

**Recommendations numbered, as in HLP report on SWC (A/61/583)**

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number:

**1. Delivering as one at country level**

1	The United Nations should deliver as one by establishing, by 2007, five One Country Programmes as pilots. Subject to continuous positive assessment, demonstrated effectiveness and proven results, these should be expanded to 20 One Country Programmes by 2009, 40 by 2010 and all other appropriate country programmes by 2012.
2	United Nations resident coordinators should have the authority to lead the One Country Programme. To perform this function, resident coordinators should have appropriate competencies, capabilities and support capacities. Their enhanced authority should be matched by a clear accountability framework and an effective oversight mechanism to ensure system-wide ownership of the resident coordinator system.
3	UNDP will consolidate and focus its operational work on strengthening the coherence and positioning of the United Nations country team delivering the One Country Programme.
4	To ensure that there is no potential for, or perception of, a conflict of interest, UNDP should establish an institutional firewall between the management of its programmatic role and management of the resident coordinator system (including system-wide strategic and policy support).
Milestone	By the end of 2007 UNDP will have finalized a code of conduct and by the end of 2008 it will have implemented the firewall and restructuring.

**2. Humanitarian issues and recovery**

5	To avoid a fragmented approach to humanitarian assistance, there should be stronger partnership arrangements between the United Nations, national Governments, the International Federation of Red Cross and Red Crescent Societies and NGOs, based on the coordination and leadership roles of the Emergency Relief Coordinator at the global level and the humanitarian coordinator at the country level.
6	The Central Emergency Response Fund should be fully funded to its three-year target of US\$ 500 million from additional resources. A substantial increase should be considered over the coming five years, following a review of its performance
7	The humanitarian agencies should clarify their mandates and enhance their cooperation on internally displaced persons.
8	The repositioned UNDP should become the United Nations leader and coordinator for early recovery.
9	Adequate funding for the United Nations role in early recovery should be ensured.
10	To build long-term food security and break the cycle of recurring famines, especially in sub-Saharan Africa, WFP, the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development should review their respective approaches and enhance inter-agency coordination.
11	The United Nations efforts on risk reduction should be urgently enhanced, through full implementation and funding of international agreements and other recent initiatives and the involvement of communities.
12	The United Nations should continue to build innovative disaster assistance mechanisms, such as private risk insurance markets, as means to provide contingency funding for natural disasters and other emergencies.

**3. Environment**

13	International environmental governance should be strengthened and more coherent in order to improve effectiveness and targeted action of environmental activities in the United Nations system.
14	An upgraded UNEP should have real authority as the environment policy pillar of the United Nations system, backed by normative and analytical capacity and with broad responsibility to review progress towards improving the global environment.

15	United Nations agencies, programmes and funds with responsibilities in the area of the environment should cooperate more effectively on a thematic basis and through partnerships with a dedicated agency at the centre.
16	Efficiencies and substantive coordination should be pursued by diverse treaty bodies to support effective implementation of major multilateral environmental agreements.
17	GEF should be strengthened as the major financial mechanism for the global environment.
18	The Secretary-General should commission an independent and authoritative assessment of the current United Nations system of international environmental governance.
19	A stronger partnership between UNEP (normative) and UNDP (operational) should build on their complementarities.

#### 4. Gender

21	The Panel recommends strengthening the coherence and impact of the United Nations institutional gender architecture by streamlining and consolidating three of the United Nations existing gender institutions as a consolidated United Nations gender equality and women's empowerment programme.
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#### 5. Human rights

22	Resident coordinators and United Nations country teams should be held accountable and be better equipped to support countries in their efforts to protect and promote human rights.
23	OHCHR, the centre of excellence on human rights, should provide dedicated support to the resident coordinator system.
24	All United Nations agencies and programmes must further support the development of policies, directives and guidelines to integrate human rights in all aspects of United Nations work.

#### 6. Governance and institutional reform

20	Sustainable development should be mainstreamed into the work of the Economic and Social Council.
25	The Panel recommends that the Secretary-General establish an independent task force to build on the foundation of its work.
26	A Global Leaders Forum of the Economic and Social Council should be established.
27	A Sustainable Development Board should be established.
28	Meetings of the Sustainable Development Board should supersede the joint meeting of the boards of UNDP/UNFPA/gender entity, WFP and UNICEF.
<u>Milestone</u>	Member States should agree on the composition and mandate of the Sustainable Development Board by September 2007, and the Board should convene its first session by June 2008.
30	The Secretary-General should appoint the UNDP Administrator as the Development Coordinator to chair the Development Policy and Operations Group that would support One United Nations at the country level.
31	United Nations entities at the regional level should be reconfigured and the United Nations regional setting should be reorganized around two interrelated sets of functions.
32	Regional offices of United Nations entities should be co-located and the definition of regions among all United Nations entities should be standardized to ensure consistency and coherence in the work of the United Nations at the regional level.
33	At the national level, Governments should establish an "all-of-government" approach to international development to ensure coordination in the positions taken by their representatives in the decision-making structures of all relevant organizations, including the Bretton Woods institutions and the World Trade Organization.

35	As a matter of urgency the Secretary-General, the President of the World Bank and the Executive Director of IMF should set up a process to review, update and conclude formal agreements on their respective roles and relations at the global and country level. These reviews must be periodically updated as well as assessed. This process should be undertaken on the basis of the enhanced performance, strengthened delivery and more influential role that the United Nations will have if our reforms are implemented.
36	To review cooperation within the international development structure, and to ensure policy consistency and coordination, an annual meeting should be chaired by the Secretary-General, with the participation of the President of the World Bank, the Managing Director of IMF, the Development Coordinator and relevant heads of agencies, funds and programmes, including the Directors-General of the World Health Organization (WHO), the Food and Agriculture Organization of the United Nations (FAO), the International Labour Organization (ILO), the United Nations Educational, Scientific and Cultural Organization (UNESCO) and others, depending on the issue under discussion.
37	The capacity of the resident coordinator's office to advocate, promote and broker partnerships between Government and relevant civil society organizations and the private sector should be enhanced to build stakeholder consensus and realize country-specific goals as embodied in the national development plans.

### 7. Funding

34	The United Nations should establish benchmarks by 2008 to ensure the implementation of principles of good multilateral donorship.
38	Funding for the One Country Programmes should be predictable and multi-year.
39	There should be full core funding for individual United Nations organizations committed to reform.
40	The United Nations should drive reform by channelling reform savings back into the system through mechanisms, such as an empowerment fund.

### 8. Business practices

29	CEB should review its functions.
41	CEB, chaired by the Secretary-General, should lead efforts to improve management efficiency, transparency and accountability of the United Nations system.
42	The business practices of the United Nations system should be harmonized.
43	Evaluation mechanisms should be established for transparency and accountability.
44	Human resource policies and practices should be updated and harmonized.
45	Executives should be selected according to clear criteria, and for limited terms.
46	Change should be managed at the highest levels.
47	The Panel recommends that the Secretary-General appoint a senior member of his staff and provide the necessary resources to form a senior change management team.