

As of 23 February 2007; 20.00

**TERMS OF REFERENCE**  
**“REGIONAL HIGH LEVEL CONSULTATION ON**  
**UN SYSTEM-WIDE COHERENCE”**  
**Jakarta, 29-30 March 2007**

**Background**

As mandated by the World Summit of 2005, the UN Secretary-General established a High Level Panel (HLP) on System-wide Coherence in the areas of development, humanitarian assistance and the environment (SWC). The Panel, co-chaired by Prime Minister Shaukat Azis of Pakistan; Prime Minister Jens Stoltenberg of Norway; and Prime Minister Luisa Dias Diogo of Mozambique, has the main task to carry out a study of the UN's operational activities and seek to assess how the UN system works, identify comparative advantages, identify areas of overlap and duplication of work products across UN agencies, and provide recommendations on rationalization to maximize resources and minimize overhead and administrative costs.

The Panel recognized that the UN and its specialized agencies have much to offer in the way of expertise, knowledge, resources and practical experience, but the system has become ineffective due to policy incoherence, duplication of programmes and inadequate of funding. This has led to the weakening of the UN's effectiveness at delivering its programmes at the country level.

“Delivering as One” is the essence of the Panel's report: the UN to deliver as one in the areas of development, humanitarian assistance and the environment, in order to assist countries in achieving the MDGs and other internationally agreed development goals.

The report was informally discussed during the UN General Assembly on 9 November 2006 and will be formally discussed in the UN General Assembly this year. Pending the formal discussion of the issue, some initiatives for informal discussions on SWC are on going particularly in New York.

In this context, given the importance to promote further discussions among stakeholders on the SWC issue particularly among countries in the Asia Pacific Region, the Government of the Republic of Indonesia in cooperation with the Government of Norway wishes to conduct “Regional High Level Consultation on UN System-Wide Coherence”, which will be held in Jakarta, 29-30 March 2007.

**Objectives**

The objectives of the Consultation:

1. To facilitate an exchange of views and experience in order to enhance understanding on the Panel's recommendations among the Asia and Pacific countries;
2. To identify problems and challenges as well as ways and means to address the possible impacts of SWC at international, regional and national levels;
3. To create readiness to deal with the impact and challenges towards possible SWC's implementation particularly at national level;

4. To explore alternative mechanisms in enhancing coordination within UN organizations and other international organizations including at regional and national levels.
5. To contribute regional inputs on the SWC for the discussion in the General Assembly Session of 2007;

### **Organization of the meeting**

The meeting will be held in 1,5 days in the format of Panel Discussion.

### **Resource persons**

Resource persons will consist of a Co-Chair of the Panel, UN representatives (from headquarters, regional offices and country offices), World Bank, donors, pilot project countries, government officials, and civil societies.

### **Attendance**

Around 150 participants are expected to attend the meeting. They will comprise government officials, foreign ambassadors, UN Representatives, civil societies, and academia.

### **Date and venue**

The meeting is planned to be held in Shangri-La Hotel, Jakarta, Indonesia on 29-30 March 2007, coincide with the visit of Prime Minister Jens Stoltenberg of Norway to Indonesia.

**DRAFT PROGRAMME  
“REGIONAL HIGH LEVEL CONSULTATION ON  
UN SYSTEM-WIDE COHERENCE”  
Jakarta, 29-30 March 2007**

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**I      Day 1: 29 March 2007**

**Opening Session :**

<p><b>1 Welcoming Remarks: Minister for Foreign Affairs of the Republic of Indonesia, H.E. Mr. Hassan Wirajuda</b></p> <p><b>2 Keynote Speech :</b></p> <p>1. <b>President of the Republic of Indonesia, H.E. Mr Susilo Bambang Yudhoyono</b></p> <p>2. <b>Prime Minister of Norway, H.E. Mr. Jens Stoltenberg</b></p> <p>3. <b>Secretary General of the United Nations, H.E. Mr Ban Ki-moon</b></p>	<p>in ng he as in ng he as of development, humanitarian assistance, and the environment. UN's operational system, within its entities, has been overwhelmed with fragmentation, duplication, incoherence in policies</p>
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programming and implementation particularly at the country level. As the Report puts it: “The loss of cohesion prevents the UN from being more than the sum of its parts”.

The Panel recommends to restructure UN operational and institutional structure at headquarter, regional and country level, by establishing One leader, One UN country programme, One budget and One office where appropriate. In addition, the Panel also recommends establishment of a UN Sustainable Development Board which will be responsible for endorsing the One UN Country Programme, allocating funding and evaluating its performance.

Implementing these recommendations needs not only strong support from the Member States but also collective leadership and ownership within the UN itself. It needs a strong commitment of all UN bodies to work together to overcome fragmentation and to focus on the implementation of the recommendations particularly the One strategy contained in the Panel’s Report.

The aims of this Session:

1. To understand the concept of SWC as part of UN Reform Process;
2. To identify problems and obstacles of SWC initiative within the UN system towards its realization;
3. To identify the benefit of SWC to UN member countries.

Issues for discussion:

1. What will be the policy impacts of SWC in the way UN and its agencies delivering its programmes?
2. How to make the SWC not undermine the comparative advantage of each UN agencies?
3. How best to make a synergy, coherence and coordination of UN’s institutions and policies at the country, regional and headquarter levels?
4. What kind of policy and institutional mechanisms to be developed to support One Country Programme at country level?

Speakers:

1. Administrator UNDP – New York: Mr. Kemal Dervis.
2. Mr Jose Antonio Ocampo (UN Under Secretary General for Economic and Social Affairs).
3. Ms. Josette Sheeran (Panel Member).

Moderator: Director General of Multilateral Affairs, Department of Foreign Affairs of the Republic of Indonesia.

**Session 2 - Day 1:**

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“Best practices and lessons learned of UN System-wide Coherence at countries levels”
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the context of possible implementation of the SWC.

In this connection, three challenges have been identified in Asia Pacific context: firstly, to ensure sustainability, delivering One UN Programme at country level needs to be aligned to respective countries’ own national priorities and plans. The One UN Programme must focus on enhancing national capacity as a prerequisite to improve national ownership and leadership.

Secondly, a more integrated, coordinated and coherent UN programme at country level is strongly needed by developing countries to facilitate better policy coordination, implementation, and accountability in achieving Millenium Development Goals. In fact, this poses developing countries a challenge on how they are able to strengthen their national coordination and coherence in national development policy framework.

Thirdly, the unprecedented Tsunami case, which struck the Indian Ocean some years ago, has highlighted the importance of the UN to be more integrated and coherent in delivering its humanitarian assistance in the region. Best practices and lessons learned from this UN massive scale of humanitarian assistance should be more encouraged.

The aims of this Session:

1. To identify best practices and lesson learned of the SWC process.
2. To understand problems and challenges of SWC implementation.
3. To understand the possible impacts of the SWC at country level.
4. To discuss the UN's role under the SWC in enhancing its humanitarian assistance and mission more effectively.

Issues for discussion:

- 1 What are the lessons learned in terms of policy and institutional work in implementing One Country Programme at national level? What policy and institutional mechanism needed?
- 2 In what ways can UN help countries to create better national policy cooperation and coordination?
- 3 What is the role of the One UN Resident Coordinator as a country leader?
- 4 What lessons and best practices can be learned from the UN's humanitarian assistance at country level?

Speakers:

1. Representative from Vietnam.
2. Mr. Lennart Bage (President of International Fund for Agricultural Development).
3. Chairperson of BRR, Aceh, Indonesia: Mr. Kuntoro Mangkusubroto .

Moderator: Representative from Pakistan

**Session 3 – Day 1:**

- 1 

“The Challenges of the UN Regional Teams in Supporting MDGs Achievement under UN System-wide Coherence Framework”
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 led to be more coordinated, coherent and integrated in devising and implementing the UN regional policies in supporting the achievement of countries’ national priorities. In this regard, the role of the UN regional teams need to be underlined given its unique role in implementing UN programmes towards different regional characteristics.
- 2 Some views question the Report as to have lack of focus on elaborating the role of the UN regional teams. Meanwhile, the Report has produced two recommendations regarding the role of the UN regional teams: firstly, at regional level, the UN should focus on analytical and normative framework as well as activities of a trans-boundary nature. Secondly, the UN must focus on coordinating the servicing of the UN country teams.

- 3 Specifically since MDGs has been agreed as an overarching priority in the region, the challenge of the UN's role in Asia Pacific would be on how to focus its efforts to support countries' efforts in achieving MDGs more effectively despite heterogeneous characteristics of political, economics, social and cultural backgrounds in the region.

The aims of this Session:

- 1 To understand the perspective of the UN Regional Commission towards SWC and its implementation.
- 2 To identify ways and means in strengthening the role of the UN Regional Commission in the implementation of SWC.

Issues for Discussion

- 1 What are the role of the UN regional teams in program formulation and coordination on regional and national level?
- 2 How to enhance the role of the UN regional teams particularly with respect to the two Panel's recommendations?
- 3 What is prospect of SWC implementation and the role of regional teams to support the achievement of the MDGs in the region?
- 4 How best to enhance UN's policies and institutional coordination at regional level towards headquarter and national levels?

Speakers

1. Mr. Kim Hak Su (Executive Secretary of UNESCAP, Bangkok).
2. Mr. Bo Asplund, UNDP Regional Representative, Indonesia
3. Mrs. Erna Witoelar, UN Special Ambassador for MDGs in Asia and the Pacific.

Moderator: Representative of Thailand

**II Day 2: 30 March 2007**

**Session 4 – Day 2:**

- 1 

“Building Partnership with the Donor Countries and Multilateral Agencies and Other Institutional Financial Mechanism”
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 are a of its programmes. This requires the UN to build stronger and more effective mechanism for reforming its governance and funding particularly to gain donor countries' support for the implementation of the One Country Programme. In this regard, the UN's “Public Trust” needs to be strengthened.
- 2 The Panel has proposed a new funding architecture of the UN by establishing some new institutional arrangements including the establishment of Sustainable Development Board. This Board will function to provide oversight of UN's performance particularly at the country level and to endorse unified country programmes and approve the allocation of voluntary funds.
- 3 To provide funds, the donors can use two channels: firstly, through One Country Programme which will be administered by the Resident Coordinator of UNDP.
- 4 Secondly, through the establishment of MDG Funding Mechanism to be established at headquarter level and provide contribution for voluntary basis. This Funding Mechanism will be governed by the Board. Donors are encouraged to contribute through this

- mechanism but they are also able to directly channel the funds to the country level through One Country Programme.
- 5 In light of implementation at country level, partnership with the Donor should be underscored and more encouraged. Establishing a mechanism at national level to bridge coordination among Donor, UN entities and the recipient countries deserve to be explored further.
  - 6 Aside from donor countries' support, considering more prominent role performed by private businesses or multinational companies in world affairs, it is becoming more relevant to facilitate their contribution to the UN programmes including in the discussion of the SWC framework.

**The aims of the Session:**

1. To acquire donor countries perspectives on SWC.
2. To identify policy and mechanism at all levels to ensure a predictable and adequate funding for the implementation of the UN programmes.
3. To discuss ways and means to strengthen partnership among countries, donors and the UN.

**Issues for discussion :**

1. What is the donor countries, multilateral agencies and other donors perspectives towards SWC?
2. What is the impact of the establishment of UN new funding architecture towards member countries, particularly developing countries?
3. How to strengthen partnership among donor, UN and recipient countries to implement One Country Programme at country level?

**Speakers :**

1. Representative of Norway.
2. Representative of World Bank.
3. Bill and Melinda Gates Foundation.

**Moderator :** Representative of India

**Closing Session :**

State Secretary of Norway, H.E. Mr. Raymond Johansen.

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The Government of Indonesia is responsible to make available the venue and human resources for the meeting. The Government of Norway is responsible for providing travel assistance to participants from developing countries.