1. The ACC established the High Level Committee on Programmes (HLCP) in 2000. The HLCP commenced a review of the ACC Machinery in late 2000. A note on the ACC Subcommittee on Statistical Activities was prepared by the Secretariat of the Subcommittee as input into the HLCP review (it was circulated to members of the Subcommittee by e-mail on 19 January 2001). The HLCP met 26-27 February 2001. The Secretary of ACC, by letter, informed the ACC Subcommittee on Statistical Activities Secretariat of the outcomes of the HLCP review and requested the views of the Subcommittee (letter from Mr. P. Civili, attachment 1); a draft "views" prepared by the Secretariat of the Subcommittee was circulated to members of the Subcommittee by e-mail on 15 June; several members provided comments; the "views" were finalized and were sent to the Director of the ACC Secretariat (letter to Mr. Fareed, attachment 2); these views were also submitted as a report to the HLCP meeting scheduled for 13-14 September 2001. Any information available from the meeting of HLCP will be transmitted to the Subcommittee at its thirty-fifth session.
3 May 2001

Dear Mr. Habermann,

Subject: **Review of the ACC Subsidiary Machinery**

As you are aware, at the request of ACC, the newly established High-Level Committees of ACC on Programmes and on Management have begun their review of the subsidiary bodies operating within their respective areas of responsibility. The report of the first meeting of the HLCP (ACC/2001/6, enclosed), which dealt with subsidiary bodies in the programme area, contains the initial conclusions of the Committee on the matter. The Committee’s conclusions were endorsed by ACC at its recently concluded session in Nairobi.

As you will note, HLCP recognized that all areas covered by the existing machinery correspond to areas where organized inter-agency cooperation remains necessary. At the same time, the Committee concluded that new approaches to the organization of inter-agency cooperation in programme areas need to be followed, moving away from the features that have so far tended to characterize the concept of “permanent subsidiary bodies” and “permanent machinery”. These were defined by the Committee in terms of “fixed periodicity of meetings, sometimes with agendas driven by that periodicity rather than by substantive considerations, and a perceived requirement for all ACC organizations to attend, sometimes irrespective of the relevance of agenda to the work of the different organizations”.

The new approaches advocated by the Committee include a) flexibility; b) on-going exchanges of information and continuity of interactions, making maximum use of modern information technology; c) systematic use of task managers and lead agency arrangements; d) open dialogue with non-UN system actors; e) the convening of inter-agency meetings: i) only as and when important issues arise that are most efficiently addressed with the personal participation of representatives of all concerned organizations, rather than through electronic means, and ii) in conjunction with meetings of inter-governmental bodies attended by
representatives of a large number of organizations, particularly in cases where coordination of inter-secretariat support to these bodies is a major function of inter-agency cooperation; f) participation in both electronic exchanges and, when applicable, meetings by the substantive officials concerned in the various organizations; and g) the incorporation in all coordination arrangements of provision for periodic evaluation (say every 3/5 years and in conjunction with special events such as conferences reviews in the areas covered by the arrangement in question) with a view to reassessing need/demand, cost-effectiveness of methods of work, adjustments required in the definition of products, eventual termination /abolition of the relevant coordination arrangements, etc.

Attention is also drawn to paragraphs 29 and 30 of the HLCP report that deal with the way in which the different inter-agency arrangements would relate to the Committee; the intention of the Committee to replace the existing, rigid system of reporting with more flexible arrangements to enable it, with the support of the ACC secretariat, to be kept informed of developments in different areas, and the “activist” approach that would characterize the organization of HLCP’ own work.

HLCP considered that the current year should be one of transition, and that inter-agency meetings for which preparations are underway should proceed. It also provided for the possibility of these transitional arrangements to be further extended, taking into account the timetable of forthcoming international events.

The Committee asked that, during this transitional period, each inter-agency group should engage in a reflection on how the conclusions and approaches advocated by the Committee could best be applied in its area of work, so as to enable the Committee to complete its review taking into due account different situations and requirements in each area. I should be grateful therefore if you could arrange for consultations on the matter among the officials participating in your Consultative Committee/Sub-Committee, utilizing scheduled meetings or any other modalities that may be considered appropriate, and inform the Director of the ACC secretariat, Mr. Fareed, of the outcome, so that it may be reported to the HLCP at its next meeting, provisionally scheduled for July. To this end, it would thus be appreciated if your input could reach the ACC secretariat by the end of June.

May I also take this opportunity to draw your attention to paragraphs 8 to 12 of the HLCP report dealing, inter alia, with the follow-up to the Millennium Declaration, particularly the monitoring of progress towards its targets relating to poverty and the launch of Global Campaign for Poverty Eradication envisaged by the General Assembly at its 24th Special Session. The Committee especially emphasized the need for improved common data and urged that “the statistical capacity of the UN system, through relevant inter-agency arrangements, be mobilized to support this efforts”. I would be grateful if, in consultation with colleagues
participating in the Sub-Committee on Statistics, you could provide the Director of the ACC secretariat with information on current and proposed new inter-agency activities that may be reported, in this context, to HLCP.

Regards,

Patrizio Civili

Mr. Hermann Habermann
Director
Statistics Division
DESA
New York

cc: Mr. R. Roberts
# Administrative Committee on Coordination

## Report of the High-Level Committee on Programmes (HLCP)
at its First Regular Session of 2001

UNIDO, Vienna
26-27 February 2001

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**Annex I.** List of Participants

**Annex II.** United Nations Staff College

ACC ad hoc group meeting on 25 February 2001
Introduction

1. The ACC High-Level Committee on Programmes (HLCP) held its first regular session of 2001 at UNIDO Headquarters in Vienna on 26 and 27 February 2001, under the chairmanship of Mr. Carlos Alfredo Magariños, Director-General of UNIDO.

2. In opening the session, the Chairman drew the Committee's attention to its terms of reference which included, inter alia, fostering "system-wide cooperation and coordination as well as knowledge and information sharing in policy, programme and operational areas", based on the adoption of "innovative, timely and cost effective mechanisms". The Vice-Chairman of the Committee, Mr. Mats Karlsson, Vice-President of the World Bank, reiterated the Chairman's emphasis on the opportunity to jointly manage better the tasks set out in the Millennium Declaration.

3. Speaking on behalf of the Secretary-General, the Under-Secretary-General for Economic and Social Affairs (UN/DESA) stressed the timeliness of the establishment of the HLCP. Its work could contribute significantly to furthering the image of the system as a well coordinated set of organizations capable of engaging in a substantive policy dialogue on issues of priority concern to the membership and of delivering harmonized programmes.

4. The Secretary of ACC referred to the Committee as an instrument of innovation and of renewed coherence and impact for the system. Drawing on the strong sense of common purpose prevailing in ACC, and guided by the comprehensive and authoritative policy framework provided by the Millennium Declaration, the Committee has a major opportunity to become a key agent of system-wide change and progress.

5. The Committee adopted the following Agenda:

A. Follow-up to the Millennium Summit
   (a) Poverty Eradication and Development
   (b) Africa
   (c) Global Public Goods

B. Review of ACC machinery

C. Other Matters
   (a) Drug Control
   (b) United Nations Staff College
   (c) World Summit on the Information Society
   (d) United Nations Programme of Action on a Culture of Peace
(e) Any other matters

A. Follow-up to the Millennium Summit

6. Introducing this item, the Chairman recalled ACC's strong interest and commitment in strengthening UN system's capacity to support effective and coordinated follow-up to the implementation of the Millennium Declaration which had provided the System with a comprehensive set of goals and targets; this should help the HLCP in prioritizing its work and providing orientation to sectoral inter-agency coordinating arrangements. An immediate priority of the Committee was to contribute to the preparations for the first ACC regular session of 2001 in connection with its consideration of issues related to poverty eradication and African development in the context of the follow-up to the Millennium Summit.

(a) Poverty Eradication and Development

7. In its deliberations on poverty eradication, the Committee noted the extraordinary opportunity and dynamics provided by the Millennium Declaration - with its built-in performance targets - in challenging the UN system to make an effective, concerted impact on poverty eradication, and to demonstrate progress on a variety of fronts: in reinforcing commonalities in data and policy analysis, as well as strengthening country collaboration; in encouraging and supporting UN country teams to provide status reports on progress towards international development goals; and in establishing a common accountability framework and pursuing a “results based” approach to poverty, with the Declaration goals becoming the driving force of the work of the system as a whole. Not least, it was incumbent on the system in its global advocacy to build on the basic concept of shared responsibility embodied in the Declaration, and to exhort donors to honour commitments on trade, debt, ODA flows and the simplification and harmonization in aid delivery.

8. A number of issues were highlighted during the discussion. It was generally felt that the poverty paradigm would need to be broadened beyond the numerical target of reducing the number of people living below $1 per day, to encompass social, educational (in line with the Dakar World Education Forum), nutritional health, and cultural dimensions, as well as such qualitative aspects as empowerment. Measures directed at raising incomes and employment generation should be accompanied by targeted interventions aimed at improved access to infrastructures and services with particular attention to the rural poor who constitute three quarters of those living below the poverty line. Within the system itself, there was a need for programmes which would be at the same time more comprehensive and better focused, including closer and more systematic linkages between upstream analytical activities and operational work particularly with a view to enhancing impact at the country level. It was important that each organization should “internalize” the poverty eradication goals embodied in the Millennium Declaration and for all organizations to join in a major advocacy effort in support of these goals. The call by the General Assembly at its 24th Special Session for the launch of a Global Campaign for poverty eradication provided an opportunity both for such an advocacy effort and for conveying a compelling image of the commitment and capacity of the system for concerted action in this area.

9. As part of the effort to integrate poverty eradication goals in policy development and programming processes throughout the system, and as an integral component of the Global Campaign referred to above, ACC may wish to recommend that each organization in the context of its mandate prepare an analysis of the contribution of its programmes to the
Millennium Declaration’s goal of reducing extreme poverty, and share it, as required, with its governing body. In elaborating such analyses, a distinction could be made between (i) programmes and activities directly targeted at the poor (e.g. micro-credit); (ii) broader programmes in health, education, etc., that contribute to empowerment of the poor and the improvement of their conditions; and (iii) measures affecting the enabling environment for poverty eradication (e.g. trade and market access; debt relief, etc.).

10. These analyses should provide the basis for the development of a comprehensive framework within which relevant initiatives and activities would be introduced and placed in relation to each other. This should serve, internally, to identify gaps and promote mutual reinforcement and the most effective sequencing of interventions, and externally, to convey an image for the system of both coherence and focus. This, in turn, should add credibility to the system-wide advocacy effort aimed at mobilizing world opinion and engaging political leaders in achieving the 2015 target embodied in the Millennium Declaration. Complementing these efforts, the World Bank and other funding entities may consider collaborating on an annual review of flows of concessional funding for programme elements relevant to the Global Campaign. In the same context, the suggestion was made that a comprehensive review be undertaken of the global funding requirements for reducing poverty by half by the year 2015.

11. The Campaign should have global, as well as regional and national components. At the global level, ACC and its High-Level Committee on Programmes should have the focused support of the public information capacities of the various organizations and of relevant coordination arrangements. At the regional level, the contribution of the regional commissions will be crucial. In this context, reference was made to the annual regional consultative meetings, established pursuant to ECOSOC resolution 1998/46, that could provide a suitable framework for this purpose. At the national level, PRSPs/UNDAFs should be projected as country counterparts of the global campaign, which should actively engage the Resident Coordinator system, as well as the United Nations Information Centres.

12. The Committee identified two further requirements to maximize the capacity of the system to achieve and monitor progress in this area. First is the need for improved data to provide a common basis for the analysis of causes of poverty and remedies and as a condition for focused and targeted programmes, i.e. evidence-based approaches. The statistical capacities of the system, through the relevant coordination arrangements should be mobilized to support this effort. Second is the requirement for closer on-going interactions among UN system officials involved in analytical, statistical and programme planning work relevant to poverty eradication. With the endorsement of ACC, its secretariat might set in motion a system-wide electronic network of such officials which should also be open, as appropriate, to the participation of external partners.

13. The Committee identified a number of strategic issues in relation to which further study and analytical work seems to be required within the system, including through the proposed network referred to above. These included approaches to poverty alleviation in post-conflict situations, and strategies to deal with vulnerabilities engendered by the interrelationship between environmental degredations and poverty and other aspects of human security as they affect overall poverty eradication strategies.

(b) Africa
14. The HLCP considered this item on the basis of a note prepared by UN/DESA entitled "Meeting the Challenges of Sustainable Development in Africa", as well as a contribution by FAO.

15. The Committee expressed concern over the proliferation of multilateral initiatives on Africa and the consequences of this proliferation for the availability and utilization of resources and the effectiveness of programmes. There were strong imperatives for working towards a unified framework of action by the United Nations system and the international community based on a rationalization and concordance of existing initiatives. The guiding principle in developing such a framework should be realism, urgency, efficiency, and, most of all, African leadership and ownership of programmes. The Committee noted that the African countries themselves were increasingly weary of new initiatives with little prospect for substantial impact. For both programme countries and organizations, there already was an overload on reporting requirements and scarce coordination capacity.

16. It was equally imperative to reverse the decline in resource flows to Africa. A unified framework for action would facilitate a systematic monitoring of the honouring of commitments made, including by the donor community. The framework would at the same time challenge the system to utilize scarce resources in the most effective way possible and would permit a comprehensive monitoring of the system's own performance in support of priorities as established by Africans themselves.

17. The representative of ECA briefed the Committee on the New Global Compact with Africa. It is first and foremost a compact between African leaders and their people. With encouragement from African Ministers of Finance and several OECD Ministers of Development Cooperation, ECA was currently involved in developing a Compact which would inter alia highlight shared goals and indicators towards poverty reduction and internationally agreed targets, incorporate measures addressing aid, debt and trade issues; and acknowledge mutual accountability of African countries and their donor governments for results. This is intended to provide substance to the Millennium Declaration and the recent initiative of three African Presidents (Presidents Bouteflika, Mbeki, and Obasanjo) for an African recovery and renaissance plan. It envisages a mutuality of commitments and partnerships around the shared objectives of lasting peace, poverty reduction and sustainable development.

18. The Committee recommended that

- The system should contribute to the development of a unified framework for action by initiating a comprehensive review and appraisal of all existing Secretariat initiatives on Africa.

- Meanwhile, and until the completion of the forthcoming review of UN-NADAF, the only intergovernmentally conceived programme in favour of Africa, there should be an understanding within the system that the utmost restraint is exercised in launching new initiatives, while continuing to act to reinforce synergies among existing initiatives and enhance their impact.

- At the same time, a major effort should be made to engage bilateral donors in this rationalization effort and to encourage them to consolidate their initiatives into existing ones.
• The forthcoming session of ECOSOC which is devoting its High-Level Segment to Africa might be used to launch the idea that separate UN initiatives related to Africa be placed under a single umbrella.

• The process of evaluation of UN-NADAF launched by the General Assembly should be utilized by the system as an opportunity to advance consensus on a single, comprehensive Africa led framework for action providing for mutually supportive actions and engagements by all parties.

• Any new unified framework should serve to reinforce African leadership and ownership. In support of this objective, the system should act together to further reinforce capacity building at the national level, including for the coordination of international assistance, and consider shifting the focus of system-wide coordination increasingly to the regional level.

• As part of the effort to strengthen synergies among initiatives on Africa, and among them and other international programmes, a deliberate strategic effort should be made to better integrate the Africa agenda with other agendas e.g. poverty eradication, LDCs, finance for development, trade round, HIV/AIDS, peace and development, etc.

(c) The Global Agenda

19. The Committee had before it a background note prepared by the World Bank (ACC/2001/CP/CRP.4) entitled "The Global Agenda, Issues for the United Nations System". In introducing the note, the Committee's Vice-Chairman highlighted the increasing challenges for the entire system in collectively addressing the implications of the changing global agenda, many of which called for the provision of global public goods and innovative forms of international cooperation.

20. In this era of globalization and growing global interdependence, the UN system was faced with the challenge of achieving desirable global public policy outcomes. In this connection it was imperative for the system to develop the capacity for strategic visioning and policy making on key emerging international issues. Addressing these issues was invariably beyond the reach of any single agency or group of agencies. In addition, some issues did not come directly under the purview of intergovernmental authority. Solving these problems may thus, often require creative partnerships with a broad spectrum of development actors including civil society organizations and the private sector.

21. The Committee underlined the preliminary nature of its discussion on the issue of global public goods in relation to the global agenda. There was general appreciation that the theoretical debate on the issue of global public goods/commons was fraught with difficulties given the lack of universally agreed definitions of the various terms and their implications. The view was expressed in this regard that there was a need to go beyond global public goods focused on the global commons and those amenable to market solutions by including aspects hitherto ignored, such as diversity or tangible and intangible heritage. A first priority was therefore to establish clear and coherent conceptual frameworks. The Committee also recognized the politically sensitive nature of the subject, especially as it may also have a direct impact on governance and financing arrangements. Three specific concerns were expressed. These related to the control of global goods like global commons such as forest resources, ocean etc.; governance issues by agencies themselves of any arrangements established in this
regard, and the financing mechanisms. The suggestion was made in this regard that it would be more useful to focus the discussion on those public goods which lend themselves readily to the mobilization of additional financial/and other material resources. The above considerations should guide the choice of issues for priority action.

22. The Committee noted that the Millennium Declaration had identified a number of salient global issues for priority action i.e. communicable diseases, financial stability and architecture, environmental commons, information and communications technologies, peace building, etc. It also recognized the need to systematically pursue consideration of the issues and agreed to initially focus on a selective set of three to five global goods - possibly concentrating on issues related to the poverty agenda. To guide priority setting, it was agreed that the next meeting of the HLCP would incorporate a segment which would provide the Committee with the opportunity to dialogue with outside experts. The immediate priority was to seek conceptional clarification of issues with a view of outlining priority areas where HLCP could be instrumental in providing policy guidance to the UN system for delivering concrete results. The follow-up process could eventually be launched through a network approach involving the UN system and its partners.

23. The Committee agreed to pursue the steps outlined above and to provide periodic updates on its progress to ACC.

B. Review of ACC machinery

24. A key function of HLCP, as set out in its terms of reference and as mandated by ACC, is to support the integrated and coordinated follow-up of major UN conferences and summits, including in particular the Millennium Summit. The internationally agreed goals and targets emanating from these conferences and summits, particularly the Millennium Declaration, provide the UN system with a comprehensive policy framework to help guide the work of HLCP and facilitate the review of the subsidiary machinery.

25. In a draft action plan submitted to the Committee, the Chairman outlined an approach requiring the elaboration of an inventory of ongoing inter-agency initiatives and work underway in all parts of the system as well as related coordinating mechanisms to achieve the goals and targets of UN conferences and summits, in particular the Millennium Declaration. Building on these initiatives and work in progress, inter-agency action plans could be drawn up or updated through an inter-agency consultative process as a basis for defining the specific outcomes and outputs that would need to be produced under the overall guidance of HLCP. In turn, the definition of the subsidiary machinery and specific inter-agency coordinating arrangements -- system-wide networks (on globalization, for example), task manager system (on issues relating to sustainable development, women and gender equality), lead agency arrangements and time-bound and output-oriented task forces (for the preparation of documents and reports), and working groups (on operational activities for development as well as country-level coordination, for instance) -- would draw upon the requirements identified in the inter-agency action plans.

26. The Committee agreed to proceed with the elaboration of an inventory of work underway in the system relevant to the accomplishment of goals and targets contained in the Millennium Declaration. In doing so, it would be guided by the basic structure and outline of the "road-map" towards the implementation of the Millennium Declaration that the Secretary-General would present to the General Assembly.
27. The Committee then proceeded to draw the implications of these overall approaches for the Consultative Committees and their Sub-Committees that have hitherto formed part of the ACC subsidiary machinery in the programme area, on the basis of ACC instructions that it should be zero-based. HLCP recognized that the Millennium Declaration, while setting an essential framework of priorities and goals for the collective work of the system and, thus, for the Committee's own work programme, did not cover all areas of engagement of the system and did not exhaust all areas where organized inter-agency interactions and cooperation contribute to the overall effectiveness of the system's work and of its support to inter-governmental bodies and countries' development efforts.

28. In this perspective, all areas covered by the existing machinery - from statistics to nutrition and water - (with the exception of the areas of work covered by CCPOQ whose broad functions are, by and large, subsumed by the mandate of HLCP) correspond to areas where organized inter-agency cooperation remains necessary. In particular, the Committee concluded that the time had come to move away from the concept of "permanent subsidiary bodies" and of "permanent machinery", that have traditionally implied fixed periodicity of meetings, sometimes with agendas driven by that periodicity rather than substantive considerations; and a perceived requirement for all ACC member organizations to attend, sometimes irrespective of the relevance of the agenda to the work of different organizations. The new approaches governing the organization of inter-agency cooperation in all relevant areas should be:

- flexibility;
- on-going exchanges of information and continuity of interactions, making maximum use of modern information technology;
- systematic use of task managers and lead agency arrangements;
- open dialogue with non-UN system actors;
- the convening of inter-agency meetings:
  (i) only as and when important issues arise that are most efficiently addressed with the personal participation of representatives of all concerned organizations, rather than through electronic means, and, when appropriate
  (ii) in conjunction with meetings of inter-governmental bodies attended by representatives of a large number of organizations, particularly in cases where coordination of inter-secretariat support to these bodies is a major function of inter-agency cooperation;

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1 CCPOQ: Consultative Committee on Programme and Operation Questions; 
IACSD: Inter-Agency Committee on Sustainable Development; 
IACWGE: Inter-Agency Committee on Women and Gender Equality

2 CCPOQ: ACC Sub-Committee on Statistical Activities (ACC/SCSA), ACC Sub-Committee on Demographic Estimates and Projections (ACC/SCDEP), ACC Sub-Committee on Nutrition (ACC/SCN), ACC Sub-Committee on Rural Development (ACC/SCRD), ACC Sub-Committee on Drug Control (ACC/SCDC), and CCPOQ Advisory Panel on Operational Activities Training.

IACSD: ACC Sub-Committee on Water Resources (ACC/SCWR) and ACC Sub-Committee on Oceans and Coastal Areas (ACC/SCOCA)

* * *

Information Systems Coordinating Committee (ISCC),
Joint United Nations Information Committee (JUNIC)
• participation in both electronic exchanges and, when applicable, meetings by the substantive officials concerned in the various organizations; and
• The incorporation in all coordination arrangements of provision for periodic evaluation (say every 3/5 years and in conjunction with special events such as review of conferences in the area covered by the arrangement in question) with a view to reassessing need/demand, cost-effectiveness of methods of work, and adjustments required in the definition of products, and eventual termination/abolition of the relevant coordination arrangements, etc.

29. The Committee, with the support of the ACC secretariat, should monitor the application of the above criteria, and be kept informed of major developments and progress in all areas, without necessarily any of these arrangements being part of its subsidiary structures as such. The periodicity of inter-agency contacts at the policy level that the establishment of HLCP will introduce should serve to facilitate greater flexibility and a more technical approach to working-level inter-agency cooperation, without detriment to the need for maintaining an overview of inter-agency cooperation at all levels across the system.

30. Under this approach, HLCP would provide guidance and oversight to existing coordination arrangements. It would take up policy issues that require attention at its level, or mandate specific assignments to be undertaken through these arrangements that would serve to advance the policy objectives it is pursuing. This will be especially the case vis-à-vis inter-agency arrangements that focus on the follow-up to global conferences (e.g. sustainable development, women and gender equality), but it is also likely to apply to inter-agency arrangements in broad service sectors (e.g. statistics) or in sectors that are key to advancing the development objectives of the Millennium Declaration (e.g. water and nutrition). The conclusions of the present session of the Committee already provide specific instances of this practice. These arrangements will be part of an "activist" approach by the Committee to agenda-setting for its own work and its organization, including tasking individual or groups of its members with specific assignments; the convening of time-bound task forces to deliver specific products; and the encouragement of inter-agency networks on policy issues or emerging concerns.

31. The Committee considered that one area covered by the former CCPOQ - that of operational activities and the functioning of the resident coordinator system - would require a continuing working group operating directly under its aegis which would assist it in ensuring that the strengthening of inter-agency coordination it will pursue at the global level is paralleled by a strengthening of field-level coordination, and that its policy conclusions find an adequate reflection at the country level.

32. The Committee further concluded that the current year should be considered one of transition: inter-agency meetings for which preparations are under way should proceed. The view was expressed in this regard that this transitional arrangement may need to be further extended taking into account the timetable of the forthcoming international events e.g. the preparations and follow-up to the Rio+10 process and of the completion of the International Year of Fresh Water, 2003 (coinciding with the publication of the first World Water Assessment Report). The ACC secretariat was requested to convey, through existing inter-agency channels, the conclusions and guidelines outlined above, and encourage a reflection on how they could best be applied in different areas hitherto covered by ACC subsidiary bodies, and report back on the outcome to the Committee at its next session.
33. The Committee noted that the work of JUNIC, and part of the mandate of IACWGE, were also relevant to the HLCM. While some of the considerations outlined above appeared to apply to these two committees, and the two bodies may therefore wish to comment on them, conclusions in relation to these two Committees would require an input of HLCM as well as HLCP.

C. Other matters

(a) Drug Control

34. The Chairperson of the ACC Sub-committee on Drug Control introduced the draft "ACC Guidance Note on Drug Control" which had been developed by the Sub-Committee. As one member requested more time before committing her organization to the text, HLCP invited agencies to submit their comments to the ACC secretariat by 23 March 2001 and agreed that the finalized text would be submitted for clearance to HLCP members by electronic mail.

35. She also presented a draft UN system position paper "Preventing the transmission of HIV among Drug Abusers", which had been prepared jointly by UNDCP, UNAIDS and WHO and recommended for approval by the Subcommittee. The Committee endorsed the paper *ad referendum*.

(b) UN Staff College

36. The representative of WHO briefed the Committee on the outcome of the ad-hoc meeting convened on 25 February 2001 in Vienna, to discuss the arrangements for the institutionalisation of the United Nations Staff College (see Annex II). The Committee noted that, following further consultations a decision based on the conclusions of the ad hoc meeting - which drew on members of HLCP as well as HLCM - would be prepared for adoption by ACC. The decision would cover approaches to the functions of the Staff College, as a system-wide demand-driven institution dedicated to innovation and reform across the UN system and focused on fostering a common UN system culture, cooperation and knowledge-sharing between agencies on managerial and strategic policy issues of common concern; its governance, based on the new ACC high-level Committees; funding arrangements, comprising a core budget jointly funded by organizations, fees for its courses, and voluntary funding; and arrangements, based on the above, for the finalization of a business plan, and of a Statute for the College to be proposed by the Secretary-General to the General Assembly.

(c) The World Summit on the Information Society

37. The representative of ITU briefed the Committee on the preparations for the World Summit on the Information Society scheduled to be convened in 2003, under ITU as lead agency: it was noted that the focus and the detailed agenda of the summit will need to be developed in close cooperation with interested agencies. The aim of the Summit is to develop a common vision and understanding of the information society and to draw up a strategic plan of action for concerted development in the realization of this vision. The Committee was also briefed on the development with regard to the selection of the venue of the Summit meeting -- in regard to which a decision still remained to be taken.

(d) United Nations Programme of Action on a Culture for Peace
38. The representative of UNESCO briefed the Committee on the arrangements for the implementation of the UN Programme of Action on a Culture of Peace adopted by the General Assembly in its resolution A/53/243 on the Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010). The Committee called on agencies to nominate focal points to work with UNESCO in the preparation of indicators and reports for the implementation of the Programme of Action.

(e) Any Other Matters

39. The Committee agreed to hold its next session in New York during September 2001 prior to the second regular session of ACC. The exact dates are to be determined through further consultations.
Annex I

List of Participants
Chairman: C.A. Magariños (UNIDO)
Vice-Chairman: M. Karlsson (World Bank)
Secretary: E. Hein

United Nations entities and programmes

United Nations
N. Desai
P. Civili

ACC Secretariat
Q. S. Fareed
R. Eggleston
A.O. Lacanlale
S. Toh

Economic Commission for Africa
E. Otobo

United Nations Conference on Trade and Development
K. Kousari

United Nations Development Programme
O. Sorgho-Moulinier

United Nations Environment Programme
A. Amin

Office of the United Nations High Commissioner for Refugees
P.-F. Pirlot
B. Lander

United Nations Relief and Works Agency for Palestine Refugees in the Near East
D. S. Wijewardane

United Nations Children's Fund
S. Rasheed
A. Laurini

United Nations Population Fund
K. Waki
S. Rao

World Food Programme
J. Wickens
I. Riza

United Nations International Drug Control Programme
S. Noyan
S. Mlango

Specialized agencies, IAEA and WTO

International Labour Organization
D. Skerrett

Food and Agriculture Organization of the United Nations
K. Killingsworth

United Nations Educational, Scientific and Cultural Organization
H. d'Orville
International Civil Aviation Organization
A. Elhassan

World Health Organization
G. Griffiths

World Bank
D. Aitken

International Monetary Fund
A. Sfeir-Younis

Universal Postal Union
N. Kekeh

International Telecommunication Union
R. Munzberg

International Telecommunication Union
L.L.F. Pinheiro

World Meteorological Organization
R. Blois

International Maritime Organization
W. Degefu

World Intellectual Property Organization
D. Edwards

International Fund for Agricultural Development
O. Fasehun

United Nations Industrial Development Organization
U. Abhyankar

International Atomic Energy Agency
SIR R. Grierson

World Trade Organization
O. Maizza-Neto

World Trade Organization
W. Burkart

World Tourism Organization
A. Frank

World Tourism Organization
D. de Villiers

Comprehensive Nuclear Test Ban Treaty Organization
T. Stelzer

High Level Committee on Management
D. Waller (IAEA)

United Nations Staff College
J. Machin
UN Staff College
ACC ad hoc group meeting on 25 February 2001

The main issues discussed were:

General

The College's work needs to be guided by demand-driven system-wide priorities. The College should also be seen as an important tool for nurturing innovation and generating a common UN system culture. It needs to be judged on the added value it brings its cost effectiveness and will need to be evaluated regularly.

The functions of the Staff College

♦ There was a need for a basic business plan to be developed over the next few months.
♦ There was a need for the College to find its proper place within the range of activities in the UN system for knowledge building and sharing. It should complement rather than compete with individual agencies’ well-developed functional training and must exploit new technologies and decentralized training to the full.
♦ ACC might suggest some more specificity in the College's agenda. Ideas could focus on the fields of change and reform across the UN system, and cooperation and knowledge sharing between agencies. More specific areas could be developing approaches to alleviating poverty; dealing with the private sector; leadership and senior management development; networking; decentralization; and security issues, information technology and capacity-building.

The Governance of the College

♦ The proposal of the evaluation team for a 14 person Board established a new structure. It was felt best to suggest instead that the governance could be assured from within the existing ACC structure. It would involve elements from within the new high-level committees. Stakeholder involvement in management was important.
♦ The second tier of governance suggested by the evaluation team, namely a technical review group, would also be made up of existing staff of UN organizations with expertise in the area. Their job should be to ensure the business plan and biennial budget were adopted by an iterative process of programme development between agencies and the College staff; and to ensure regular monitoring and evaluation of the activities of the College.

The Funding of the College

♦ The business plan was also an essential element in the funding considerations.
♦ There was recognition that the College would need to be funded by three sources, a core budget contributed by the organizations; fees for its courses; and voluntary funding.
♦ Precisely what was to be met by the core funding needed to be determined and specified quickly. Some key staff and activities would be the first focus.
♦ There was a need for innovation in enhancing the voluntary funding.
In the long run there was an expectation that the college could be self reliant and run on fees and voluntary contributions alone

The Statute

To be adopted by the UN GA
- Probably not necessary to be adopted by governing bodies of other agencies, as long as ACC endorsement was forthcoming.
- Revised text once drafted by UN lawyers would need to be seen quickly by agency lawyers.

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List of Participants

Chairman: Mr. D. Aitken, Senior Policy Adviser to the Director-General (WHO)

UN
Mr. P. Civili, Assistant Secretary-General
Ms. J. Beagle, Director, Specialist Services Division, OHRM

ILO
Mr. D. Skerrett, Director, Bureau of Programming and Management (HLCP+HLCM)

FAO
Ms. K. Killingsworth, Assistant Director-General, Special Adviser to the Director-General (HLCP)

UNESCO
Mr. H. d’Orville, Director, Bureau of Strategic Planning (HLCP)

WMO
Mr. W. Degefu, Director, Coordinator for Support to Scientific Programmes (HLCP)

World Bank
Ms. N. Kekeh, Special Assistant to the Vice-President (HLCP)

IAEA
Mr. D. Waller, Deputy Director-General, Administration (Vice-Chair HLCM)

UNDP
Ms. O. Sorgho-Moulinier, Director, European Office (HLCP)

UNIDO
Ms. D. Hribernigg, Personal Assistant to the Director-General

UN Staff College
Mr. J. Machin, Director
Dear Mr. Fareed,

1. I refer to Mr. Civili's letter of 3 May 2001 to me in which he reported on the outcomes of the first regular session of the High-level Committee on Programmes relating to the review of the subsidiary machinery of the ACC and including some specific questions concerning inter-agency activities in statistics. Mr. Civili asked that my response to his letter be directed to you.

2. Consultations were held by e-mail with members and observers of the ACC Subcommittee on Statistical Activities during the period 14-22 June, 2001 based on Mr. Civili's letter, the report of the High-level Committee on Programmes on its first regular session and a note that had been provided to Mr. Civili by the Secretariat of the Subcommittee on 19 January, 2001 on the functioning, and outputs of the Subcommittee. This letter reflects those consultations.

3. The ACC Subcommittee on Statistical Activities welcomes the fact that the High-level Committee on Programmes recognized that the areas covered by the existing ACC machinery correspond to areas where organized inter-agency cooperation remains necessary; this view is shared strongly by the ACC Subcommittee on Statistical Activities in relation to the statistical area.

4. The Subcommittee is committed to respond in a positive way to the new approaches advocated by the High-level Committee on Programmes; the Subcommittee notes that much of its modus-operandi is already consistent with what is advocated but recognizes that further effort in the directions advocated is desirable and possible.

.../

Mr. Qazi Shaukat Fareed
Director of ACC Secretariat
5. The Subcommittee's work over the years has largely been agenda-driven and output-driven, but the Subcommittee has always considered that regular formal meetings are important to maintain a broad-based collaborative framework; the agendas of meetings have been broad in coverage and dynamic - the work of the organizations in statistics is characterized by change, including most recently the need to respond to the statistical demands emanating from the major United Nations conferences and the necessary work on indicators requested by the Economic and Social Council; the agendas have invited and indeed required attendance at the meetings by most, if not all members of the Subcommittee; the agendas are set in a very flexible way and adjusted right up to the opening of sessions to reflect emerging needs and problems. Bilateral and multi-lateral contact continues throughout the year on specific issues, and e-mail is the standard technology for communication. The concept of task managers and lead agencies is applied, largely based on organizational responsibilities and on interest or special skills and knowledge of individual Subcommittee members; this is reflected in the fact that documents for the Subcommittee are prepared by a range of organizations. The most important non-United Nations organizations involved in international statistical activities have the status of permanent observers in the Subcommittee and are very actively involved in the work of the Subcommittee, virtually on the same basis as United Nations member organizations.

6. In response to the call of the High-level Committee on Programmes, the Subcommittee will apply rigorously the principle of organizing its meetings on an as-needed basis. However, the Subcommittee believes that, in general, the meetings will continue to have agendas that call for the widest participation by organizations and representation at the highest level i.e. directors of statistics divisions. The Subcommittee believes that participation by all members is essential to maintain the fabric and culture of coordination that has been developed. The Bureau of the Subcommittee meets each year when the United Nations Statistical Commission meets; however, a "full ACC Subcommittee" meeting, at the time of an inter-governmental meeting such as the Statistical Commission, is not considered feasible given the other demands that exist on all subcommittee members, and especially on the Secretariat (the United Nations Statistics Division), at the time of the Statistical Commission. However, the Subcommittee could consider a limited meeting on a single or limited issues around the time of the Statistical Commission. The Subcommittee agrees on the need for periodic evaluation of its work overall and in specific areas. The Subcommittee recognizes the costs that are involved in coordination work but to date has concluded that the costs are moderate in relation to the positive results.

7. The Subcommittee welcomes the arrangements set out in paragraphs 29 and 30 on flexible reporting and an activist approach by the High-level Committee on Programmes.

8. The Subcommittee proposes to meet as scheduled from 18-20 September 2001 with the attached draft provisional agenda.

9. The final request in Mr. Civili's letter concerned activities related to the follow-up to conferences and the Millennium Declaration. I would refer to the work being done by the United Nations Statistics Division and the ACC Subcommittee on Statistical Activities on the harmonization and rationalization of indicators in the context of follow up to the United Nations conferences, as called for by ECOSOC Resolution 2000/27 (See E/CN.3/2001/16 and SA/2000/9
attached). This work has been reported to CCPOQ by the ACC Subcommittee on Statistical Activities in recent years (See ACC/2000/16, paras. 15 and 16; ACC/1999/16, paras. 2c and 16; ACC/1998/14, para. 2(a)). I would also refer to the proposed reporting by the Secretary-General to the General Assembly on review of global progress towards the Millennium Declaration Goals. Both sets of work involve issues of statistical reporting and statistical capacity building of concern to the ACC Subcommittee on Statistical Activities and are included on the agenda of the Subcommittee's meeting scheduled for 18-20 September 2001.

Yours sincerely,

Hermann Habermann
Director
United Nations Statistics Division