Working Party on the Social Dimension of Globalization   **WP/SDG**

FOR DEBATE AND GUIDANCE

FIRST ITEM ON THE AGENDA

The 2005 World Summit Outcome document: Implications for the ILO

Introduction

1. The High-Level Plenary Meeting of the 60th Session of the United Nations General Assembly (14-16 September 2005) brought together the largest gathering of Heads of State and Government in world history. The primary document before the Summit was the report of the Secretary-General, *In Larger Freedom*, but other reports were also considered as important background documentation. These included the 2005 report of the Economic and Social Council (ECOSOC) on achieving the internationally agreed development goals, including those contained in the Millennium Declaration, the report of the High-Level Panel on Threats, Challenges and Change, the report of the Millennium Project, and the report of the World Commission on the Social Dimension of Globalization.

2. The Secretary-General's report, *In Larger Freedom*, was centred on the interlinked themes of freedom from want, freedom from fear and freedom to live in dignity. This three-pronged approach to collective action hinges on the proposition that there can be no development without security, no security without development, and neither without the universal application and protection of human rights.

3. The Summit adopted an extensive Outcome document [1] which constitutes a framework of commitments to renew international engagement and to strengthen multilateral solutions in the areas of development, peace and collective security, human rights and the rule of law. It also contains a raft of measures to strengthen and reform the United Nations system.

[1] The full text of the Summit Outcome document is available as General Assembly document A/RES/60/1 or visit www.un.org/summit2005 .

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Outcome document: Main achievements [2]

Development

■ Strong and unambiguous commitment by all governments, in donor and developing countries alike, to achieve the Millennium Development Goals by 2015.

■ Additional US$50 billion a year pledged to fight poverty by 2010.

■ Commitment by all developing countries to adopt national plans for achieving the internationally agreed development goals.

■ Commitment to make full and productive employment and decent work for all a central objective of relevant national and international policies.

■ Agreement to provide immediate support for quick impact initiatives to support anti-malaria efforts, education and healthcare.

■ Commitment to innovative sources of financing for development, including efforts by groups of countries to implement an International Finance Facility and other initiatives to finance development projects.

■ Agreement to consider additional measures to ensure long-term debt sustainability through increased grant-based financing, cancellation of 100 per cent of the official multilateral and bilateral debt of heavily indebted poor countries (HIPCs). Where appropriate, to consider significant debt relief or restructuring for low and middle income developing countries with unsustainable debt burdens that are not part of the HIPC initiative.

■ Commitment to trade liberalization and expeditious work towards implementing the development dimensions of the Doha work programme.

Terrorism

■ First clear, unqualified UN condemnation of terrorism "in all its forms and manifestations, committed by whomever, wherever and for whatever purposes".

■ Strong political push for a comprehensive convention within a year. Support for early entry into force of the Nuclear Terrorism Convention. All States are encouraged to join and implement it, as well as 12 other anti-terrorism conventions.

■ Support for strategy to fight terrorism in a way that makes the international community stronger and terrorists weaker.

Responsibility to protect

■ Clear, unambiguous acceptance by all UN Members of collective international responsibility to protect populations from genocide, war crimes, ethnic cleansing and crimes against humanity, and willingness to take timely and decisive collective action for this purpose, through the Security Council, when peaceful means prove inadequate and national authorities are manifestly failing to do so.

Peacebuilding, peacekeeping, and peacemaking

■ Decision to create a Peacebuilding Commission, backed by a support office and standing fund – to help countries' transition from war to peace.

■ New standing police capacity for UN peacekeeping operations.

■ Agreement to strengthen the Secretary-General's capacity for mediation and good offices.

■ Human rights, democracy and the rule of law

■ Decisive steps to strengthen UN human rights machinery, backing an action plan and significantly increasing the budget of the High Commissioner.

■ Agreement in principle to establish a UN Human Rights Council during the coming year.

■ Reaffirmation of democracy as a universal value, and welcome for the new Democracy Fund.

■ Commitment to eliminate pervasive gender discrimination, such as inequalities in education and ownership of property, violence against women and girls and to end impunity for such violence.

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[2] http://www.un.org/summit2005/presskit/fact_sheet.pdf .

Management reform

- Broad strengthening of the UN's oversight capacity, independent oversight committee and developing an ethics office.

- Update the UN by reviewing all mandates older than five years, so that obsolete ones can be dropped to make room for new priorities.

- Commitment to overhauling rules and policies on budget, finance and human resources.

Environment

- Recognition of the serious challenge posed by climate change and commitment to take action through the UN Framework Convention on Climate Change.

- Agreement to create a worldwide early warning system for all natural hazards.

International health

- A scaling up of responses to HIV/AIDS, TB, and malaria, through prevention, care, treatment and support, and the mobilization of additional resources from national, bilateral, multilateral and private sources.

Humanitarian assistance

- Improved Central Emergency Revolving Fund to ensure that relief arrives reliably and immediately when disasters happen.

- Recognition of the Guiding Principles on Internal Displacement as an important international framework for the protection of internally displaced persons.

4. The Outcome document provides the international community with a strong mandate to act across a broad front. In some areas, the document endorses new ideas and policy advances – such as support for a fair globalization and decent work for all – as global goals that hold the key to the achievement of the United Nation's broader development agenda. In other domains, the document reaffirms policies and commitments that the international system has shaped over the years. Even though processes are under way to further negotiate several of the document's major proposals, there is widespread agreement that the Outcome document should be seen as providing comprehensive policy guidance for the ongoing work of the United Nations secretariat, its funds, programmes and specialized agencies. All entities of the United Nations system have been requested to review their priorities and programmes in the light of this guidance.

5. A central message of the document is that concrete progress on the interlinked issues of development, security and human rights, will only be achieved if the United Nations system develops new approaches, institutions and operational tools. It presents the system with an opportunity to depart from "business as usual", established practice and entrenched institutional positions. Since the Summit, the momentum for reform has not declined. All organizations of the United Nations system, including the specialized agencies, are looking at these challenges, both in terms of leading the policy-making agenda within their respective areas of competence, and also in terms of defining their role within structures and frameworks of inter-agency cooperation.

The Development section

6. While many issues in the Outcome document are relevant to the work of the ILO, the most significant provisions are contained in the Development section. The Summit gave new political momentum to development and provided stronger tools to accelerate implementation and achieve progress on the internationally agreed development goals, including the Millennium Development Goals (MDGs). Important commitments were made by both donor and developing countries in this regard.

7. The opening paragraphs on "Values and principles" emphasize the mobilizing role of the major United Nations conferences and summits in generating an unprecedented global consensus on a shared vision of development. It reaffirms development as "a central goal" in its own right, and "sustainable development in its economic, social and environmental aspects" as "a key element of the overarching framework of United Nations activities".

8. The Development section underlines the "vital role" that the United Nations conferences and summits have played in shaping a "broad development vision" and in identifying "commonly agreed objectives". While the MDGs provide a compelling platform to address the needs of the world's poorest, they do not, in themselves, present a complete development agenda and must be pursued as part of a larger development agenda that also encompasses the needs of middle income developing countries, questions of growing inequality, and the wider dimensions of human development. It asserts that the larger development agenda must equally address issues that require long-term approaches such as the differential impact of globalization, greater participation of developing countries in global economic governance and the question of interlinkages between development and conflict.

9. In the paragraphs on "Systemic issues", the document clearly reaffirms "the need for the United Nations to play a fundamental role in the promotion of international cooperation for development and the coherence, coordination and implementation of development goals and actions agreed upon by the international community". This is accompanied by a resolve "to strengthen coordination within the United Nations system in close cooperation with all other multilateral financial, trade and development institutions in order to support sustained economic growth, poverty eradication and sustainable development". While the document presents this "coordination" effort as a resolution of governments, it also implies a clear challenge for the secretariats of all organizations of the system.

Decent work, development and a fair globalization

10. Paragraph 47 of the Outcome document subtitled "Employment" states:

> We strongly support fair globalization and resolve to make the goals of full and productive employment and decent work for all, including for women and young people, a central objective of our relevant national and international policies as well as our national development strategies, including poverty reduction strategies, as part of our efforts to achieve the MDGs. These measures should also encompass the elimination of the worst forms of child labour, as defined in International Labour Organization Convention No. 182, and forced labour. We also resolve to ensure full respect for the fundamental principles and rights at work.

11. The Development section contains a specific paragraph on employment. The adoption of this language marks the culmination of efforts by the Organization as a whole in various global, regional and national forums over the past year to advance understanding of the Decent Work Agenda among member States and other international organizations. Such unprecedented support provides new momentum for the ILO's work. It implies recognition of the ILO's ground-breaking work on the social dimension of globalization, and opens new avenues for the ILO and its constituents. It also shows the relevance of the ILO agenda in the broadest policy context, involving collective action on three fronts: development, security and human rights.

12. Paragraph 47 provides strong political endorsement for action to make decent work a global goal. It recognizes that a broader, more integrated approach to the Decent Work Agenda is needed – one that involves policies and actors at national and international levels that are not commonly associated with the ILO and workplace issues. In other

words, decent work is a goal around which policy coherence and convergence can be forged.

13. The commitment also underlines that a fair globalization, productive employment and decent work for all, must be central to the United Nation's broad development vision and its operations. Decent work as a development tool is essential if efforts to eradicate poverty and achieve the MDGs are to succeed. As the United Nations Secretary-General, Kofi Annan, has stressed, [3] "The best anti-poverty programme is employment. And the best road to economic empowerment and social well-being is decent work". Indeed, a growing number of voices [4] have argued that employment and decent work must be firmly embedded in the next phase of implementation of the MDGs and in frameworks to monitor progress towards the internationally agreed development goals.

14. Making decent work a global goal needs stronger commitment and partnership by international institutions and donors, and a clear sense of common purpose at the country level. Decent work should cut across the programmatic and sectoral interventions of United Nations system organizations at the country level. This means integrating the Decent Work Agenda into relevant national and international policies, as well as poverty reduction strategy processes and national United Nations Development Assistance Frameworks (UNDAFs).

15. Although a separate paragraph on employment is useful for giving visibility and recognition to this issue, so are the range of other issues mentioned in the Development section which are important from the point of view of the strategies and actions needed to attain the goal of productive employment and decent work for all. Specific examples include:

- a policy environment that is conducive to investment (paragraph 25);

- development of productive capacity (paragraph 19);

- finance and resource mobilization (paragraphs 23 and 24);

- education and rural development (paragraph 43);

- macroeconomic policies that will promote economic growth as well as a pattern of growth that is friendly towards more employment-intensive sectors;

- impact of trade liberalization on employment and achieving an appropriate sequencing of the process of trade liberalization (paragraph 27);

- investment in rural and agricultural development that can promote employment in agriculture and rural non-farm activities (paragraph 46);

- investment in infrastructure (paragraph 25(c));

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[3] Special High-level Event of the UNGA to launch the report of the World Commission on the Social Dimension of Globalization, Sep. 2004

[4] Mr. Louis Michel, EU Commissioner for Development and Humanitarian Aid: Speech to the European Economic and Social Committee on the "EU's New Development Policy", 29 Sep. 2005. See also: report of the Asian Development Bank, "Key Indicators of Developing Asian and Pacific countries: Labour markets in Asia: Promoting full, productive and decent employment", 2005.

- specific gender-related policies of a kind that can enhance the ability of women to better integrate into the process of growth and employment generation (paragraph 58).

16. Conversely, productive employment is one of the means by which many of the other objectives in the Outcome document will be reached, whether it is sustainable development and protecting our common environment; peace building and human security; migration; rural development; promoting human rights and gender equality; improving health systems; or education, science and technology for development. All these goals need to be built on policies that explicitly address the need for employment and decent work. In this respect, paragraph 47 is not an isolated "ILO" paragraph. It is a "horizontal policy theme" like gender equality, sustainable development and human rights (paragraph 170).

Implications and opportunities for the ILO

Policy options to make decent work a global goal

17. In order to give effect to paragraph 47 and make decent work a global goal, a variety of strategies, policy tools and partnerships could be promoted and strengthened:

- *Embed employment goals in policy formulation.* International trade, finance and other economic policies need to integrate employment goals more effectively. Increasingly, countries cannot achieve employment goals alone but there is little effective international coordination of policies that contribute to full employment. Higher priority should be given to maintaining adequate levels of growth in the global economy. Trade negotiations too should take into account the employment impact of changing trade regimes.

- *Strengthen local and national policies for decent work.* Within the framework of greater policy space to achieve national goals, a range of possible national policies to promote employment creation and social protection could be promoted, for example, policies to promote and protect an independent labour movement and organizations of the poor; policies to support enterprise creation and employment-intensive investment; and better governance of the informal economy.

- *Raise productivity of low income groups.* Strengthen programmes that expand employment opportunities, reduce poverty and raise productivity for the poor – such as the development of rural infrastructure and extension services to small farmers, small and micro-enterprise development and microcredit schemes.

- *Build and strengthen social protection systems* by broadening the coverage of social security and developing and implementing labour protection policies and programmes at national and enterprise levels through the participation of workers' and employers' organizations, and paying particular attention to the informal economy.

- *Strengthen tripartism and social dialogue* in legal frameworks and within processes where socio-economic policies are formulated, promote social dialogue at the sectoral level and strengthen the social dimension of regional integration.

- Develop fair and balanced *frameworks for the management of labour migration.*

- *Better governance to make decent work a global goal.* Enhancing the capacity of States to promote decent work, provide and enforce fair rules across the economy and, in particular, protect the rights of both workers and enterprises in the informal

and rural economies, and promote policies to raise the productivity and incomes of those in the rural economy.

Programmatic opportunities

18. More immediately, several commitments in the Outcome document address issues foreseen in the ILO's Programme and Budget for 2006-07. This creates an opportunity for the ILO to enhance its programmes and activities as well as strengthen partnerships in important areas, for example:

■   In eight to ten technical fields, the ILO could develop a package of succinct policy statements, collect relevant country experience and identify two or three practical, cost-effective and replicable measures to demonstrate the feasibility of a particular course of action or measure, in line with the development priorities of the Outcome document and national development strategies. This list could include:

   (i)   employment, particularly women and young people (paragraphs 47, 58);

   (ii)   small enterprise development (paragraph 25);

   (iii)   infrastructure investment and employment (paragraphs 25, 46, 56(m));

   (iv)   health insurance and minimum universal pensions (paragraph 57);

   (v)   protection from and access to treatment of HIV/AIDS (paragraph 57);

   (vi)   primary education and child labour (paragraph 44);

   (vii)   migration and trafficking (paragraphs 61, 112);

   (viii)   rule of law and international labour standards (paragraph 123).

■   Several agencies (e.g. the United Nations Development Programme and the World Bank) and donor agencies (such as the Swedish International Development Cooperation Agency) have approached the ILO to work closely in the field of employment-poverty linkages. The ILO is already conducting several pilot projects on local economic development (LED) and "cooperative" approaches to local resource mobilization, and measures to strengthen decentralization.

■   The ILO, through its EMP/INVEST and Advisory Support, Information Services and Training (ASIST) programmes, could contribute to an integrated and coordinated response to the development of an African Infrastructure Consortium (paragraph 68(c)). This would resonate with the priorities of African constituents who, in recent consultations on the new decent work country programmes (DWCPs), have emphasized the importance of youth employment and employment-intensive investment approaches.

■   The IPEC and DECLARATION could follow up on the explicit mention of child labour and Convention No. 182 and fundamental principles and rights at work in paragraph 47, to ensure that national development strategies (paragraph 22(a)) integrate these concerns as extensively as possible. The reference to quick-impact initiatives in the Outcome document (paragraph 34) connects directly with the ILO's extensive experience with direct interventions to eliminate child labour. The emphasis on the special needs of Africa (paragraph 68), in particular resolving to support the African commitment to ensure that by 2015 all children have access to complete, free

and compulsory primary education of good quality, as well as to basic health care (paragraph 68(b)), provide an important context for IPEC's growing emphasis on Africa.

Development cooperation

19. The Summit's strong reaffirmation of the global development partnership agreed at the International Conference on Financing for Development in Monterrey, [5] served to catalyse a set of major advances in respect to debt and aid, with overseas development assistance (ODA) expected to increase from US$80 billion in 2004 to US$130 billion in 2010, and aid to sub-Saharan Africa expected to double from US$25 billion to US$50 billion a year over this same period. The Outcome document gives clear support to the full implementation of the principles of the Rome Declaration on Harmonization, and of the targets of the Paris Declaration on Aid Effectiveness. [6]

20. The concept of mutual accountability and responsibility in development cooperation frameworks emphasizes support for national ownership and direction of the development process. The focus on the effective use of resources in the development process has resulted in national strategic plans, such as poverty reduction strategies, becoming the main common frame of reference for coordination. Accordingly, donors have pledged to harmonize and simplify their procedures by aligning their programmes with national standards for management and accounting. The Outcome document thus imparts considerable momentum to efforts within the United Nations system to make it a more effective and unified actor on the development scene. The ILO is playing an active role in this process.

21. These advances have significant implications for the shaping of development cooperation policies. There are significant new opportunities for the ILO to assist developing countries make optimal use of the substantial increases in ODA to achieve their national decent work objectives. The donor community also has a major role to play by increasing and aligning its development financing with nationally designed employment policies and programmes, and increasing the "fiscal space" that countries need to pursue these objectives.

22. The ILO is working with multilateral, regional and individual development cooperation agencies to systematically integrate the objectives of productive employment and decent work in their policy dialogue and programming cycles with countries and regions. Initiatives are being taken to strengthen the social dimension of globalization through the mainstreaming of decent work in development policies and programmes.

23. Development cooperation should also be geared towards capacity building in the area of labour markets to enhance market efficiency and consequently act as a catalyst for growth and employment.

24. Important progress is being made. The ILO and the European Commission (EC) have agreed to develop joint action in a number of key areas, such as making sure that social concerns and priorities are given more prominence in the Poverty Reduction Strategies (PRSs) than is presently the case. The EC has also agreed that they will systematically integrate the objectives of productive employment and decent work in their policy dialogue and programming cycles with third countries and regions. In addition, there is an ILO-EC

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[5] For the full text of the Monterrey Consensus and related documents, visit www.un.org/esa/ffd .

[6] For full texts of the Rome and Paris Declarations, as well as other relevant documents, visit www.aidharmonization.org .

joint endeavour to strengthen the social dimension of globalization through the mainstreaming of fundamental principles and rights at work in development policies and programmes.

25. The proposed EU New Africa Strategy, [7] which was recently presented to the European Council and Parliament, highlights many issues prioritized by the ILO. One of its key proposals is the establishment of national action plans for employment and decent work.

United Nations reform: Improving system-wide coherence

26. The Outcome document provides the United Nations system with the opportunity to improve policy coherence and convergence around the internationally agreed development goals, including the MDGs. It calls upon the system to do so in a number of policy domains, such as paragraph 47 on employment. The Outcome document recognizes that improved policy coherence requires coherence of action on the part of the governance structures of the international organizations concerned. The ILO's work in the policy coherence initiative on jobs, growth and investment reinforces this point.

27. The document also recognizes that achieving policy coherence at the national level is not simply a coordination or operational issue. Rather, it is about ensuring that governments have the appropriate policy options, instruments and resources to achieve their national development objectives.

28. In order to assist organizations of the United Nations system in their efforts to help countries realize their commitment to promote productive employment and decent work for all, the ILO has been invited, by the February 2006 meeting in Paris of the High-Level Committee for Policy of the United Nation's Chief Executive's Board (HLCP/CEB), to work with other interested organizations on the development of an "employment and decent work promotion tool".

29. The objective of such a tool is to facilitate the assessment of the potential of the policies, strategies, programmes and activities of United Nations agencies, both individually and collectively, in terms of employment and decent work outcomes. This would help organizations of the system to develop and promote those policy options – within their domains and areas of action – that can maximize the quantity and quality of jobs in countries. It could entail ideas on how to integrate decent work into the strategic objectives, policies, programmes and activities of organizations; ways to build capacity and knowledge on decent work issues; as well as systems and instruments to help monitor, report and evaluate performance on employment creation.

30. The development of this system-wide "tool" will take into account the outcome of the forthcoming high-level discussion of ECOSOC on promoting decent work, and be submitted for consideration and endorsement by the CEB, at its first regular session in 2007. [8] When completed, the "employment and decent work promotion tool" will represent an important contribution towards a United Nations system-wide approach to the implementation of the World Summit Outcome.

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[7] "EU Strategy for Africa: Towards a Euro-African pact to accelerate Africa's development", Communication from the European Commission to the Council, the European Parliament and the European Economic and Social Committee, 12 Oct. 2005.

[8] For details of the High-Level Segment of ECOSOC, see paragraph 46 of this document.

United Nations reform: Operational activities for development

31. A particular focus of the Outcome document is on operational activities for development. The document asserts that the combined knowledge, experience and competencies of the entire United Nations system should be made accessible to all Member States while also stressing the need for policy coherence, greater impact and effectiveness by a sharpened focus and alignment of United Nations system programmes with national development priorities.

32. It underlines the United Nations system's role as the main guardian and promoter of international goals, commitments and norms, while at the same time acting as a privileged partner of national governments in building capacity and fostering an enabling environment for their achievement. It further calls on the United Nations system to become significantly more effective and better coordinated with a common programme framework – the United Nations Development Assistance Framework – directly linked to national strategic objectives, and implemented through a unified country team. The vision of the reformed United Nations system at country level can be summarized in the concept of "one programme, one team, one leader".

33. The document also calls for strengthening linkages between the normative work of the United Nations system and its operational activities. This has two implications: (i) operational experience should inform global policy development more systematically; and (ii) analytical work carried out by the organizations of the system (including those without field presence), should be brought more consistently to bear on the operational support that countries receive from the United Nations system. This, in turn, will have a bearing on the way in which the Common Country Assessment/United Nations Development Assistance Framework (CCA/UNDAF) are conceived and carried out, and on the implementation of the programmes, once endorsed by governments.

34. The launching of the ILO's decent work country programmes (DWCPs) has created a mechanism for the Organization to engage with United Nations policy reform and greater coordination at the country level. The ILO's DWCPs [9] are the main instrument for cooperation with member States, and the specific ILO contribution to international development frameworks, such as poverty reduction strategies, the UNDAF, national MDG strategies and other integrated development plans. For example, the ILO is working together in partnership with other relevant organizations, such as UNDP, FAO, WHO, UNESCO, UNICEF, UNEP, UN-HABITAT and the World Bank, to pursue the employment goal within the MDG framework in a number of countries.

35. In every country, ILO action is directed at the adoption of decent work as a national objective and developing a strategy for its progressive realization. ILO action combines advocacy, demonstration and cooperation in defining and implementing a decent work strategy in accordance with national characteristics and possibilities. Policy advice and technical cooperation are provided in areas where the ILO has a comparative advantage in contributing to the overall national effort. Full involvement with constituents and partnerships with national and international actors and institutions supports the effectiveness of DWCPs.

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[9] See GB.295/TC/1 "Decent work country programmes and the role of technical cooperation".

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36. In addition, the ILO is participating actively in discussions of the United Nations Development Group (UNDG) [10] which is finalizing a strategy and work plan to strengthen the role of UN special representatives, the UN resident-coordinator system and country-based coordination systems. The overarching idea is that the UNDG will prioritize collective action with respect to assistance to countries, bringing as many agencies as possible within a common country programme, joint programmes in key areas, a unified framework for monitoring and evaluation, and harmonized administrative and financial rules and regulations.

37. Advancing the goal of decent work for all requires collaborative action by the United Nations system as a whole as well as the specific contributions of the ILO. Greater pooling of resources and services at the country level is therefore valuable in areas where it enhances efficiency (e.g. security, emergency response, IT services, administration and transport); and also in areas where it increases effectiveness (e.g. results-based concepts and terminology, and common standards for audit and evaluation). Similarly, for the ILO, the advantages of pooled services in the development assistance process should be fully developed (e.g. unified design, monitoring, evaluation and reporting framework). In this context, it would be important for specialized agencies to have assured funding for: (i) core capacity to provide technical support, including through research and policy development; (ii) quality control of development assistance in their specialized fields; and (iii) direct interventions in support of standards.

38. In seeking closer collaboration and effectiveness, it is important to ensure that the ILO's specific technical expertise, its authority based on standards adopted by the Organization, and its uniqueness of action derived from the participation of the social partners, is maintained. The ILO's Decent Work Agenda provides a vital dimension to the work of the United Nations system. In this respect, the ILO finds that current practice by the United Nations system at the country level is amenable to improvements in a number of situations. In many cases, a more inclusive, professional and collegial process of priority setting is required, one which better reflects the priorities of ILO constituents and national decent work objectives.

39. The essential issue is how to design development assistance, and the requisite institutions and processes that deliver specialized assistance, within a coherent framework. The ILO's approach is that, effective development requires country strategies directed at integrated problems such as poverty implemented through special action in areas such as employment, agriculture, health and education. Implementation of elements of a common country strategy could be decentralized to ministries or United Nations agencies with the necessary specialized knowledge and capacity.

40. The ILO considers that a development strategy also requires attention to standards, especially when fundamental principles and rights are involved. To achieve this, all specialized agencies mix operational activities with core functions. In fact an essential comparative advantage of the ILO is the engagement of the labour movement and the private sector in its governance structures, resulting in standards that are realistic and applicable.

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[10] The UNDG brings together the operational agencies working on development. It was created, in 1997 as an instrument for United Nations reform, to improve the effectiveness of United Nations development at the country level. Membership has grown to 25, plus five observers. The Group is chaired by the Administrator of UNDP, on behalf of the Secretary-General. The UNDG develops policies and procedures that allow member agencies to work together and analyse country issues, plan support strategies, implement support programmes, monitor results and advocate for change. These initiatives increase United Nations impact in helping countries to achieve the internationally agreed development goals, including the MDGs.

41. One of the drawbacks of an overly centralized system is that fundamental rights and social development could become marginalized by economic programmes with large budgets. Moreover, if the specialized agencies were stripped of their development functions in order to concentrate on their normative role, they would be less effective. Standards might be developed, updated and supervised by staff unfamiliar with practical development realities, and advocacy would be far less convincing. The ILO's experience with IPEC reinforces the importance of synergies between normative functions and technical cooperation.

42. On 20 February 2006, the Secretary-General announced the formation of a new High-Level Panel [11] to explore how the United Nations system could work more coherently and effectively across the world, including proposals for "more tightly managed entities" in the field of development, humanitarian assistance and the environment. The study, which was called for in paragraph 169 of the Outcome document, is intended to lay the groundwork for a fundamental restructuring of the United Nation's operational work, complementing other major reform initiatives currently under way at the United Nations. It responds to two sets of calls from: (i) donors that their commitment to substantially increase ODA must be matched by a more efficient, coordinated, coherent and effective United Nations framework of development cooperation; and (ii) developing countries that development assistance from the United Nations must deliver more and with lower transaction costs.

43. The ILO is ready to contribute to this study and is prepared to lead a discussion on the role of specialized agencies in the new context of strengthening United Nations development assistance and operational coherence at the country level. Specialized agencies should have a strong partnership role in development assistance, particularly in areas where they have expertise and can add value. This would require that the agencies are actively involved and have real influence where broader frameworks and strategies are established; and the responsibilities of specialized agencies in programme implementation is reinforced. The specialized agencies should also be responsible for quality control of all United Nations-funded work that falls within their mandate.

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[11] The Panel comprises H.E. Mr. Shaukat Aziz (Co-Chair), Prime Minister, Pakistan; Rt. Hon. Gordon Brown, United Kingdom Chancellor of the Exchequer; H.E. Ms. Luísa Dias Diogo (Co-Chair), Prime Minister, Mozambique; Mr. Mohamed T. El-Ashry, Egypt, UN Foundation and former Chairman of the Global Environment Facility (GEF); Mr. Robert Greenhill, President of the Canadian International Development Agency and Deputy Minister, International Cooperation, Canada; Ms. Ruth Jacoby, Director-General for Development Cooperation, MFA-Sweden; H.E. Mr. Ricardo Lagos Escobar, President of the Republic of Chile; Mr. Louis Michel, Belgium, European Commissioner for Development and Humanitarian Aid; H.E. Mr. Benjamin W. Mkapa, former President, United Republic of Tanzania; Mr. Jean-Michel Severino, Director-General, French Development Agency, Former Vice-President of the World Bank-East Asia and the Pacific; H.E. Mr. Jens Stoltenberg (Co-Chair), Prime Minister, Norway; Mr. Keizo Takemi, member of the House of Councillors, Liberal Democratic Party and former State Secretary for Foreign Affairs of Japan; Ms. Josette S. Shiner, Under-Secretary for Economic, Business and Agricultural Affairs, United States Department of State; Ex-officio members are: Mr. Kemal Dervis, Turkey, Administrator of UNDP and former Turkish Finance Minister; Mr. Lennart Båge, Sweden, President of the International Fund for Agricultural Development (IFAD).

Other major initiatives in the Outcome document that have implications for the ILO

Strengthening the Economic and Social Council (ECOSOC)

44. The United Nations General Assembly (UNGA) is currently discussing proposals to make ECOSOC more effective in its principal role of United Nations system-wide coordination, policy review, policy dialogue and partnerships, as well as in monitoring progress towards the internationally agreed development goals.

45. The current draft resolution on ECOSOC reform outlines a number of recommendations and is largely focused on establishing a framework of high-level dialogues to enhance ECOSOC's coordinating role in global economic affairs. This framework, as currently set out in the document, would be based upon a special high-level segment with the Bretton Woods Institutions, the WTO and UNCTAD. The segment, in alternating years, would consist of a biennial policy dialogue set around thematic discussions and a biennial high-level development cooperation forum to review trends in international development cooperation (strategies, policies, financing, promoting greater coherence, strengthening links between normative and operational work, etc.). Furthermore, the segment would involve annual ministerial-level substantive reviews to assess progress on follow-up of the outcomes of major United Nations conferences and summits on development issues. Additional provisions in the draft resolution refer to eliminating duplication between the work of the General Assembly and ECOSOC, and enhancing United Nations operational activities and country presence.

46. The ILO has an important opportunity to influence the effectiveness of ECOSOC in its new functions, particularly the contribution of ECOSOC towards making decent work a global goal. In this regard, the ILO has been assigned the lead agency role for the High-Level Segment of ECOSOC in July 2006, which is addressing the theme of "Creating an environment at the national and international levels conducive to generating full and productive employment and decent work for all, and its impact on sustainable development".

The Peacebuilding Commission

47. The Security Council and the General Assembly adopted joint resolutions in December 2005 thereby establishing a new United Nations intergovernmental advisory body known as the Peacebuilding Commission. [12] The Peacebuilding Commission will marshal resources at the disposal of the international community to advise and propose integrated strategies for post-conflict recovery, focusing attention on reconstruction, institution-building and sustainable development, in countries emerging from conflict.

48. The Commission will bring together the United Nation's broad capacities and experience in conflict prevention, mediation, peacekeeping, respect for human rights, the rule of law, humanitarian assistance, reconstruction and long-term development. Specifically, the Commission will:

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[12] See General Assembly document A/RES/60/180 for the resolution establishing the Peacebuilding Commission.

- propose integrated strategies for post-conflict peacebuilding and recovery;

- help to ensure predictable financing for early recovery activities and sustained financial investment over the medium to longer term;

- extend the period of attention by the international community to post-conflict recovery;

- develop best practices on issues that require extensive collaboration among political, military, humanitarian and development actors.

49. The Peacebuilding Commission will provide advice to the Security Council on post-conflict situations that remain on the Council's agenda, particularly where United Nations peacekeeping missions are on the ground. It will also provide advice to ECOSOC on the situation of countries as they move from transitional recovery to development.

50. In the Commission's country-specific meetings, where the bulk of its substantive work is expected to take place, the Organizational Committee of the Peacebuilding Commission will be able to invite representatives from: the country under consideration; countries within the region engaged on post-conflict work; relevant regional and subregional organizations; major financial, troop and civilian police contributors to the recovery effort; the senior United Nations representative in the field; and relevant regional and international financial institutions.

51. The ILO has contributed to a United Nations system-wide questionnaire on peacebuilding capacity which was designed to assess the extensive experience and capacity that already exists to assist a country recover from conflict. Contributions were made in three peacebuilding areas: justice and reconciliation; social and economic well-being; and governance and participation.

A proposed Human Rights Council

52. The Outcome document calls for mainstreaming human rights and strengthening human rights machinery. It also proposes that a human rights council be established to replace the Commission on Human Rights. After a series of intense plenary and bilateral consultations with Member States and the human rights community in Geneva, the President of the General Assembly released his text on the human rights council on 23 February 2006. [13]

53. According to the President's text, the council would be a subsidiary body of the General Assembly, whereas the Commission on Human Rights is currently a subsidiary body of ECOSOC. The council would consist of 47 members, as opposed to the current 53, elected by an absolute majority according to a new regional allocation based on equitable geographic distribution. After serving two consecutive terms, members would not be immediately re-eligible to serve another term, thus the council would prohibit de facto permanent membership. In addition to taking into account candidates' contribution to the promotion and protection of human rights and voluntary pledges and commitments, the General Assembly would also have the ability, through a two-thirds majority vote, to suspend the membership of a council member who commits gross and systematic violations of human rights.

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[13] The draft resolution can be found at www.un.org/ga/president/60/summitfollowup/060223.pdf .

54. As an important step forward, the council would undertake a new universal periodic review to assess all States' fulfilment of human rights obligations and commitments, while addressing the Commission's problem of selectivity. Modalities for this review would be determined by the council itself.

55. The council would meet throughout the year for a minimum of three sessions, for no less than ten weeks per year, and would be able to hold additional sessions if necessary. This is in contrast to the current Commission, which meets for one six-week session. Although a review would be held, the council would maintain key strengths of the Commission, including the system of special procedures and practices for NGO participation.

56. The ILO has been following the discussions around the proposed council as closely as possible. However, given that it has been an inter-governmental process in which specialized agencies have not been directly involved, it has not yet been possible to propose that sufficient space be left in the final agreement for an active participation that takes full account, inter alia, of the mandates, capacities and experience of the ILO. This would seek to avoid duplication of effort, or conflict, in areas where mandates intersect and policies interact with those of the proposed human rights council. For example, on several questions – such as child labour, forced labour, freedom of association and collective bargaining, indigenous and tribal peoples, migrant workers, and others – much of the United Nations system's standards and practical experience is anchored in the ILO, and it will continue to do so. [14]

Management reform

57. A number of specific reforms to improve and strengthen management policies and procedures have been initiated since the Summit. They fall into five main categories: ensuring ethical conduct; strengthening oversight and accountability; updating the organization; improving senior management performance; and increasing transparency. These measures have been promulgated to help ensure that the United Nations system has the institutional foundation and management systems to succeed in its role and deliver services more rapidly and efficiently. They are summarized in Appendix II.

58. On the wider issue of United Nations system collaboration on greater accountability and transparency, an independent external study has been launched by the United Nations which will evaluate auditing, investigatory and other related oversight functions covering the United Nations secretariat, its funds and programmes, and the specialized agencies. The ILO is participating in this evaluation which is due to be completed by April 2006.

59. The ILO is well positioned on management reform. A number of measures are being considered, [15] or in the process of being implemented, to enhance efficiency including reforming the field structure, streamlining technical units at headquarters, more transparent performance standards both for programmes and line managers, as well as individual performance standards.

60. Over the last six years, the ILO has laid a strong foundation for significant organizational change. This was confirmed by the recent Joint Inspection Unit (JIU) external evaluation

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[14] This list could be extended to include a number of the human rights questions raised in articles 6-10 of the International Covenant on Economic, Social and Cultural Rights, for instance.

[15] See GB.294/PFA/4: "Framework for future work on results-based management".

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of results-based management in the ILO. Other ILO initiatives that correspond to issues raised in the Outcome document include:

■ a senior management team project on "Strengthening management" with a specific focus on better aligning responsibility, authority and accountability (paragraph 161(b));

■ application of results-based budgeting and management techniques in all planning, programming, budgeting and reporting processes (paragraph 161(f));

■ use of DWCPs to focus on results, integrate resources under all sources of funding and, throughout the Office, encourage ownership of outcomes by the ILO's constituents, and clarify the ILO's contribution to the United Nations system-wide programming framework in each country;

■ an Integrated Resource Information System (IRIS) that goes beyond the usual resource planning functions to provide integrated and transparent information on the ILO's use of resources according to strategic and operational objectives, country programme priorities and administrative accountability (paragraph 161(f)); and

■ a management and leadership development programme that emphasizes organizational reform and management for results.

61. The Working Party is invited to review the implications for the ILO of the Outcome document of the 2005 World Summit, and to recommend to the Governing Body the lines of action proposed in this paper, taking into account the comments of members of the Governing Body, for further ILO engagement in the implementation of the Outcome document.

Geneva, 9 March 2006.

Submitted for debate and guidance.

Appendix I

Relevant language in the 2005 World Summit Outcome document for the ILO

Paragraph 47 in the Development section of the document which reads:

Employment

We strongly support fair globalization and resolve to make the goals of full and productive employment and decent work for all, including for women and young people, a central objective of our relevant national and international policies as well as our national development strategies, including poverty reduction strategies, as part of our efforts to achieve the MDGs. These measures should also encompass the elimination of the worst forms of child labour, as defined in ILO Convention no. 182, and forced labour. We also resolve to ensure full respect for the fundamental principles and rights at work.

Paragraph 10:

Values and principles

We reaffirm that development is a central goal by itself and that sustainable development in its economic, social and environmental aspects constitutes a key element of the overarching framework of United Nations activities.

Paragraph 19:

Development

… We commit ourselves to promote the development of the productive sectors in developing countries to enable them to participate more effectively in, and benefit from, the process of globalization. We underline the need for urgent action on all sides, including more ambitious national development strategies and efforts backed by increased international support.

Paragraph 22:

Global partnership for development

We reaffirm that each country must take primary responsibility for its own development and that the role of national policies and development strategies cannot be overemphasized in the achievement of sustainable development. We also recognize that national efforts should be complemented by supportive global programmes, measures and policies aimed at expanding the development opportunities of developing countries, while taking into account national conditions and ensuring respect for national ownership, strategies and sovereignty. To this end we resolve:

(a) To adopt, by 2006, and implement *comprehensive national development strategies* to achieve the internationally agreed development goals and objectives, including the Millennium Development Goals;

(b) To manage public finances effectively to achieve ad maintain macroeconomic stability and long-term growth and to make effective and transparent use of funds and ensure that development assistance is used to build national capacities;

(c) To support efforts by developing countries to adopt and implement national development policies and strategies, through increased development assistance, promotion of international trade as an engine for development, transfer of technology on mutually agreed terms, increased investment flows and wider and deeper debt relief; and support developing countries by providing a substantial increase in aid of sufficient quality and arriving in a timely manner to assist them in achieving the internationally agreed development goals, including the MDGs;

(d)   The increasing interdependence of national economies in a globalizing world and the emergence of rule-based regimes for international economic relations have meant that the space for national economic policy, i.e. the scope for domestic policies, especially in areas of trade, investment and industrial development, is now often framed by international disciplines, commitments and global market considerations. … It is particularly important for developing countries, bearing in mind development goals and objectives, that all countries take into account the need for appropriate balance between national policy space and international disciplines and commitments;

(e)   To enhance the contribution of non-governmental organizations, civil society, the private sector and other stakeholders in national development efforts, as well as in the promotion of the global partnership for development;

(f)   To ensure that United Nations funds, programmes and specialized agencies support the efforts of developing countries through the common country assessment and UNDAF process, enhancing their support for capacity building;

Paragraph 23(f):

Financing for development

We acknowledge the vital role the private sector can play in generating new investments, employment and financing for development;

Paragraph 24:

Domestic resource mobilization

In our common pursuit of growth, poverty eradication and sustainable development, a critical challenge is to ensure the necessary internal conditions for mobilizing domestic savings, both public and private, sustaining adequate levels of productive investment, increasing human capacity, reducing capital flight…We undertake to support the efforts of developing countries to create a domestic enabling environment for mobilizing domestic resources. To this end, we therefore resolve:

(a)   To pursue good governance and sound macro-economic policies at all levels and support developing countries in their efforts to put in place the policies and investments to drive sustained economic growth, promote small and medium-sized enterprises, *promote employment generation and stimulate the private sector*;

(b)   To reaffirm that good governance is essential for sustainable development; sound economic policies, solid democratic institutions responsive to the needs of the people and improved infrastructure are the basis for sustained economic growth, poverty eradication and *employment creation*; …

(d)   To channel private capabilities and resources into stimulating the private sector in developing countries through actions in the public, public/private and private spheres to create an enabling environment for partnership and innovation that contributes to accelerated economic development and hunger and poverty eradication;

Paragraph 25(b):

Investment

We will put into place policies to ensure adequate investment in a sustainable manner in health, clean water and sanitation, housing and education, and the provision of public goods and social safety nets to protect vulnerable and disadvantaged sections of society;

Paragraph 27:

Trade

A universal, rule-based, open, non-discriminatory and equitable multilateral trading system, as well as meaningful trade liberalization, can substantially stimulate development worldwide, benefiting countries at all stages of development. In that regard, we reaffirm our commitment to trade liberalization and to ensure that trade plays its full part in promoting economic growth, employment and development for all.

Paragraph 43:

Education

We emphasize the critical role of both formal and informal education in the achievement of poverty eradication, in particular basic education and training for eradicating illiteracy and strive for expanded secondary and higher education as well as vocational education and technical training, especially for girls and women, the creation of human resources and infrastructure capabilities and empowerment of those living in poverty.

Paragraph 46:

Rural and agricultural development

We reaffirm that food security and rural and agricultural development must be adequately and urgently addressed in the context of national development and response strategies … We deem it necessary to increase productive investment in rural and agricultural development to achieve food security.

Paragraph 56:

Sustainable development: managing and protecting our common environment

In pursuance of our commitment to achieve sustainable development, we further resolve ...

(m) to achieve significant improvement in the lives of at least 100 million slum-dwellers by 2020, recognizing the urgent need for the provision of increased resources for affordable housing and housing-related infrastructure, prioritizing slum prevention and slum upgrading …

Paragraph 58(d)

Gender equality and empowerment of women

We resolve to promote gender equality and eliminate pervasive gender discrimination by: promoting women's equal access to labour markets, sustainable employment, and adequate labour protection;

Paragraph 60(c)

Science and technology for development

We commit to assist developing countries in their efforts to promote and develop national strategies for human resources and science and technology, which are primary drivers of national building for development;

Paragraphs 61 and 61:

Migration and development

We acknowledge the important nexus between international migration and development and the need to deal with the challenges and opportunities that migration presents to countries of origin, destination and transit … We reaffirm our resolve to take measures to ensure respect for and protection of the human rights of migrants, migrant workers and members of their families.

Paragraph 112:

Transnational crime

We recognize that trafficking in persons continues to pose a serious challenge to humanity ad requires a concerted international response. To that end, we urge all States to devise, enforce and strengthen effective measures to combat and eliminate all forms of trafficking in persons to counter the demand for trafficked victims and to protect the victims.

Paragraphs 117 and 118:

Protecting children in situations of armed conflicts

… We welcome in particular the adoption of Security Council Resolution 1612. We call upon States to consider ratifying the Convention on the Rights of the Child and its Optional

Protocol on the Involvement of Children in Armed Conflict. We also call upon States to take effective measures, as appropriate, to prevent the recruitment and use of children in armed conflict, contrary to international law, and to prohibit and criminalize such practices.

Paragraph 126:

Human rights

We resolve to integrate the promotion and protection of human rights into national policies and to support the further mainstreaming of human rights throughout the United Nations system, as well as closer cooperation between the Office of the United Nations High Commissioner for Human Rights and all relevant United Nations bodies.

Paragraph 127:

We reaffirm our commitment to continue making progress in the advancement of the human rights of the world's indigenous peoples at the local, national, regional and international levels, including through consultation and collaboration with them …

Paragraph 129:

We recognize the need for persons with disabilities to be guaranteed full enjoyment of their rights without discrimination. We also reaffirm the need to finalize a comprehensive draft convention on the rights of persons with disabilities.

Paragraph 147:

Strengthening the United Nations

We stress that, in order to efficiently perform their respective mandates as provided under the Charter, United Nations bodies should develop good cooperation and coordination in the common endeavour of building a more effective United Nations.

Paragraph 155:

Economic and Social Council

… We recognize the need for a more effective Economic and Social Council, as a principal body for coordination, policy review, policy dialogue and recommendations on issues of economic and social development, as well a for implementation of the international development goals agreed at the major United Nations summits and conferences … the Council should perform the following functions:

(a)   Promote global dialogue and partnership on global policies and trends in the economic, social, environmental and humanitarian fields. ... the Council will serve as a quality platform for high-level engagement among Member States and with the international financial institutions, the private sector and civil society, emerging global trends, policies and action as well as develop its ability to respond better and more rapidly to developments in the international economic, environmental and social fields.

(b)   Hold biennial high-level Development Cooperation Forum to review trends in international development cooperation, including strategies, policies and financing, promote greater coherence among the development activities of different development partners, and strengthen the links between the normative and operational work of the United Nations;

(c)   Ensure the follow up of the outcomes of the major United Nations conferences and summits, including the internationally agreed development goals, and hold annual ministerial-level substantive reviews to assess progress, drawing on its functional and regional commissions, as well as other international institutions, in accordance with their respective mandates.

(d)   Play a major role in the overall coordination of funds, programmes and agencies, ensuring coherence among them and avoiding duplication of mandates and activities.

Paragraph 168:

System-wide coherence

We recognize that the United Nations brings together a unique wealth of expertise and resources on global issues. We commend the extensive experience and expertise of the various development-related organizations, agencies, funds and programmes of the United Nations system in their diverse and complementary fields of activity and their important contributions to the achievement of the Millennium Development Goals and the other development objectives established by various United Nations conferences.

Paragraph 169:

We support stronger system-wide coherence by implementing the following measures:

Policy

- Strengthening linkages between the normative work of the United Nations system and its operational activities;

- Coordinating our representation on the governing boards of the various development and humanitarian agencies so as to ensure that they pursue a coherent policy in assigning mandates and allocating resources throughout the system;

- Ensuring that the main horizontal policy themes, such as sustainable development, human rights and gender, are taken into account in decision-making throughout the United Nations;

Operational activities

- Implementing current reforms aimed at a more effective, efficient, coherent, coordinated and better-performing United Nations country presence with a strengthened role for the senior resident United Nations official, whether special representative, resident coordinator or humanitarian coordinator with appropriate authority, resources and accountability, and a common management, programming and monitoring framework;

- Inviting the Secretary-General to launch work to further strengthen the management and coordination of the United Nations operational activities so that they can make an even more effective contribution to the achievement of the internationally agreed development goals including the MDGs, including proposals for consideration of Member States for more tightly managed entities in the field of development, humanitarian assistance and environment.

The Peacebuilding Commission

Paragraph 98:

The main purpose of the Peacebuilding Commission is to bring together all relevant actors to marshal resources and to advise on and propose integrated strategies for post-conflict peacebuilding and recovery. The Peacebuilding Commission should focus attention on the reconstruction and institution-building efforts necessary for recovery from conflict and support the development of integrated strategies in order to lay the foundation for sustainable development. In addition, it should provide recommendations and information to improve the coordination of all relevant actors within and outside the UN, develop best practices, help to ensure predictable financing for early recovery activities and extend the period of attention by the international community to post-conflict recovery.

The Human Rights Council

Paragraphs 57 and 159:

Pursuant to our commitment to further strengthen the United Nations human rights machinery, we resolve to create a Human Rights Council … The Council should address situations of violations of human rights, including gross and systematic violations and make

recommendations thereon. It should also promote effective coordination and the mainstreaming of human rights within the United Nations system.

Secretariat and management reform

Paragraph 161(d):

We welcome the Secretary-General's efforts to ensure ethical conduct, more extensive financial disclosure for United Nations officials, and enhanced protection for those who reveal wrongdoing within the Organization. We urge the SG to scrupulously apply the existing standards of conduct and develop a system wide code of ethics for all United Nations personnel.

Paragraph 164(b):

We request the Secretary-General to submit an independent external evaluation of the United Nation's including specialized agencies' auditing and oversight system, including the roles and responsibilities of management, with due regard to the nature of the auditing and oversight bodies in question. This evaluation will take place within the context of the comprehensive review of the governance arrangements.

Paragraph 164(d):

We authorize OIOS to examine the feasibility of expanding its services to provide internal oversight to United Nations agencies that request such services, in such a way to ensure that internal oversight services to the United Nations secretariat will not be compromised.

Appendix II

Summary of United Nations management reforms as of 27 January 2006

Ensuring ethical conduct

- The United Nations has established an Ethics Office which will administer the whistleblower protection and financial disclosure policies, and provide ethics advisory and standard-setting capacity within the United Nations.

- The new "Whistleblower Protection Policy" has been promulgated to ensure that those reporting misconduct will have their voices heard and be protected from retaliation.

- The scope of financial disclosure currently required of senior officials, has been expanded to include Director-level staff, those with procurement and other fiduciary responsibilities, as well as those employed on a short-term basis or under special conditions.

- All staff learning programmes have been reviewed and ethics and integrity components added or strengthened.

- A booklet drawing attention and giving easier access to the content of the UN Code of Conduct and Conflict of Interest Rules is being prepared.

- An Integrity Awareness Initiative Online Learning Programme has been launched to promote United Nations core values and covers four specific areas (personal integrity, integrity in the United Nations working environment, integrity in dealing with others, and reputation management).

- A United Nations-wide ethics training and certification programme entitled "Harassment, Sexual Harassment & Abuse of Authority" has been developed in collaboration with the United Nations Development Group.

- Rules against harassment in the workplace are being consolidated and reinforced. The Secretary-General has made it mandatory for all staff to undertake a new online prevention programme jointly developed by the UN/UNDG, which includes one module specifically designed for managers.

- A stand-alone, comprehensive anti-fraud and corruption policy, which draws on existing best practices, is being drafted.

- Measures have been taken to prevent sexual exploitation and abuse in all field activities and in United Nations offices all over the world.

Strengthening oversight and accountability

- An internal committee for implementation of oversight recommendations is being created. The Committee will ensure that appropriate and prompt management action is taken to implement the recommendations of the Office of Internal Oversight Services, the Board of Audit and the Joint Inspection Unit.

- The Office of Internal Oversight Services (OIOS) is being evaluated externally. In addition, it is being strengthened to increase its audit and investigatory capacities.

- An independent external evaluation of auditing, oversight and management responsibilities of the United Nations, its funds, programmes and specialized agencies is being undertaken. This evaluation will review the overall oversight and

management accountability framework of the United Nations. The terms of reference for the independent external evaluation were approved by the UNGA in December 2005. A committee of external public administration experts will be appointed shortly. Results of the first phase of the review are expected in the spring of 2006. While recognizing differences in mandates, governing mechanisms, structures, financing and staffing patterns of member organizations of the United Nations system, it has been agreed that all organizations in the system will determine how best to work with the United Nations secretariat to assist this independent evaluation process.

■ World leaders at the Summit agreed to develop an independent oversight advisory committee that would "enhance the independence of the UN's oversight structures", and serve as a tool for the UNGA to better exercise its oversight responsibilities. Following a review of best practices and benchmarks of similar audit and oversight committees, a proposal for the establishment of the Independent Audit Advisory Committee has been put forward.

■ The OIOS will provide proposals, in its 2006 annual report, for expanding its services to the United Nations agencies that request such services.

Updating the Organization

■ The Outcome document called on the Secretary-General to develop proposals to ensure that the existing budgetary, financial and human resources policies, regulations and rules are aligned with the current and future needs of the Organization, with a view to enabling him to carry out his managerial responsibilities more effectively. The review is fully under way.

■ The Outcome document asked the UNGA and other relevant organs to review mandates older than five years "in order to strengthen and update the programme of work of the UN so that it responds to the contemporary requirements of Member States". It also asked the Secretary-General to facilitate this review with analysis and recommendations, with a view to refining the Organization's focus and renewing its objectives. This exercise is currently under way.

■ A detailed proposal and framework for a one-time buy out of staff is being drawn up, in order to rejuvenate the secretariat and realign staff competencies to meet the organization's new demands.

Improving senior management performance

■ A Management Performance Board has been created to systematically assess the performance of senior managers.

■ Two, new, executive-level decision-making committees – one dealing with policy issues and the other on management – have been created to enhance the quality and speed of top-level decision-making. Both are chaired by the Secretary-General.

■ A new transparent selection system for all new heads of United Nations funds and programmes has been introduced to ensure a much wider search for qualified candidates and a rigorous, open selection process against predetermined criteria.

■ The induction of senior officials now includes measures to ensure that, once they are appointed, they are properly briefed on the broader system of United Nations rules, regulations and its codes of conduct and managerial systems.

Increasing transparency

- A new policy on access to information and United Nations documents is being drafted. It will increase transparency but ensure confidentiality when needed.

- The United Nations procurement system is being reviewed and audited extensively to look at the adequacy of the financial and internal controls within the system.

- A new policy on the provision of pro-bono goods and services offered to the United Nations has been drafted. Guidelines for acceptance of pro-bono contracts have also been promulgated.

Since the time of writing, the Secretary-General has presented a major new report on United Nations management reform entitled "Investing in the United Nations: For a stronger organization worldwide". [1]

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[1] See General Assembly document A/60/692, 7 Mar. 2006.