



Chief Executives Board for Coordination

2 February 2012

Original: English

Second regular session of 2011

New York, 28 October 2011

Summary of conclusions

I. Introduction

1. The second regular session of the United Nations System Chief Executives Board for Coordination (CEB) for 2011, chaired by the Secretary-General, was held at United Nations Headquarters in New York, on Friday morning, 28 October 2011.
2. Following the conclusion of the session, a CEB private meeting was held on Friday afternoon, 28 October 2011, on political, economic and social issues on the United Nations agenda.
3. A CEB retreat was held on Saturday morning, 29 October 2011, at the Greentree Estate. Executive Heads exchanged views on preparations for the United Nations Conference on Sustainable Development (Rio+20) to be held in 2012. CEB adopted a “Common statement on the outcome of the United Nations Conference on Sustainable Development” (annex).
4. The present report covers the outcome of the second regular session of CEB for 2011.
5. On behalf of the Board, the Secretary-General welcomed Christine Lagarde, Managing Director of the International Monetary Fund (IMF), and Rima Khalaf, Executive Secretary of the Economic and Social Commission for Western Asia, in her capacity as coordinator for the regional commissions, who were attending CEB for the first time. He also congratulated Michel Jarraud, who had been elected to a third term as Secretary-General of the World Meteorological Organization (WMO).

Agenda

6. The Board adopted the following agenda for the session:
 1. Adoption of the agenda.
 2. Reports of high-level committees:
 - (a) High-level Committee on Programmes;



- (b) High-level Committee on Management;
 - (c) United Nations Development Group.
3. Issues of system-wide concern: human rights and development.
 4. Other matters:
 - (a) International Labour Organization report *Social Protection Floor for a Fair and Inclusive Globalization*;
 - (b) Independent study on the regional dimension of development and the United Nations sponsored by the regional commissions;
 - (c) World Exposition 2015: “Feeding the planet, energy for life”;
 - (d) Briefing by the Chair of the change management team;
 - (e) Dates and venues of future CEB sessions;
 - (f) Tribute to departing members.

II. Reports of high-level committees

A. High-level Committee on Programmes

7. The Chair of the High-level Committee on Programmes, the Executive Director of the United Nations Environment Programme (UNEP), Achim Steiner, introduced the report of the Committee on its twenty-second session, held on 15 and 16 September at United Nations Headquarters. He thanked his predecessor, Juan Somavía, Director-General of the International Labour Organization (ILO), for his visionary leadership, which had helped forge unity of purpose in the Committee. The Chair was deeply impressed by the extent to which representatives of organizations spoke with one voice, and would build upon that spirit to develop a common understanding of how, individually and collectively through the Committee, the United Nations system could deliver on policy coherence.

8. Mr. Steiner highlighted two of the main items taken up by the Committee at its recent session — the United Nations Conference on Sustainable Development (Rio+20) and globalization — which had shown the Committee’s deep commitment to forging a “One United Nations” approach in support of the leadership of the Secretary-General. The CEB common statement on the outcome of the United Nations Conference on Sustainable Development, to be held in 2012, had been drafted in that spirit. He hoped that CEB would endorse the document, which would serve as a platform from which the organizations of the United Nations system would work. Looking ahead, the Committee would explore the full range of policy implications for a post-Rio+20 setting and organize its work in that context.

9. He added that CEB would also take up at its retreat a Committee report on moving towards a fairer, greener, more sustainable globalization. While considerable progress had been achieved in that regard since work commenced in 2009 under Mr. Somavía’s leadership, guidance from CEB was needed in terms of the focus and orientation of the Committee’s continued efforts. Mr. Steiner thanked the Vice-Chair, Elliott Harris of IMF, for his dedicated efforts in steering the work of the Committee on the issue, which would continue as a contribution to the

Rio+20 Conference and help shape the overall thinking of CEB towards a development framework after 2015.

10. Mr. Steiner recalled that at its first regular session of 2011, CEB had committed to a coherent approach to mainstreaming disaster risk reduction in programmes and operations through the development of a common agenda, to which it would give the highest support. The Assistant Secretary-General for Disaster Risk Reduction and Special Representative of the Secretary-General for the implementation of the Hyogo Framework for Action, Margareta Wahlstrom, had briefed the Committee on the significant body of work that had already been undertaken by the Inter-Agency Secretariat of the International Strategy for Disaster Reduction in mainstreaming disaster risk reduction.

11. Ms. Wahlstrom's report had stressed that while disaster risk reduction was important in safeguarding and protecting development gains, the time had come for the issue to be looked at in a holistic and cross-cutting manner encompassing humanitarian and development programming. Based on this work, the Committee asked the Inter-Agency Secretariat to make available a toolkit that would help facilitate the mainstreaming process within organizations. At the same time, the Committee encouraged members to consider ways to increase their strategic leadership and support for coherent United Nations action for disaster risk reduction and to continue to pursue the mainstreaming of risk reduction in development programmes. The Committee would assess progress in that regard at its next session.

12. Mr. Steiner noted that the Committee had also reviewed the supporting work of its Working Group on Climate Change with regard to the seventeenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, which was to take place in Durban, South Africa, from 28 November to 9 December 2011. He expressed appreciation for the leadership of Henning Wuester, Special Assistant to the Executive Secretary of the secretariat of the United Nations Framework Convention on Climate Change, and informed the Board that Elena Manaenkova, Assistant Secretary-General of WMO, had become the new leader of the Working Group. The Working Group was engaged in preparations for the United Nations Climate Change Conference to take place in 2012, including planning for the high-level CEB event and other joint thematic side events and messages. In that work, too, the Committee was striving to ensure that the United Nations system, under the leadership of the Secretary-General, spoke with one voice and with a sharpened focus on contributing to the consideration of the key policy issues on the climate agenda.

13. The Chair recalled that CEB had endorsed a statement at its last session to the Fourth United Nations Conference on the Least Developed Countries (Istanbul, Turkey, 9-13 May 2011) that underscored the commitment of the United Nations system to the least developed countries and the Istanbul Programme of Action over the next 10 years. The statement had focused on productive capacity and the role of the United Nations system as a whole in supporting it. He informed the Board that the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States was now leading the United Nations system's efforts in that regard through the Inter-Agency Consultative Group, which had put together a road map for the implementation of the Istanbul Programme of Action. The Committee agreed to include a statement of support by the United Nations system in its report and to review progress made by

the United Nations system in mainstreaming the Istanbul Programme of Action at the five-year mark.

14. Mr. Steiner informed the Board that, following the request of CEB to its high-level committees, made at its first regular session of 2010, to pursue consideration of cybercrime and cybersecurity, the Committee had asked the International Telecommunication Union (ITU), in collaboration with the United Nations Office on Drugs and Crime, to organize a meeting of focal points to examine the policy and technology dimensions related to those issues. The Committee had endorsed the recommendation of the meeting, held in July 2011 in Geneva, to set up a United Nations group on cybercrime and cybersecurity to develop a harmonized and common policy framework for combating cybercrime and ensuring system-wide cybersecurity.

15. Mr. Steiner concluded his report by expressing his appreciation to the members of the Committee. A number of individuals had worked together with great dedication to ensure high-quality contributions to the Committee.

16. Babatunde Osotimehin, Executive Director of the United Nations Population Fund (UNFPA), briefed the Board on the implications of a world whose population was reaching 7 billion. There were challenges and opportunities, in terms of poverty reduction, sustainability and equity. He noted that there were three distinct scenarios with regard to population dynamics. First, there were countries, mainly in sub-Saharan Africa and Asia, where populations were growing faster than their economies. Under those circumstances, the United Nations system highlighted issues related to improving the status of women and ensuring access to education by girls. That also entailed the ability of girls and women to make life choices that would be supported by services, including health and family planning. If successful, that type of intervention would help accelerate growth.

17. The second scenario pertained to middle-income countries with stable, replacement-level populations. There, the challenges related to urbanization and migration, and the support of the United Nations system would be directed to assisting countries with those issues. As it was expected that 70 per cent of the world's population would be living in cities by 2050, it was particularly important to focus on urban issues.

18. The third scenario pertained to countries where the population was below the replacement level, such as in northern Europe and Japan. The challenge for those countries included how to maintain productivity and a productive labour force. Some of those countries had family-friendly social policies, which were having an impact. With ageing populations, there were also concerns about pension schemes, special-needs housing and health-care systems.

19. Finally, he stressed that 1.8 billion of the world's population were young people, and the vast majority of them was to be found in the developing world. That presented a particular opportunity for the United Nations system to work with developing countries, particularly the least developed countries, to help those young people become entrepreneurs of the green economy.

20. Mr. Osotimehin proposed that detailed work on the implications for the work of the United Nations system of a world of 7 billion should be undertaken by the High-level Committee on Programmes. He offered to lead in that work and to

prepare a note on the issues in this regard for the consideration of the Committee at its next session.

21. CEB took note of progress and endorsed the report of the High-level Committee on Programmes on its twenty-second session. It also agreed on the importance of addressing together the challenges presented by a world of 7 billion, under the leadership of UNFPA.

B. High-level Committee on Management

22. The Chair of the High-level Committee on Management, Josette Sheeran, Executive Director of the World Food Programme (WFP), briefed the Board on the conclusions of the twenty-second session of the Committee, held on 26 and 27 September in Washington, D.C., hosted by the United Nations Foundation.

23. In her introductory remarks, the Chair highlighted that the demands being placed on the United Nations system were greater than they had ever been and that delivery was expected under increasingly demanding conditions. At the same time, the ability of the United Nations to respond was being compromised by an extended financial crisis that strained the budgets of traditional donors and hindered potential donors emerging onto the global stage.

24. The Chair noted that the only way for the United Nations to meet those challenges was by adapting and becoming more efficient and accountable, with a talented and mobile workforce operating in safe and secure conditions. The Committee was at the forefront in addressing all of those issues, with an agenda that supported the ongoing need to deliver collectively and efficiently on wide-ranging mandates.

25. The twenty-second session of the Committee had devoted special attention to the collective efforts by the United Nations system to improve effectiveness and efficiency and to identify and replicate best practices to “do more with less”. That work had been undertaken in response to the Board’s request, at its informal breakfast session on 2 April 2011, to support the overall change management process led by the Deputy Secretary-General. In particular, the Committee’s effort, pursued first under the leadership of Martin Mogwanja, Deputy Executive Director of the United Nations Children’s Fund (UNICEF), and, more recently, of Alex Aleinikoff, Deputy United Nations High Commissioner for Refugees, was proceeding in close consultation with the change management team led by the Assistant Secretary-General, Change Management Team, Atul Khare. The expected result of that exercise, to be completed by the end of 2011, was the identification of high-yielding and proven measures for improving efficiency and cutting costs that could be implemented on an individual or system-wide basis. Mr. Khare also briefed the Board (see paras. 73-76 below).

26. Very much related to this effort, the Chair noted that the Committee had been working to find ways to adopt common principles and standard language in communicating results to donors across all agencies. In this context, a joint undertaking by the Committee and the United Nations Development Group had resulted in the approval, by both bodies, of a set of common results-reporting principles, including mutual accountability, transparency, efficient use of resources and effectiveness in results, which could be embraced by all United Nations

agencies to clarify and improve results-reporting practices. The approved common principles represented a critical step in the direction of improving transparency and accountability with member States, at the same time reducing the reporting burden, an important advance towards more simplified, consistent and measurable reporting on results by the organizations of the United Nations system.

27. As part of the multifaceted work of the Committee on the broad subject of efficiency and effectiveness, the Chair reported significant progress in the initiatives undertaken as part of the CEB-endorsed Plan of Action for the Harmonization of Business Practices in the United Nations System: (a) the approved common framework for vendor eligibility provided a shared platform that would now need to be implemented by all organizations in order to unleash its full potential; (b) a feasibility study on common treasury services had just been completed by KPMG Consulting, leading to the identification of several opportunities to develop harmonized treasury practices across the United Nations system; (c) a pilot initiative to harmonize and simplify recruiting procedures across agencies at the field level was approved for launch; and (d) concerted efforts to increase collaboration in the procurement of supplies and services that were common across the United Nations system were ongoing.

28. The Committee continued to follow through on the overhaul and redesign of the United Nations security management system, completed in the course of the past three years under the leadership of Under-Secretaries-General Susana Malcorra and Gregory Starr, with active and high-level engagement by all Committee members. The Chair reported that deliberate and serious progress had been achieved in this area, with the new security level system now in place.

29. At its last session, the Committee had approved the final outstanding piece in this effort, the “programme criticality framework”. The development of this common framework for informing decision-making within the guidelines for acceptable risk had been led by UNICEF and had taken place through extensive consultation at the Headquarters and field levels, including field testing in Somalia, Kenya and the Democratic Republic of the Congo.

30. A key element of the Framework was its integration into the new United Nations security management system and, in particular, its value as a tool for implementing the newly adopted “how to stay” approach. The framework was not about determining how to stay at any cost; rather, it ensured that the programmes and personnel that remained in any country were working on the highest-priority functions and programmes. In turn, these were defined as those supporting the strategic objectives of the United Nations system.

31. Finally, the Chair noted that the Committee had devoted an extensive discussion to the importance of “telling the story”, i.e., of communicating effectively to the public about the work and the achievements of the United Nations. In that respect, the work performed by the Committee was fundamental, as much of the criticism of the United Nations was focused on management issues, including transparency, efficiency and best practices.

32. For that reason, it was important to develop strong communication campaigns providing Government representatives and lawmakers in Member States with tools to justify their support of the United Nations to their constituents. Continued improvement was critical, and more effective communication about what was being

done to that end was necessary. The Chair informed the Board that the Committee had agreed to the creation of a communications working group to support ongoing efforts in that regard.

33. In concluding her remarks, the Chair noted that, under the leadership of the Secretary-General, the United Nations system had the ability to become more relevant, effective and efficient than ever before. By prioritizing the objectives of effectiveness, communication and security, all CEB member organizations could collectively contribute to transforming the institution that so many millions depended upon for their lives, livelihoods and future.

34. CEB took note of progress and endorsed the conclusions of the High-level Committee on Management as contained in its report on its twenty-second session.

C. United Nations Development Group

35. The Chair of the United Nations Development Group, the Administrator of the United Nations Development Programme (UNDP) Helen Clark, introduced the reports of meetings held by the Group on 8 June and 11 October 2011. She also presented the Group's strategy for a response and framework for action in the Arab States, which had been prepared by the regional United Nations Development Group team for Arab States. She recalled that the work had been undertaken in response to the request of the Secretary-General in April 2011 for her to lead a CEB cluster which would look at the wider socio-economic agenda in the Middle East and North Africa.

36. Ms. Clark informed the Board that the United Nations Development Group Advisory Group had met four times during the year to look at critical global issues and how the United Nations development system should respond. In particular, the Advisory Group had expressed its concern about the most vulnerable in the current global context and stressed the need for the United Nations development system to be relevant, deliver results and have impact for the vulnerable. The Chair underscored the importance of South-South cooperation for development and noted that the United Nations Development Group was jointly preparing its positioning for the upcoming Fourth Intergovernmental Conference on Delivering as One in Montevideo, the quadrennial comprehensive policy review preparations and the Fourth High-level Forum on Aid Effectiveness in Busan, Republic of Korea. That would be the last such forum, after which the Economic and Social Council would be tasked with driving forward through the Development Cooperation Forum. She expressed the United Nations Development Group's strong interest in working closely with the Department of Economic and Social Affairs of the Secretariat to ensure that the United Nations provided the platform for the new development paradigm.

37. The remarks of the Chair focused on the implementation of the United Nations Development Group's strategic priorities, which responded to the call of Member States in the triennial comprehensive policy review. They aimed to maximize the United Nations development system's support to country efforts to accelerate achievement of the Millennium Development Goals.

38. Ms. Clark mentioned three critical entry points for driving forward those strategic priorities. The first entry point was the United Nations Development Assistant Frameworks (UNDAFs), through which the United Nations development system aimed for interventions that added the most value and had a much greater impact: policy advice, advocacy and capacity-building. She informed the Board about two recent studies. One suggested that United Nations country teams were able to inform policy dialogue when they used sound analytical frameworks and where strong relationships with countries existed and organizations had solid programme experience. The second study suggested that the United Nations development system was getting better at mainstreaming normative principles, particularly those of human rights, through the UNDAFs. The demand from countries for support in this area was significant, and the human rights mainstreaming mechanism established under the United Nations Development Group was mentioned in that regard. To ensure higher-quality UNDAFs, United Nations country teams had been supported with policies, guidance, training and strategic high-level advice from the regional United Nations Development Group teams.

39. Turning to the second entry point, “Delivering as one”, the Chair reported that about 20 per cent of programme countries were now using that approach. She reminded the Board that the next intergovernmental conference on “Delivering as one” would be held in Montevideo from 8 to 10 November 2011. The Deputy Secretary-General would lead the United Nations delegation. The conference would be an opportunity to take stock of the achievements to date from the perspective of countries and to reflect on what worked best and how countries saw “Delivering as one” moving forward. The outcome of the conference was expected to feed into the quadrennial comprehensive policy review discussions. The Chair noted that countries involved in the “Delivering as one” initiative had reported that they did not want to go back to doing business the way they had done prior to adopting the approach.

40. With regard to the third entry point, crisis and post-crisis countries, the United Nations Development Group had stepped up its support for the implementation of the Secretary-General’s integration agenda and his report on peacebuilding in the immediate aftermath of conflict. At the country level, United Nations country teams had been involved in developing 19 integrated strategic frameworks in countries with a United Nations integrated presence.

41. Regarding the continued harmonization and simplification of business practices, the Chair highlighted the close collaboration between the United Nations Development Group and the High-level Committee on Management. In addition to the progress described by the Chair of that Committee, she mentioned that in the area of common procurement, recent evidence gathered by the Group and the Committee showed that over 90 per cent of United Nations country teams had achieved monetary savings by using shared long-term agreements.

42. In summing up her remarks, the Chair noted that in the current environment, the United Nations Development Group development system was challenged to show its relevance, substance, leadership on normative issues, capacity to deliver results and ability to do more with less. With this in mind, the Group had begun to reflect on the needs of the post-2015 development agenda, while being cognizant of

the need for the system to continue to strive to support achievement of the Millennium Development Goals by 2015.

43. The Board took note of progress and endorsed the report of the United Nations Development Group.

44. The United Nations Development Group Chair then introduced the regional United Nations Development Group strategy for a response and framework for Action in the Arab States. While recognizing that each individual country's context was unique, the strategy identified several common factors and drivers. The support of the Group would be broadly tailored to four clusters of countries: those on an accelerated reform trajectory; in transition; or in or emerging from crisis; and those pursuing or contemplating mitigating reforms. Speaking about the central premise of the response strategy, the Chair noted that development failures underlay the failures of governance, lack of social justice and human rights, inequities, and economic and political exclusion. In that regard, the strategy called for a new social contract and development model which put countries on a more inclusive and sustainable development path. The strategy stressed the need to address issues around youth, unemployment, governance, socio-economic inequalities and inequities, food security, climate change, gender equality and human rights. It focused both on the short- and medium-term priorities in five broad areas: inclusive development; regional integration; democratic governance; youth; and crisis prevention and recovery. She thanked agencies for their contributions to the response strategy.

III. Issues of system-wide concern: human rights and development

45. The United Nations High Commissioner for Human Rights, Navanethem Pillay, introduced the issue of human rights in development cooperation. She noted that events of the Arab spring and beyond had shown that the United Nations needed to stand squarely on the principles enshrined in the Charter and on the Universal Declaration of Human Rights, in solidarity with "the peoples of the United Nations", and for the mission outlined in the core documents of promoting "freedom from fear and want". The time had come for the United Nations system to reflect on lessons learned and to integrate them in its policies and operations. Indeed, participatory development was more sustainable; accountable development was more efficient; non-discriminatory development was more equitable; and the empowerment of women, minorities and marginalized communities mobilized more development resources. Furthermore, ensuring that justice, political participation and personal security were part of the development matrix made for a more complete, rational and effective framework. Finally, human rights in development made sense, because that was what people demanded.

46. A quick look at the assessments provided by financial institutions and development agencies in the immediate lead-up to the "Arab awakening" was illuminating. But, at the same time, the human rights mechanisms, and voices from civil society, were painting a different picture. While much of the data on which those assessments were made were accurate, their analytical lens needed to be widened to take into account issues of equality and civil, political, economic and social rights in addition to a focus on growth, markets and private investment. To that end, Ms. Pillay posed several questions to members that were aimed at

examining the role of the United Nations system to act collectively to reinforce approaches that respected and integrated human rights and the rule of law in intergovernmental deliberations, in policy discussions and in interactions with stakeholders. She noted the particular importance of maintaining principled, norm-based, constructive engagement with all Governments and of more meaningful involvement with civil society in the system's work on the ground.

47. The High Commissioner noted that a framework for progress on the mainstreaming of human rights had been built up, starting with the United Nations reforms of 1997 and 2002. Unequivocal mandates to broaden and deepen that work were sustained through the 2005 World Summit Outcome, the 2010 review of the Millennium Development Goals and, most recently, the Fourth United Nations Conference on the Least Developed Countries. The Secretary-General had also shown important leadership on human rights in development.

48. She proposed five specific actions that CEB could consider to build on those advances and to bring forward the human rights message coming from people around the world, as well as to ensure that development cooperation continued to evolve to meet the challenges and realities of the twenty-first century.

49. First, she suggested that CEB, under the chairmanship of the Secretary-General, issue a joint statement to show that the United Nations system had heard and supported the call for urgent and meaningful action to promote freedom from fear and want. That would also demonstrate that United Nations system organizations were committed to providing human rights-based development cooperation and to advancing human rights-based policy coherence across the system.

50. Second, she proposed that CEB commit together to joint advocacy for the integration of human rights in the next quadrennial comprehensive policy review, in positioning the United Nations system's contribution to Rio+20, and in the substantive parameters of the post-2015 development agenda and beyond.

51. Third, she stressed the need to update the human rights guidelines for the resident coordinator system, which had been adopted over a decade ago, and to strengthen the capacities and support necessary for resident coordinators to confidently integrate human rights into their work. The new human rights mainstreaming mechanism established under the United Nations Development Group could take the first steps, for ultimate consideration by CEB.

52. Fourth, CEB could explore possibilities for advancing human rights-based policy coherence among its members in the High-level Committee on Programmes. Finally, given that human rights, democracy and the rule of law were as much a part of the United Nations brand as peacekeeping and development assistance, she believed that it was time that the United Nations system's operational and policy structures mirrored and gave the same prominence to all three pillars: peace and security, development and human rights. That could imply reforming the current four executive committees of the United Nations Secretariat by introducing a three-pillar structure.

53. In the ensuing discussion, CEB members concurred that Ms. Pillay's statement was of profound significance for the United Nations system. They reaffirmed their central commitment to human rights and a rights-based approach to development, taking into account the realities and needs of "We the peoples". They welcomed the

specific proposals, but considered that a more detailed examination was needed which would take into account the different normative and operational functions of the organizations of the United Nations system. Members also felt that consideration was needed about how to place the human rights agenda as a common vision at the level that was foreseen by the Universal Declaration of Human Rights. That would be aided by the various human rights instruments that existed within the United Nations system, which provided the measure of success for the system's work.

54. With regard to advocacy, members pointed out the advantages of each organization speaking out on human rights and development from its own perspective, within one overall framework. The Universal Declaration of Human Rights was the mandate for all United Nations agencies, despite the fact that they had specific mechanisms, boards and instruments. Therefore, all United Nations agencies needed to adhere to a common human rights framework for the United Nations system to be consistent in its approach to human rights so as to avoid the perception or question of double standards when implementing universally accepted norms.

55. Members emphasized the importance of meeting the basic rights of people, including such critical aspects as the rights to food and shelter, in addition to other rights. In the light of the "Arab awakening", the right to access to communication was also mentioned and various United Nations initiatives were highlighted as examples of moving that agenda forward. Members also highlighted the need to elevate social and economic rights, particularly in the light of pervasive inequality in many parts of the world. The situation in the Middle East was a particularly complex example of how action by the United Nations on the ground was perceived. Some members suggested that the United Nations system should focus the discourse on results and on how to maintain results by improving human rights.

56. On the United Nations Development Group strategy for a response and framework for action in the Arab States, Board members expressed appreciation for the work accomplished. While supporting the strategy and its focus on the areas where the United Nations development system could add the most value, a number of concerns were raised, in particular with regard to the classification of countries within the clusters and the limited focus of economic issues. It was also suggested that more support be envisaged for addressing the short-term difficulties of the transition, in particular economic management and policies to spur equitable growth, building inclusive institutions and fostering democratic culture, preventing relapse into authoritarianism or violence and managing expectations. It was also strongly suggested that the strategy be refocused to fully integrate the human rights dimension.

57. The United Nations Development Group was asked to take the comments raised by Board members into account in moving ahead with the strategy.

58. The Board thanked Ms. Pillay for her extremely important statement and leadership. It requested the High-level Committee on Programmes to help advance the relevant issues of policy coherence on human rights, under the leadership of the Office of the United Nations High Commissioner for Human Rights.

IV. Other matters

A. International Labour Organization report *Social Protection Floor for a Fair and Inclusive Globalization*

59. Mr. Somaviá recalled the CEB communiqué on the global financial and economic crisis of 5 April 2009 that had set forth a set of nine joint crisis initiatives designed to assist countries and the global community to confront the crisis, accelerate recovery and build a fair and inclusive globalization for all. The Directors-General of ILO and the World Health Organization (WHO) had been entrusted with leading the social protection floor initiative, an integrated set of social policies designed to guarantee income security and access to essential social services for all, particularly vulnerable groups.

60. A high-level advisory group, headed by Michelle Bachelet, Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), was established in August 2010 to enhance global advocacy activities and further elaborate the conceptual policy aspects of the approach. The report of the Advisory Group had just been released.

61. Mr. Somaviá noted that the report had involved 19 United Nations organizations and was an example of the United Nations system working together to demonstrate areas of commonality and mutual interest. The report summarized the main conclusions on social protection and made concrete recommendations to advance the extension of social protection coverage based on case studies of successful social protection floor experiences from various countries. He acknowledged the important inputs received from United Nations agencies and international financial institutions with which the Advisory Group had had the opportunity to interact at various stages.

62. Ms. Bachelet informed the Board that a preliminary version of the document had been presented to the Group of Twenty (G20) Ministers of Labour and Employment and to the G20 Development Group. Some 5.1 billion people of a total world population of 7 billion did not have access to basic social protection. It was of deep concern that after more than six decades of strong economic growth following the adoption of the Universal Declaration of Human Rights, access to adequate social protection benefits and services remained a privilege afforded to relatively few people. She noted that the report did not present a one-size-fits-all solution; instead, it presented a flexible and rational approach that could be tailored to specific circumstances.

63. The report called for immediate action to extend social protection floors, which was a contribution to the realization of human rights while also favouring inclusive economic growth and social cohesion. She highlighted examples of where elements of the social protection floor had helped reduce inequality and poverty, increase labour market participation and gender equality, and support overall economic recovery. The social protection floor had also been recognized as an efficient approach to accelerate progress towards the achievement of the Millennium Development Goals.

64. Ms. Bachelet highlighted two recommendations. First, the report called for policy coherence, coordination and knowledge-sharing on social protection among international organizations. The CEB social protection floor initiative was thus far

the only existing coordinated social protection mechanism within the United Nations system; however, further efforts could be made, including on deepening the engagement of multilateral development banks. To that end, CEB could consider establishing a high-level social protection group comprised of representatives of relevant international organizations who could meet regularly to exchange information, coordinate actions and agree on joint advisory services and capacity-building activities. The secretariat of such a mechanism could be hosted by one or more international organizations. The social protection floor initiative was the natural starting point for such an inter-agency mechanism. Second, the report called for linking the social protection floor with the Millennium Development Goals and beyond. With the 2015 deadline fast approaching, it was important to intensify efforts to achieve existing commitments and to start discussing a new framework for coming decades.

65. The Board welcomed the report and thanked Mr. Somavía, Margaret Chan, Director-General of WHO, and Ms. Bachelet for their leadership and commitment to the effort.

B. Briefing on the independent study on the regional dimension of development and the United Nations sponsored by the regional commissions

66. Rima Khalaf, in her capacity as coordinator of the regional commissions, briefed the Board on the independent study, sponsored by the commissions, on the regional dimension of development and the United Nations. She noted that the study examined issues driving regional dynamics and suggested ways in which the United Nations system, including the regional commissions, could better support Member States within the changing context of regionalism.

67. The study underscored that growing regionalism, reflecting the less formal arrangements among Governments, the widening scope of issues covered, as well as the involvement of non-governmental actors, had increasingly allowed people to connect and cooperate across borders. Ms. Khalaf stressed that the United Nations system was well positioned to support synergies in that context. The study documented a significant degree of engagement by the United Nations system at the regional level, which was exemplified through the more than 150 different memorandums of understanding, agreements and other structures of collaboration with more than 30 organizations in all regions. At the same time, almost all of the 24 organizations that responded to the study questionnaire, and the regional commissions, agreed that enhanced regional cooperation, not only among countries, but also among the United Nations system organizations working together with regional intergovernmental bodies, had reaped many benefits. They included enhanced policy coherence and programme effectiveness and efficiency, strengthened national and regional capabilities and leadership, enhanced aid effectiveness, enhanced visibility and impact and reduced overhead costs. The study also suggested that whenever there was a high degree of collaboration among United Nations system agencies to support regional initiatives or processes, the outcomes were highly effective and successful, in terms of both impact and implementation.

68. Ms. Khalaf highlighted the study's recommendations, which sought a renewed political recognition from CEB of the importance of regionalism and an

acknowledgment of the increasing importance of the regional dimension of development. Other recommendations were focused on key elements of processes and organizational frameworks that needed to be put in place to facilitate substantive engagement in the regions. In taking the recommendations forward, she hoped that CEB would devote an in-depth discussion to growing regionalism and the respective repositioning of the United Nations system. She, along with the other executive secretaries, was committed to leveraging the assets and capacity of the regional commissions in collaboration with all organizations of the United Nations system to support growing regionalism.

69. The Board thanked Ms. Khalaf for her presentation and requested the High-level Committee on Programmes to revert to this issue at its next session and report back to the Board at its next session.

70. The UNDP Administrator expressed some concern over the recommendations in the study as, in her view, they pertained to a different level of coordination arrangements at the regional level. She requested that the report also be considered by the United Nations Development Group.

C. World Exposition 2015: “Feeding the planet, energy for life”

71. The Secretary-General shared his view with members that world expositions presented an excellent opportunity for the United Nations system to showcase its work and reach out to a global audience, whose support was essential for the United Nations as a whole. For each exposition, CEB designated a lead United Nations agency. In that regard, the United Nations Human Settlements Programme (UN-Habitat) had led the way for the Shanghai World Expo 2010 and UNEP was the lead agency for the Yeosu Expo 2012.

72. The Secretary-General had received an invitation from the Government of Italy for the United Nations system to participate in the Universal Exposition of 2015 to be held in Milan, with the theme “Feeding the planet, energy for life”. He was aware that the Rome-based agencies, under the leadership of the Director-General of the Food and Agriculture Organization of the United Nations (FAO), were ready to take up the lead role in the Universal Exposition. He expressed his appreciation to FAO, as well as to WFP and the International Fund for Agricultural Development (IFAD), for having agreed to coordinate United Nations-system participation and wished them success in their efforts.

D. Briefing by the Chair of the change management team

73. Mr. Khare, Assistant Secretary-General, Change Management Team, briefed the Board on the objectives and status of the United Nations change management team, established in July 2011 by the Secretary-General and overseen by the Deputy Secretary-General. He noted that the activities of the change management team had started in April 2011, building on the work on efficiency and cost control measures that the High-level Committee on Management had presented to CEB at its first regular session of 2011. The aim of the team was to further develop the ways in which the United Nations could modernize operations, make efficiency gains and deliver its work faster and more effectively.

74. The team set up a network of over 40 focal points with representatives from the United Nations Secretariat, offices away from Headquarters, regional commissions and the staff unions. The focal points would play an instrumental role in finalizing proposals and ensuring consistency in the implementation of the reforms.

75. The team had focused efforts on fast track opportunities to deliver efficiency gains and cut costs but also improve transparency and effectiveness; the Secretary-General's vision priorities, i.e., the five to seven main longer-term actions that would form a change plan for 2012-2016; and successful initiatives undertaken by departments that could run on their own without a specific impetus from the team.

76. Reform proposals currently under consideration would touch on programme effectiveness, human resources, information and communications technology, procurement and common services, innovation in the business process and engagement with Member States. The change management team was expected to complete its work by the end of 2011. Its activities would proceed in close consultation with High-level Committee on Management, which would provide its contribution from the system-wide perspective.

E. Dates and venues of future sessions

77. Further to consultations held earlier, **the Board confirmed that its first regular session of 2012 would be held on Friday, 13 and Saturday, 14 April 2012, co-hosted by WMO and ITU in Geneva.**

78. CEB members would be consulted shortly on the dates of its second regular session of 2012, to be held at United Nations Headquarters in New York.

79. The Board was also informed of the invitation by the World Tourism Organization (UNWTO) and IFAD to host CEB in 2013 and 2014, respectively.

80. **The Board thanked both Secretary-General Taleb Rifai and President Kanayo Nwanze and confirmed that the first regular session of 2013 would be held in Madrid at UNWTO Headquarters and its first regular session of 2014 would be hosted by IFAD in Rome.**

F. Tribute to departing members

81. The Secretary-General, on behalf of the Board, paid tribute to Efthimios Mitropoulos, outgoing Secretary-General of the International Maritime Organization (IMO), and to Jacques Diouf, outgoing Director-General of FAO.

82. The Secretary-General highlighted Mr. Mitropoulos's long and distinguished career in maritime affairs and in stewarding the work of IMO since 2004. He commended his efforts to improve the safety and security of shipping, as well as to significantly reduce greenhouse gas emissions from the world's fleet. He also noted Mr. Mitropoulos's tireless efforts to establish regional Maritime Rescue Coordination Centres along the coast of Africa and to seek global support in response to piracy and armed robbery against ships. The Secretary-General thanked Mr. Mitropoulos for his commitment to the common causes of the United Nations as a member of CEB.

83. The Secretary-General offered words of appreciation to Mr. Diouf, who had led FAO as Director-General since 1994. He commended Mr. Diouf's tremendous efforts to make the eradication of hunger his top priority. He noted in particular Mr. Diouf's dynamic and effective advocacy on food and nutrition security, which had gained him worldwide recognition from Governments and academic institutions; his efforts to spearhead international efforts in research, innovation and technology for higher yields and greater cropping intensity; and his professional and personal solidarity with those facing food insecurity in many parts of the world. Before joining the United Nations system, Mr. Diouf held positions of growing responsibility in national and international agricultural institutions, including in both the executive and legislative branches of the Government of Senegal. The Secretary-General thanked Mr. Diouf for his 18 years of service with the United Nations system and for his advice throughout his long-standing presence at CEB.

84. Mr. Mitropoulos and Mr. Diouf both thanked the Secretary-General and CEB members for the recognition of their efforts on behalf of the United Nations system.

Annex

Common statement by the United Nations System Chief Executives Board for Coordination on the outcome of the United Nations Conference on Sustainable Development

1. We, the members of the United Nations System Chief Executives Board for Coordination, recognize the historic opportunity provided by the United Nations Conference on Sustainable Development (Rio+20) to reset the world on a sustainable development path.
2. We affirm that sustainable development is a top priority for our organizations, and reaffirm the continuing validity of the principles in the 1992 Rio Declaration on Environment and Development and of Agenda 21, including the principle of common but differentiated responsibilities. We recommit to a renewed system-wide effort, in partnership with the full range of governmental, civil society and private sector stakeholders, to support the realization of these principles.
3. Despite substantial improvement in many key areas of development and the environment, the world has not made the progress towards sustainable development aspired to in the outcomes of the United Nations Conference on Environment and Development held in Rio de Janeiro, Brazil, in 1992 and of subsequent related world conferences.
4. Over the past 20 years, the world has witnessed strong economic growth and significant progress towards attaining a number of the Millennium Development Goals. It is of grave concern, however, that these positive trends have been accompanied by increasing disparities and inequalities, persistent gender inequality, social inequity, a growing deterioration of the environment and recurrent economic, financial, energy and food crises.
5. At the United Nations Conference on Sustainable Development (Rio+20), renewed commitment and urgent action are therefore needed to lay a firm foundation for a longer-term process of redressing imbalances, agreeing on priorities and reforming institutional arrangements at all levels, to bring about coherence and the integration of policies across the economic, environmental and social pillars, with human beings and their well-being at the centre. The Conference must also address the means of implementing outcomes, through the provision of resources, including for technological transformation and capacity-building.
6. Charting the way forward to eradicate poverty and promote sustainable development must start with the recognition that the world has changed in fundamental ways. Climate change is significantly altering the physical and human geography of the planet. There are major differences in population growth, age, sex structures, spatial distribution and patterns of movement, resource consumption has increased and production patterns are more unsustainable. But there has also been wide-ranging technological progress, from renewable energy and energy efficiency to innovative measures for adapting to climate change impacts, and new and efficient means for social networking, dialogue and participatory engagement, providing opportunities that were not available 20 years ago.
7. Against these changing parameters, Rio+20 must acknowledge that economic, social and environmental objectives are not independent variables but are mutually

supportive, with progress in each area facilitating advancement in the others. Our objectives should be to enhance equity, revitalize the global economy and protect the planet and its ecosystems that support us so that all people, women, men and children, can live in dignity.

8. The sustainability of future growth and development will rely critically on innovation, improved economic, energy and natural resource efficiency, an open and supportive multilateral trading system, better fiscal policies providing incentives for sustainability, comprehensive wealth accounting and valuation of ecosystem services, equitable access and inclusive political processes and the capacity to create sufficient decent work. Growth must lead to strengthened resilience, of households, ecosystems, and economies, and to improved water, food and nutrition security.

9. Economic growth must be of high quality and inclusive. It should occur hand in hand with relevant efforts to accelerate progress in global health, gender equality and women's empowerment, the realization of human rights, greater equity, improved access to and quality of social protection and the rule of law, and the fair distribution of the benefits of development. Policies must avoid trade protectionism and negative impacts, especially on the poor and vulnerable groups such as refugees and internally displaced persons. These objectives are all key elements of the green economy approach, and we pledge the support of our organizations to Member States as they engage in this critical and transformational transition.

10. The shift to sustainable development presents challenges, but also offers opportunity for substantial investments, both public and private, in productive infrastructure, technological transformation, science, education and human capital development. The United Nations system stands ready to assist Member States as they formulate and implement the enabling policy and regulatory frameworks that are essential for such investment to take place, and to continue to strengthen its work at the country level.

11. In the current fragmented system, institutional reform is unquestionably needed at the national, regional and international levels to integrate the dimensions of sustainable development, improve effectiveness in implementation, urgently scale up activities and bring about further coordination and coherence of policy.

12. The United Nations system is determined to do its part on institutional reform, by improving system-wide coordination mechanisms and by reviewing and improving policies and programmes, including through joint programming. But this may not be sufficient, and Rio+20 should consider continued efforts on broader reforms within the United Nations system, for example, the strengthening of institutions, mandates and regulatory frameworks, or making structural changes.

13. At a more specific level, from a range of priority issues, a number have emerged that warrant particular attention in the context of sustainable development at Rio+20. Among these are energy, water, oceans, green jobs, sustainable cities, sustainable agriculture and food security, disaster risk reduction and investing in health, education, youth, gender equality and women's empowerment.

14. These issues require a coordinated approach by the United Nations system and stakeholders from Government, civil society and the private sector to find joint innovative and lasting solutions. The organizations of the United Nations system have been intensifying efforts and cooperation to address the challenges of the water, energy and global food security crises. Rio+20 will provide an appropriate

platform to support selected initiatives, such as the Sustainable Energy for All initiative, which illustrate a collective renewed commitment to sustainable development.

15. At Rio+20, we must build upon and scale up the achievements, best practices and lessons of the Millennium Development Goals and lay strong foundations for the post-2015 development agenda. We must chart a course for measurable progress towards sustainable development goals, using milestones that integrate the economic, environmental and social dimensions and a new generation of metrics to measure our achievements. The United Nations system stands ready to support the world's nations and peoples to make sustainable development a reality.
