importance of the United Nations system staying strategically engaged and working collaboratively in helping countries deal with the interfaces between challenging issues such as the triangle of relationships involving access to and utilization of food, access to and ability to use diminishing cash, and access to and use of water and other climate-related resources.

### **C. Trade**

9. The representative of the World Trade Organization (WTO) informed the High-level Committee on Programmes that negotiations in the WTO-led Doha Development Round had intensified following the crisis. As open markets and the avoidance of protectionism were crucial, it was expected that there would be renewed efforts to push for a finalization of the Round at the upcoming G-20 meeting. She noted that it would be helpful if CEB and the entire United Nations family were supportive of this push. With regard to Aid for Trade, some very positive additionalities had been noted, with new commitments from a number of donor countries including Japan, the United States, the Netherlands and France, as well as enhanced efforts to strengthen the regional component of Aid for Trade. A challenge that remained, however, was to develop criteria to assess the value that Aid for Trade brought to trade and development. On the issue of trade finance, WTO had convened an expert group meeting on 15 September 2009, at which it had been agreed that trade finance should be facilitated and improved.

10. The representative of the United Nations Conference on Trade and Development (UNCTAD) briefed the Committee on work on trade restrictive measures and on the monitoring of investment-restrictive measures in light of the protectionist spirit resulting from the crisis. He noted that thus far, no spike in investment-restrictive measures had been detected. UNCTAD, together with WTO and the Organization for Economic Cooperation and Development (OECD), had released a report on the G-20 members’ adherence to their undertaking of system protection measures and promotion of global trade and investment. UNCTAD, which had systematically monitored the impact of the crisis on the trade and development of the developing countries and transitioning economies, had been

working with individual countries, either at their request or in connection with its own research and analysis, in identifying sectors affected in terms of their exports and terms of trade. UNCTAD was also working with those countries to draw up coping and resilience strategies.

11. A major concern for the UNCTAD Trade and Development Board, meeting in Geneva concurrently with the High-level Committee on Programmes session, was the risk that the global community would return to its old ways of doing business or to “business as usual” once the crisis had ebbed, as indicated in the UNCTAD Trade and Development Report for 2009. Another important development in relation to the trade initiative had been the creation of the Banco del Sur in Latin America.

#### **D. Green Economy Initiative**

12. The representative of the United Nations Environment Programme (UNEP) thanked organizations for the significant work that had been undertaken, including the development of a matrix with specific products, activities and deadlines and the designation of lead agencies for each of the products and activities. In addition, work had been initiated to produce a global report on the green economy, which would investigate the macroeconomic, employment and poverty-reduction potential of investing in green sectors or in greening “brown sectors”. New jobs would be created and poverty reduced through green investments in the following areas: renewables, industrial efficiency, transport, buildings, cities, waste, agriculture, water, forests, fisheries and tourism. The global report would consider the issue of financing and other enabling conditions for scaling up green investment in those areas (see also annex III).

13. At the regional and country levels, work was being undertaken to conduct an overview of the green new deal policy of the Republic of Korea, which had been initiated the previous year. Efforts were also ongoing in designing a low-carbon green growth approach for developing countries in East Asia and supporting awareness-raising activities in the Arab region. China was the first country in which a green economy country project would be rolled out.

#### **E. Global Jobs Pact**

14. The ILO representative informed the Committee that a number of significant events had taken place in recent months. First, the General Conference of the International Labour Organization had adopted, on 19 June 2009, a resolution entitled “Recovering from the crisis: A Global Jobs Pact”. The text strongly emphasized the four pillars of decent work, along with the connection between the decent work agenda and other major policy areas such as finance, trade and environment. Paragraph 20 affirmed “support to the ILO’s role within the UN System Chief Executives Board (CEB), which can help to create a favourable international environment for the mitigation of the crisis”. An underlying theme of the Conference had been the risk of a long lag in employment recovery, even after other indicators of the economy had picked up and the high risk of labour-market distress. In some countries this would appear as unemployment, in other countries as working poverty. The Global Jobs Pact, as developed by the Conference, embraced elements of the joint crisis initiatives on the Social Protection Floor and the Green Economy.

15. The Conference had also grappled with the need to have a global response that was adaptable to specific country situations, which had been reconciled through a portfolio approach that would allow for a mix of relevant policies for individual countries. The Economic and Social Council subsequently endorsed the efforts on the Global Jobs Pact and encouraged the system-wide efforts being undertaken. The G-8 meeting in L'Aquila had similarly been very supportive of these efforts. ILO would also be reporting to the G-20 in Pittsburgh on employment and social protection policy.

16. With regard to the next steps, he noted that the various policy components of the Global Jobs Pact would be reviewed and information would be collected on the impact it was having, in order to enable the development of best practices. There was also a need to look at country packaging, given the connection between the ILO decent work country programmes and the United Nations Development Assistance Frameworks, as well as other elements of national strategies. There was significant interest from countries that wished to develop the idea of the Global Jobs Pact at the national level. Finally, use would be made of efforts already under way with regard to the toolkit for mainstreaming employment and decent work and the implementation of the Millennium Development Goals and the newly developing work on the Second United Nations Decade for the Eradication of Poverty (2008-2017). Finally, the ILO representative stressed that, while there was a need for urgent action as Governments faced serious employment problems, it would also be necessary to sustain the effort over the medium term, as there was a real risk that the global community would be in crisis recovery mode through, and perhaps beyond, 2015.

## **F. Social Protection Floor**

17. The representative of the World Health Organization (WHO), on behalf of the co-lead agencies, WHO and ILO, recalled that while Social Protection Floor issues had been on the table prior to the crisis, it was the crisis that had brought them to the fore. The crisis was far from over for many populations, including those in Eastern Europe and the Baltic States, which were facing major reductions in public spending at the same time as asset prices and export volumes remained very low. She also observed, however, that countries were seeking to expand social protection, including in the health sector. She stressed that the early policy responses and exchanges of information and experiences among countries were as important as any of the tools that the United Nations system had been developing to assist them.

18. She noted that a key issue to come out of the Social Protection Floor initiative was the importance of a United Nations system-wide response, especially at the country level. Three issues had emerged as critical: advocacy; assessment; and practical tools at the country level. There had been numerous occasions in recent months when the United Nations system had spoken with one voice on social protection, including at, inter alia, the World Bank South-South Learning Forum on the Food, Fuel and Financial Crisis and the Role of Social Protection, the ILO International Labour Conference, the meetings of the Economic and Social Council and the United Nations Educational, Scientific and Cultural Organization (UNESCO) Forum of Ministers.

19. To take the initiative forward, a compendium of resources currently available throughout the system had been developed. In collaboration with ILO, a meeting of technical experts from all participating organizations would be convened at the ILO

Training Centre in Turin, Italy, in October, to evolve a common understanding of how to move ahead through joint country activities and develop a manual. That would be followed by pilot testing of the manual in two or three countries. Training courses for planners from about 60 countries would be organized to see how they could take this work forward, depending on their specific country circumstances and on national development plans. Finally, the WHO representative stressed the importance of continuing to monitor commitments to ODA, without which it would be extremely difficult to make progress.

## **G. Humanitarian, security and social stability**

20. The representative of the World Food Programme (WFP) highlighted that hunger and humanitarian needs were growing fast, with an increase of an additional 200 million hungry people worldwide in the previous two years. Progress on Millennium Development Goal 1 had been reversed and that reversal was threatening peace and stability. Climate change and weather-related disasters were clearly impacting on the most vulnerable and hungry. The financial crisis had hampered the response and funding was not forthcoming at the same level as it had been in 2008, when donors had responded robustly to the food crisis. The consolidated appeals for humanitarian assistance were only half-funded thus far in 2009. The impact on peace and stability in regions with funding shortfalls was self-evident, with ramifications on migration, among other issues. The challenges for humanitarian workers, who risked their lives in difficult environments, were enormous.

21. On the positive side and as a concrete result of the efforts under the humanitarian, security and social stability initiative, the European Union had committed to secure naval escorts for WFP shipments to Somalia over 2010. There had also been good responses from donors to the humanitarian assistance, food security, agricultural development, and peace and stability needs of Afghanistan and Pakistan at the meeting of G-8 Ministers for Foreign Affairs in Trieste, Italy, on 26 June 2009. WFP was working together with the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD) on developing a comprehensive plan to promote peace and development in the region.

22. He stressed the importance of the United Nations system leaders' maintaining their attention on the needs of the most vulnerable through their advocacy efforts. IMF and the World Bank, inter alia, were embedding in their statements on the crisis the message that it was necessary to focus on the most vulnerable, as well as on the link between humanitarian needs and stability. He added that joint efforts under the initiative were working well and that cooperating agencies would meet later in the month to prepare for joint events, such as the Consolidated Appeals Process launch, and to further develop joint advocacy.

## **H. Technology and innovation**

23. The representatives of the International Telecommunication Union (ITU), the United Nations Industrial Development Organization (UNIDO) and the World Intellectual Property Organization (WIPO) provided information on the efforts under way through the initiative, whose rationale was that technology, innovation

and creativity were critical in providing opportunities for recovery from the crisis, leading to a more dynamic, eco-friendly, sustainable and diversified global economy. Activities that had been under way prior to the crisis had been refocused to address new challenges. ITU had continued to monitor developments in the information and communications technology sector and would launch its second report on “Confronting the Crisis” on 5 October 2009. The report would focus on national stimulus packages, particularly those of, inter alia, the United States, the United Kingdom of Great Britain and Northern Ireland and France and how stimulus packages were used to promote the roll-out of broadband infrastructure. The ITU World Telecom Conference, held in Geneva from 5 to 9 October 2009, with the participation of a number of Heads of State and Government, focused on the impact of the crisis on the information and communications technology sector. A number of United Nations organizations were working collaboratively with ITU in that regard. Work was also under way in the area of learning and training, in collaboration with the private sector, to bring science and technology journals to least developed and other developing countries. Another significant activity, related to intellectual property, was the establishment of technological innovation centres to address the infrastructure development and training requirements of developing countries.

24. UNIDO was working to expand and enhance its worldwide network of cleaner production centres to help small and medium-sized enterprises in developing countries cope with increased production costs and avert worker layoffs. It was noted that energy, materials and water accounted for some 80 per cent of the production costs of a typical medium-sized enterprise. With appropriate technology, improved efficiency and resource use would cut production costs, raise profits and minimize or prevent job losses. UNIDO had also organized the International Conference on Green Industry in Asia: Managing the Transition to Resource-efficient and Low-Carbon Industries from 9 to 11 September 2009 in Manila, as part of a joint effort by UNIDO, the United Nations Environment Programme (UNEP), the Economic and Social Commission for Asia and the Pacific (ESCAP) and ILO to promote the development, deployment and diffusion of clean technologies and cleaner production methods in Asian industries.

25. On a positive note, it was pointed out that, while the crisis had slowed growth in technology and innovation, the information and communications technology sector was still expanding, albeit at a slower pace, with growth generated by developing countries. Indeed, in the first quarter of 2009, there had been an additional 140 million new mobile phone subscribers.

## **I. Monitoring and analysis**

26. The representative of the Executive Office of the Secretary-General briefed the Committee on the Global Impact and Vulnerability Alert System, which provided the overarching framework for the monitoring and analysis initiative. The first report on the system was officially launched on 23 September 2009, at the opening of the high-level segment of the sixty-fourth session of the General Assembly. The report, which had been drafted through a collaborative effort of United Nations system organizations, was both state-of-the-art and cautionary. It provided a baseline that was indicative of how quickly real-time data, or the closest thing to real-time data, could be pulled together from different data streams. More than 35 country teams had responded to the call for country-level analysis and had been

instrumental in collecting the stories of the poor and vulnerable for the Global Impact and Vulnerability Alert System website.

27. The Committee was also updated on the second component of the monitoring and analysis initiative — the framework that the Department of Economic and Social Affairs of the United Nations Secretariat had started to apply to its work in monitoring the world economic situation and prospects, as part of its broader monitoring work together with UNCTAD and the regional commissions. The representative of the Department of Economic and Social Affairs reported that the Department's Statistics Division had been exploring ways of changing the questionnaires used for its monthly statistical bulletin to provide more real-time data that could be used in monitoring vulnerable situations. The Division was also designing country studies for the poorest countries that typically had the weakest statistical systems, to provide more up-to-date information. It was also working on improved methods for producing statistics on high-frequency data, linked to existing data systems such as national accounts, including better monitoring of the financial system and its implications for real economies.

28. The representative of IMF updated the Committee on the Fund's surveillance activities under its operational and economic surveillance priorities, covering risk assessment, the financial sector, the multilateral perspective and analysis of exchange rates and external stability risks. In the operational area, the Fund's vulnerability analysis of emerging markets had been extended to all systemically important economies and, following its successful dry run in April 2009, the joint IMF/Financial Stability Board early-warning exercise was formally presented at the World Bank and IMF annual meeting held on 6 and 7 October 2009 in Istanbul. Together with the World Bank, IMF had launched an examination of the joint financial sector assessment programme, with significant efforts undertaken internally to refocus on these issues. A recent innovation in the Fund had been the analysis of cross-cutting themes in the surveillance reports for major economies, to determine emerging trends and the resulting global policy recommendations. With the initial indications that the economic decline may have bottomed out, the IMF Executive Board would soon consider a proposal to redefine its economic area surveillance priorities to focus on the appropriate design and timing of exit strategies and on how to deal with reducing global imbalances on a sustainable basis.

## **J. Next steps**

29. Following its review of progress, the Committee agreed on the following next steps:

(a) **The joint crisis initiatives would move forward in a decentralized manner, coordinated by the lead and cooperating agencies;**

(b) **Lead and cooperating agencies should develop methodologies for working together at the country level with resident coordinators and the United Nations country teams, either through the United Nations Development Assistance Frameworks or through joint initiatives in response to the crisis, which were to be defined locally;**

(c) **Lead and cooperating agencies should consider how the initiatives could be supported at the regional level;**



(d) **As not all lead agencies were present in all countries, the United Nations Development Group should assist in bringing the initiatives forward to the country level;**

(e) **The High-level Committee on Programmes would discuss further at its next session a light reporting mechanism to review progress and identify emerging issues.**

### **III. Climate change**

30. The Director of the Secretary-General's Climate Change Support Team briefed the High-level Committee on Programmes on preparations for the Summit on Climate Change, to be convened by the Secretary-General on 22 September 2009 at United Nations Headquarters in New York. It was expected that the dialogue among the approximately 100 Heads of State or Government would provide political impetus and vision for the United Nations Framework Convention on Climate Change negotiations. He anticipated that the Secretary-General would be present throughout the high-level segment of the Conference of the Parties to the United Nations Framework Convention on Climate Change in Copenhagen (16-18 December 2009) and would likely be the sole speaker on behalf of the United Nations system. While specifics remained to be determined, he expected that the Secretary-General would meet with the executive heads to discuss, among other things, the implications of Copenhagen for the system. It was suggested that it would be good to also convene a high-level United Nations system side event, building on the lessons learned from Poznań, Poland, where the United Nations system would focus on "delivering as one". Regarding the package of material being prepared for the presentation of the system's work in Copenhagen, the Director welcomed the draft adaptation paper/policy brief and statement of purpose before the Committee and made suggestions for their enhancement.

31. The representative of the United Nations Framework Convention on Climate Change secretariat briefed the Committee on the current state of the negotiations, noting that the richness of ideas and proposals had led to a complex negotiating text that even experts had difficulties dealing with. It was necessary to reach a comprehensive deal in Copenhagen that would include all five political pillars of the negotiations, namely: adaptation, with a clear need for accelerated support to developing countries; increased ambition for midterm targets undertaken by developed countries, in the range of 25 to 40 per cent according to the Intergovernmental Panel on Climate Change; developing-country action on mitigation; resources, in particular finance; and governance. Convergence had to be achieved in the remaining negotiating sessions to be held before Copenhagen in Bangkok and Barcelona. Political momentum was building up through a series of events, notably the Secretary-General's Summit on Climate Change.

32. He welcomed the focus of the High-level Committee on Programmes on implementation. Providing support to developing countries and conveying a convincing message that the United Nations system could deliver as one was an important message to convey to Member States. Considerable progress had been made in that regard, as evident from the draft adaptation paper/policy brief before the Committee and initiatives in capacity-building, reducing emissions from deforestation and forest degradation and financing. The World Climate Conference-3

had also created a basis for improving climate observations and adaptation to climate change. In light of the large demand for side events in Copenhagen, the United Nations Framework Convention on Climate Change secretariat had screened the various proposals by United Nations system entities and had a number of suggestions for merging side events that it would convey through the CEB secretariat. The more agencies that agreed to be jointly involved in each side event the better; it would also be desirable to involve Parties to the Convention and civil society organizations.

33. The Director of the CEB secretariat briefly reviewed progress in inter-agency cooperation on climate change since 2007. He noted that there was significant interest on the part of Member States, who expected joint approaches and delivery. As had been agreed at the inter-agency meetings held in the margins of Poznań, there would be minimal reporting requirements and maximum flexibility provided to convening and cooperating agencies in each area for developing their respective initiatives focused on concrete deliverables. The following initiatives were under way in the CEB five focus and four cross-cutting areas: in the capacity-building area, the United Nations Institute for Training and Research (UNITAR), UNDP, UNEP and others had worked together to place all relevant training material of use to Member States on a One United Nations Training Service Platform for Climate Change; on finance, a climate financing platform was being developed by the World Bank, UNDP, the United Nations Framework Convention on Climate Change secretariat and others; there was the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries, a partnership of FAO, UNDP and UNEP, with a high-level event scheduled for 23 September 2009 in New York; an adaptation learning mechanism was about to be launched by UNDP, the Global Environment Facility (GEF), the World Bank, the United Nations Framework Convention on Climate Change secretariat and UNEP; on climate knowledge, the World Meteorological Organization (WMO) had recently held the World Climate Conference-3, which had resulted in the adoption of a Global Framework for Climate Services; and work continued in the area of making the United Nations a climate-neutral organization. There was also an online inventory of United Nations system activities on climate change, which continued to be updated.

34. The Director of the CEB secretariat referred to the two new draft documents that had been submitted to the High-level Committee on Programmes for its consideration: (a) a common statement of purpose meant to convey to the Parties to the United Nations Framework Convention on Climate Change in Copenhagen the message that the United Nations was unified. It would serve as the introduction to the package of documents that would be presented to the Conference of the Parties, which would also include flyers with information on each of the key collaborative initiatives; and (b) a concise policy brief on adaptation, which was a major priority issue for developing countries.

35. Committee members generally welcomed the draft adaptation policy brief, while some suggested that it could be made more focused and substantive, with stronger references to the overarching view of sustainable development. The idea of having a United Nations system statement of purpose was also welcomed and suggestions were made for the improvement of the current draft. Members proposed including text on the overarching framework of sustainable development, making more explicit references to the human and social dimensions, including employment

creation and mentioning specific sectors of activity, stressing that dealing with climate change could also help address other crucial issues like food and water security, and highlighting also that the Green Economy Initiative could serve as a bridge between the challenges of climate change and the global financial and economic crisis. There was broad support for organizing a Copenhagen side event on the Green Economy Initiative.

36. The WMO representative noted that the World Climate Conference-3 was a good example of the United Nations system working as one. White papers produced for the conference on energy, health and gender could also inform the draft adaptation paper under preparation. WMO planned on delivering in Copenhagen the short declaration and outcome of the World Climate Conference-3, flyers by sector on the basis of material prepared before and after the Conference, and a short publication on the new science, following the release of the Intergovernmental Panel on Climate Change Fourth Assessment Report. The IMF representative also provided background information on the Fund's work, noting that an eventual agreement at Copenhagen would likely have macroeconomic consequences.

37. Closing the discussion on this item, **the Chair reiterated the United Nations system's strong commitment to climate change action. The draft documents would be finalized by the Working Group, which he thanked for its efforts, in light of the comments made during the Committee's discussion.** The Chair expressed the Committee's appreciation to the Working Group and to Mr. Mats Karlsson for his leadership in paving the way for the system's collaborative work on climate change.

## IV. Other programme issues

### A. The policy dimension of knowledge management

38. The representative of UNIDO introduced a note containing a proposal for harmonizing knowledge-sharing in the United Nations system, in support of the Delivering as One initiative. He informed the Committee that the Director-General of UNIDO had written to the Secretary-General on 16 July 2009, suggesting that system-wide knowledge management be taken up by CEB at its retreat, to be hosted by UNIDO in Vienna in April 2010. In his response, the Secretary-General proposed that the issue should initially be considered by the High-level Committee on Programmes and High-level Committee on Management.

39. The UNIDO proposal was grounded in the recognition that a more structured system-wide approach to knowledge management and knowledge-sharing was required to enhance coherence among organizations of the system in meeting current global challenges. He noted that the two key components of knowledge-sharing were repositories and connections. The Information and Communications Technology Network had initiated relevant work on the common directory and Intranet sharing projects; however, as programme managers formed the principal constituency for knowledge-sharing, it was necessary for them to drive the process substantively. He cited the example of inter-agency work on climate change, which covered multiple issues and required that individuals within many agencies connect and collaborate with one other, based on an exchange of knowledge and information.

40. Members thanked UNIDO for bringing its proposal to the High-level Committee on Programmes. It was noted that one lesson that could be learned from past efforts at creating a knowledge-sharing strategy was the importance of organizations committing themselves fully to the effort. While supporting the proposal, a number of agencies suggested that any effort in the inter-agency knowledge-sharing direction should not concentrate too much on establishing definitions or taxonomies, but should instead focus on linking existing efforts in place within agencies. It was also noted that the High-level Committee on Management, through its proposal to harmonize business practices, had been focusing on efforts to broaden the capability of the system to collect data about activities, and that the Committee also had a network on information and communications technology. It was important to build upon efforts already in place in taking forward the further development of a knowledge-sharing strategy.

41. In summarizing the discussion, the Chair thanked UNIDO for raising this issue of fundamental concern to the United Nations system. He observed that knowledge-sharing was essential to achieving system-wide programme coherence and finding a way to mainstream it must remain a policy objective, with a focus on the creation and development of knowledge itself. He suggested that organizations should take a number of factors into account, including the “knowledge role” of the United Nations system (noting that much of the knowledge expected to be provided by the United Nations was sold by consultants), previous efforts in that direction, the role of the High-level Committee on Management and the level of ambition in a subject as broad as knowledge-sharing. **The Chair proposed that, rather than create a task force or working group, the Committee should invite UNIDO to present, at the next session of the High-level Committee on Programmes, taking into account views expressed, and in consultation with the interested agencies, a document that charted the way forward towards achieving improved coordination and coherence of knowledge-sharing activities across the United Nations system.**

## **B. Second United Nations Decade for the Eradication of Poverty (2008-2017)**

42. At its seventeenth session, and in response to General Assembly resolution 63/230 on the Second United Nations Decade for the Eradication of Poverty (2008-2017), the High-level Committee on Programmes had agreed to establish a time-bound cluster group, co-led by the Department of Economic and Social Affairs and ILO, to prepare a draft plan of action for poverty eradication on full employment and decent work for review at its current session. The representative of the Department of Economic and Social Affairs introduced the report of the group, noting that the draft plan of action had been elaborated on the basis of wide consultations and that it was aimed at enhancing the coherence of United Nations system-wide activities in the areas of employment and decent work in the context of poverty eradication.

43. The cluster group agreed that the draft plan should be built around activities where synergies would lead to substantial increased benefits. The plan should take advantage of the platform already developed in support of the CEB toolkit for mainstreaming employment and decent work and should also relate to the work

undertaken by the initiatives on the Global Jobs Pact and the Social Protection Floor.

44. He added that the draft plan of action in support of national efforts had been developed around four types of activities: awareness-raising about employment and decent work as an effective development strategy for poverty eradication; strengthening capacity-building (training, skills development, knowledge-sharing); providing support in integrating decent work towards poverty eradication into national and international policies and programmes; and sharing good practices in promoting employment and decent work at the national and international levels. It was envisaged that in implementing these activities, the United Nations system would collaborate closely with national Governments, non-governmental organizations, civil society and other stakeholders.

**45. The High-level Committee on Programmes members suggested a number of areas to be integrated into the draft plan, including productive capacity-building, women and rural employment, and green jobs and employment opportunities in support of a low-carbon economy. With these considerations added, the Committee agreed to endorse the plan of action.**

## V. Other matters

46. The Deputy United Nations High Commissioner for Human Rights briefed the Committee on the outcome of the Durban Review Conference, which had been held following the session of CEB during the first quarter of 2009. In order to take forward the far-reaching measures contained in the Durban Declaration and Programme of Action, she anticipated that there would be a need for an inter-agency process, with the full support of executive heads. This process would focus on the elimination of racism, discrimination and intolerance and the mainstreaming of human rights broadly within the United Nations system's scope of work. She alerted the Committee that the High Commissioner would raise this matter at the session of CEB to be held in the third quarter of 2009.

47. The Director of the CEB secretariat introduced General Assembly resolution 63/311 of 14 September 2009 on system-wide coherence, which had been adopted following an intense three-year process of consultations and discussions. Member States had agreed to create a new gender entity by combining the four existing entities into a single composite entity. There was also agreement, in principle, that the new entity should be led by an Under-Secretary-General. The Assembly had further set in place a process that would lead to deliberations at its next session with a view to coming to closure on the mandate, funding, governance and staffing of the new composite gender entity.

48. General Assembly resolution 63/311 covered a number of other areas of significance for CEB. In that resolution, the Assembly requested the Secretary-General, in consultation with CEB, to come up with actionable proposals for the further improvement of the governance of the operational activities for development of the United Nations system. It also requested the Secretary-General, in consultation with CEB and the United Nations Development Group, to propose to the Assembly at its sixty-fourth session modalities for the submission and approval of common country programmes on a voluntary basis. An important aspect in this connection was the issue of system-wide evaluation. In the same resolution, the

Assembly requested the Secretary-General, in consultation with CEB, to propose modalities for the establishment of an independent system-wide evaluation mechanism to assess system-wide efficiency, effectiveness and performance, bearing in mind the evaluation functions carried out by the Joint Inspection Unit and the United Nations Evaluation Group.

49. The General Assembly, in resolution 63/311, also urged CEB to enhance the transparency of its activities through regular briefings of the General Assembly and through regular reports and effective interaction with the Economic and Social Council and related intergovernmental bodies; encouraged continued and increased cooperation, coherence and exchange between the United Nations and the Bretton Woods Institutions; and requested that the Secretary-General, in consultation with CEB, regularly inform the Assembly of progress as part of the triennial comprehensive policy review process.

50. With regard to funding, the General Assembly adopted a series of recommendations encompassing the request that core resources be rebalanced with non-core resources and that donor and other countries increase voluntary contributions to the core regular budgets of the United Nations development system. The Secretary-General was requested to create a central repository on United Nations operational activities for development, including statistics on funding and expenditures.

51. With respect to the evaluation of the Delivering as One pilot projects, the General Assembly, in its resolution 63/311, provided clear guidance: it encouraged the Secretary-General to support country-led evaluations, within the technical criteria to be provided by the United Nations Evaluation Group. The Assembly also requested the Secretary-General to undertake arrangements for a full and independent evaluation of lessons learned from those efforts and underscored that the outcome of the evaluation should be submitted to the General Assembly at its sixty-sixth session. Finally, with regard to the harmonization of business practices, the Assembly accepted the role of CEB and requested the Secretary-General, in consultation with CEB, to keep the Economic and Social Council informed of progress.

52. The Director of the CEB secretariat informed the High-level Committee on Programmes that the Deputy Secretary-General would shortly convene an internal meeting to discuss how the response to the resolution would be managed. The next step would then involve engaging the system to think through how CEB would bring in its perspective.

**53. The High-level Committee on Programmes took note with appreciation of the briefings by the Deputy High Commissioner for Human Rights and the Director of the CEB secretariat.**

**54. The Committee took note of and commended the successful implementation of the United Nations Leaders Programme — Executive Summary of the Report of the First Cohort, 11-15 May 2009. It also took note of the following progress reports and informational material: (a) United Nations Group on the Information Society: progress report to the High-level Committee on Programmes; (b) United Nations Strategic Planning Network: report to the High-level Committee on Programmes; and (c) UN-Water: report on recent progress.**

## Annex I

### Agenda

1. Adoption of the agenda.
2. United Nations system joint crisis initiative on the global financial and economic crisis.
3. Climate change.
4. Other programme issues:
  - (a) The policy dimension of knowledge management;
  - (b) Second United Nations Decade for the Eradication of Poverty (2008-2017).
5. Other matters.

## Annex II

### List of participants

Chair: Juan Somavía (International Labour Organization)

Secretary: Phyllis Lee (CEB secretariat)

#### United Nations

Executive Office of the Secretary-General

Robert Orr  
David Nabarro  
Janos Pasztor  
Eva Busza

Department of Economic and Social Affairs

Thomas Stelzer  
Nikhil Seth  
Robert Vos

Department of Public Information

Hasan Ferdous

International Strategy for Disaster Reduction

Margareta Wahlström

Office of the United Nations High Commissioner for  
Human Rights

Kyung-wha Kang  
Rio Hada

#### Regional commissions

Jan Kubis  
Amr Nour

#### International Labour Organization

Maria Ducci  
Stephen Pursey  
Jane Stewart  
Christophe Perrin

#### Food and Agriculture Organization of the United Nations

Annika Söder  
Sharon Brennen-Haylock

#### United Nations Educational, Scientific and Cultural Organization

Jean-Yves Le Saux

#### World Health Organization

Namita Pradhan

#### World Bank

Ferid Belhaj  
Mats Karlsson

#### International Monetary Fund

Elliot Harris  
Sofia Soromenho-Ramos

#### International Telecommunication Union

Doreen Bogdan-Martin  
Beatrice Pluchon

#### World Meteorological Organization

Elena Manaenkova  
E. Z. Batjargal

#### International Maritime Organization

Monica Mbanefo

#### World Intellectual Property Organization

Rama Rao



International Fund for Agricultural Development	Cheryl Morden Xenia Von Lilien
United Nations Industrial Development Organization	Agerico Lacanlale Richard Kennedy Qazi Shaukat Fareed
World Tourism Organization	Eugenio Yunis Kazi Rahman
World Trade Organization	Gabrielle Marceau
United Nations Conference on Trade and Development	Lakshmi Puri Santiago Fernandez de Cordoba
United Nations Development Programme	Bruce Jenks Anne-Marie Sloth- Carlsen Alison Drayton
United Nations Environment Programme	Juanita Castaño Maike Jansen
Office of the United Nations High Commissioner for Refugees	Wei-Meng Lim-Kabaa
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	Mabingue Ngom Ronny Lindström
World Food Programme	Paul Larsen
United Nations Office on Drugs and Crime	Ugi Zvekic Sandeep Chawla
United Nations Human Settlements Programme	Axumite Gebre-Egziabher
United Nations University	Jean-Marc Coicaud
United Nations Framework Convention on Climate Change	Henning Wuester (via VC) Karen Smith
Joint United Nations Programme on HIV/AIDS (UNAIDS)	Emilia Timpo
United Nations System Staff College	Jafar Javan
Development Operations Coordination Office	Debbie Landey Lubna Baqi Liliana Ramirez

United Nations Institute for Training and Research  
CEB secretariat

Achim Halpaap  
Adnan Amin (Director)  
Georgios Kostakos  
Ken Herman  
Mikael Rosengren

## Annex III

### **Brainstorming discussion: moving towards a fairer, greener, sustainable globalization — the policy foundations**

1. On 8 September 2009, the Chair of the High-level Committee on Programmes addressed a letter to Committee members inviting them to participate in a brainstorming discussion that would set the stage for the Committee's further policy work aimed at a transformation in development thinking for a fairer, greener, sustainable globalization. In so doing, he posed the essential challenge: as first signs of recovery from the global financial and economic crisis appeared, how could the United Nations system help forestall a return to "business as usual" and identify and seize the opportunity to make the real changes that were needed with regard to socio-economic policies and governance of globalization?

2. The Committee held its brainstorming discussion, in which members shared their thinking outside the realm of institutional affiliations, during the morning of 18 September 2009. The discussion focused on an analysis of the imbalances that pre-existed and led to the current crisis and possible policy prescriptions for the future. As background to the discussion, the Chair of the Committee pointed to "the crisis before the crisis", which was driven by an overestimation of the self-regulating capacity of markets and a downplaying of the role of the State. This approach had reinforced existing imbalances (among the role of the State, the individual and the market; between the financial sector and the real economy; between production and the environment), resulting in growing inequality and deepening disaffection with the consequences of globalization.

3. The following ideas were raised and discussed: fostering the development of effective global structures for coordinating economic and financial policymaking (including, for example, by expanding dialogue between CEB and the Financial Stability Board), focusing the United Nations on effective capacity-building and infrastructure development, promoting access to alternative sources of development financing, finding effective ways of reducing inequalities, exploring an ethical compass based on human security, and generally pursuing value-based approaches that would also inspire greater trust in the polity. There was a recognition that data sets were necessarily limited, as evidence was collected only to measure that which was considered to be of value and often did not take sufficiently into account qualitative factors, such as the ability of an individual to exercise choices.

4. Participants noted that the United Nations system needed to escape the expectation that its role was to manage the "downside", reassert its intellectual leadership and present workable ideas on how the necessary transformations could be achieved. Others thought the United Nations should focus instead on what it did well (for example, its standards and normative work) and on managing interdependency issues practically. The system needed a new theme that would serve as the clarion call for thinking about globalization, growth and development. It was suggested that the focus should be on the reinforcement of an economically, socially and environmentally sustainable development approach.

5. The key role of the national Governments was underscored, along with the need to reinforce national accountability for outcomes. The United Nations system could play a supportive role in helping build capacities and transferring knowledge

that would lessen or eliminate dependency on external actors. The importance of reinforcing work on implementing the internationally agreed development goals, including the Millennium Development Goals, was also stressed. Participants also highlighted the need for the United Nations system to act as an advocate for the common security and “personal sovereignty” of humankind beyond 2015, using information technology and networking tools, and to build stronger partnerships with the private sector and civil society.

6. The Chair thanked members for sharing their illuminating thoughts, which would help him deepen his own thinking in driving forward a growing momentum towards working better within the United Nations system. He noted that while the United Nations system had limited resources, it was a powerful instrument for change. He would, in his forthcoming discussions with the Secretary-General prior to the G-20, convey the Committee’s support for his leadership. Together with the CEB secretariat, he would extract elements of the discussion to help set the policy foundation for needed changes in moving towards a fairer, greener and sustainable globalization.

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