



THE PRESIDENT  
OF THE  
GENERAL ASSEMBLY

12 September 2008

Excellency,

I have the honor to forward to you the draft resolution on System-wide Coherence. The draft text is a result of intensive consultations by the Co-Chairs on System-wide Coherence, the Permanent Representatives of Ireland and Tanzania, Ambassador Paul Kavanagh and Ambassador Augustine Mahiga.

In this context, I wish to express my appreciation for the Co-Chairs who have conducted an exemplary consultative process on the System-wide Coherence in the course of the 62<sup>nd</sup> session. I also wish to acknowledge with appreciation the constructive spirit with which Member States have engaged in this entire matter.

I would like to call on all Member States to adopt by consensus the attached draft Resolution in the General Assembly in the final meeting of the 62<sup>nd</sup> Session on Monday, 15 September 2008. I believe this would be a fitting and balanced outcome to the important work accomplished on this issue by Member States during this Session.

Please accept, Excellency, the assurances of my highest consideration.

A handwritten signature in black ink, appearing to read 'Srgjan Kerim', written in a cursive style.

Srgjan Kerim

All Permanent Representatives  
And Permanent Observers to the United Nations  
New York

## General Assembly

Distr.: General  
15 September 2008

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Sixty-second session  
Agenda item 119\*

### Resolution adopted by the General Assembly [without reference to a Main Committee]

#### 62/xxx. System-wide Coherence

*The General Assembly,*

*Recalling* the consensus Outcome Document of the 2005 World Summit (A/60/1);

*Recalling* also the General Assembly's consensus Resolution 62/208 on the Triennial Comprehensive Policy Review, of 17 December, 2007;

*Commending* the pragmatic, transparent, balanced and inclusive approach taken by the Co-chairs of the General Assembly's consultative follow-up process on "System-wide Coherence", the Permanent Representatives of Ireland and the United Republic of Tanzania, to their work on behalf of the Assembly, which built upon the efforts of their distinguished predecessors, the Permanent Representatives of Barbados and Luxembourg in the sixty-first session of the General Assembly;

*Having considered* the paper on "Institutional Options to Strengthen United Nations Work on Gender Equality and the Empowerment of Women" which the Deputy Secretary-General provided to the General Assembly on 23 July, 2008 in response to a consensus request of the member States; and

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\* Follow-up to the outcome of the Millennium Summit

Looking forward to the independent evaluation foreseen in Resolution A/62/208 of 17 December 2007 which will help the Assembly to form a comprehensive view of the 'Delivering as One' approach to the provision of development assistance through the United Nations System and, in the meantime; acknowledging the interim assessment of progress made and challenges remaining in this regard as contained in the 'Maputo Declaration' of 6 June 2008 (A/63/85-E/2008/83) issued by a number of least developed and middle income countries which have voluntarily embraced this approach;

1. Takes note of the report of the High Level Panel on System-wide Coherence (A/61/583) and of the report of the Secretary-General containing his comments thereon (A/61/836);
2. Welcomes the report presented by the Irish and Tanzanian Co-chairs to the President of the General Assembly on 21 July 2008, the conclusions and recommendations of which are appended to the present Resolution;
3. Decides accordingly that the General Assembly's continuing and deepening inter-Governmental work on System-wide Coherence will focus exclusively and in an integrated manner on Delivering as One at country and regional level, Harmonisation of Business Practices, Funding, Governance, and Gender Equality and the Empowerment of Women;
4. Requests the Secretary-General, drawing on the resources and expertise of the United Nations System and building on the outcome of its Triennial Comprehensive Policy Review (A/Res/ 62/ 208) of 17 December, 2007, to provide to the member States substantive papers on the issues of Funding and Governance as these arise in the context of System-wide Coherence with a view to facilitating substantive action by the Assembly within the 63<sup>rd</sup> Session; and

5. Welcomes in this overall context the paper on “Institutional Options to Strengthen United Nations Work on Gender Equality and the Empowerment of Women” which the Deputy Secretary-General provided to the President of the General Assembly on 23 July, 2008; and requests the Secretary-General to provide a further, detailed modalities paper in respect of the options set out in the Deputy Secretary-General’s paper of 23 July, 2008 including as regards funding, governance structure, staffing, specific functions, relationship with the Commission on the Status of Women and other relevant bodies and, having regard to the totality of views expressed by Member States in informal plenary consultations on 8 September, 2008, focusing in particular on the “Composite Entity” option with a view to facilitating substantive action by the General Assembly within the 63<sup>rd</sup> session;
6. Resolves, at the conclusion of its entire process on System-wide Coherence, to review and take stock of all of its prior actions and deliberations in a single resolution or decision.

122nd plenary meeting  
15 September, 2008

## VIII. Conclusions /Recommendations

142. As the Co-Chairs for System-wide Coherence in the 62<sup>nd</sup> Session of the General Assembly we have sought to conduct an open, transparent, balanced and inclusive process of consultations among the entire membership. Our aim has been to present a report that by and large, will sit well with all parts of the Assembly in that all groupings of States should be able to feel that the report addresses seriously many of their principal priorities and concerns. In this way we have sought to facilitate a balanced and fair, compromise outcome to the Assembly's deliberations during the current Session.

143. The following Conclusions/ Recommendations flow from the present report overall, but are perhaps best seen in tandem with the Introductory section. The landmark 2006 High Level Panel Report, while a very important contribution to the work of the General Assembly to increase coherence across the UN System, did not launch that work. The Millennium Summit and the World Summit of 2005 as well as consensus positions of the Assembly, not least the Triennial Comprehensive Policy Reviews (TCPRs), constitute much of the bedrock for building further progress in this area.

144. Since the outset of the current, 62nd Session, the broad membership has signalled that the continuing efforts on System-wide Coherence should focus on four priority areas, viz.

- i) UN 'Delivering as One' at country level with the related aspect of Harmonisation of Business Practices.
- ii) Funding
- iii) Governance
- iv) Gender Equality and the Empowerment of Women

145. The present report should be taken together with the paper on Gender (in its institutional dimension) which is being provided by the Secretary-General in these days to member States in response to their agreed request of 16 June.

146. As for 'Delivering as One', we have sought to provide the member States with an accurate and up to date picture of the process as it is actually developing on the ground in upwards of thirty developing countries and not simply as it is perceived from afar. We have been helped in this by our on-the-ground consultations with Heads of State and Government, Cabinet Ministers, Parliamentarians, UN Country Teams, Development Partners, etc. in some eight developing countries. We have conferred at length also with UN agency Heads in New York Geneva, Rome, Paris and Vienna. We have taken careful note of the Maputo Declaration issued in May by pilot and other developing countries in which they formally request the Assembly to encourage them in the 'Delivering as One' approach that they have voluntarily embraced in partnership with the UN System.

147. Our conclusion is that the experience of 'Delivering as One' to date (i.e. half way through its second year) at country level is clearly and preponderantly positive, even if a number of challenges remain to be fully addressed in regard to each of the 'Four Ones'. We note that this view is shared by the large and growing number of developing countries which are applying the Delivering as One approach and pro-actively moving towards implementing the consensus TCPR resolution (62/208). They state that important principles are in fact being observed in practice, including National Ownership and Leadership and 'No One Size Fits All'. Through the 'Delivering as One' approach UN Country Team activities are being aligned to an unprecedented degree with the national development strategies and policies of the developing countries concerned. Assistance is being delivered with greater effectiveness, savings are being realised and greater reductions in transaction costs are clearly in prospect.

148. At the same time the picture that emerges at present is interim in nature since the independent evaluation of 'Delivering as One', as foreseen by the 2007 TCPR, will come only towards the end of 2009 and, in any event, concrete development outputs arising from a new way of doing business take longer than eighteen months to emerge definitively.

149. It seems to us clear that the Assembly ought during the 62<sup>nd</sup> Session to be in a position to give a positive political impetus to 'Delivering as One', thereby giving encouragement to those many developing countries which have voluntarily embraced this approach and to enjoin the United Nations Development System to continue to pursue it. Moving forward, it will be essential to safeguard the principles underlying 'Delivering as One', *inter alia*, and in particular, that of enhancing national ownership and leadership in the design and implementation of UN Development System support programmes at country level. The international community should by the same token be encouraged to continue to respond positively through additional commitments where the combination of strong national leadership and an empowered UN System Country Team, delivering as one, together generate a better-aligned and more effective UN programme of support.

150. For the most part, the Funds, Programmes and Specialised Agencies of the System, at leadership level, have gradually become increasingly engaged with, and supportive of the 'Delivering as One' approach. The atmosphere in which they collaborate within the Chief Executives Board (CEB) under the chairmanship of the Secretary-General has been transformed for the better as they and their collaborators continue consideration of the implications of the 'four ones' at country level, viz. One Programme, One Budgetary Framework and Fund, One Leader and One Office. At the same time, it is to be recommended that Headquarters levels across the System empower the respective country level agency representatives with much greater latitude, flexibility and encouragement to advance a more coherent and therefore more effective delivery of UN System assistance on the ground in line with the 'Delivering as One' approach.

151. In all of this, the particular situations affecting middle income countries should receive adequate attention.

152. Turning to the issue of Funding in the context of System-wide Coherence, there clearly need to be greater flows of and greater predictability in funding. In general, overall commitments made solemnly and repeatedly need to be implemented more faithfully. Commendation is due to those development partners which have made concrete contributions to advancing the 'Delivering as One' approach at the country level in response to the strategies, priorities, policies and plans of the developing countries concerned. At the same time, support for 'Delivering as One' at country level must not be at the expense of core funding to agencies through their Headquarters. Overall, there needs to be a significantly improved balance between core and non-core funding. Funds, Programmes and Specialised Agencies should be invited, if necessary through changes in statute, rules and/or regulations, to give effect to the consensus view in the General Assembly that savings realised at country level ought to be ploughed back into programmatic development work in the countries where the savings are realised. In this and in other ways, 'Delivering as One' must deliver more.

153. As for inter-governmental Governance at the central level we have detected no palpable appetite in the General Assembly for establishing new inter-governmental bodies including the putative Sustainable Development Board, which was recommended by the High Level Panel. At the same time the emerging new realities from a growing number of developing countries applying the 'Delivering as One' approach at country level will need to be accommodated and addressed more effectively by the existing Boards and not least by ECOSOC. In light of the on-going and emerging nature of the 'Delivering as One' approach, it may be necessary to continue and deepen discussion of these issues during the 63<sup>rd</sup> Session.

154. If, in that context, the Assembly focuses firstly on the functions that need to be discharged centrally and inter-governmentally towards 'Delivering as One' it will perhaps then be easier to address the question of which institutions, as these continue to adapt, are best placed to discharge the functions in question.

155. We also believe that the UN System and the Bretton Woods Institutions ought to be consistently encouraged to develop, in a pragmatic manner, a far greater degree of cooperation and collaboration in the context described in the present report. Some progress is already being made. This needs to be developed and enlarged.

156. As for Gender Equality and the Empowerment of Women we recommend that the Assembly be invited to address the matter, including in light of the Secretary-General's paper on the institutional dimension in open, in informal plenary consultations at an early opportunity, perhaps in the opening days of September. During the current Session the member States have advanced together, by agreement, in their consideration of the issue of Gender Equality and Women's Empowerment. With assistance from the Secretary-General, they have together identified critical gaps in the way the System assists member States to implement globally agreed mandates and their own internationally-made commitments in the area of Gender Equality and Women's Empowerment. With further open and genuine discussion the Assembly may be in a position before the conclusion of its 62<sup>nd</sup> Session to signal in general terms, but nevertheless clearly, which institutional option or combination of options, perhaps as adjusted, it wishes to pursue. Detailed working through of such an agreed

approach could then be taken up and completed in the 63<sup>rd</sup> Session. We have the very strong impression that no Government, whether for substantive or 'tactical' reasons would wish to stand in the way of a consensus to advance the issue of Gender Equality and Women's Empowerment through a measured but significant step forward.

157. We believe that in light of the present report and the Secretary-General's options paper on Gender Equality and Women's Empowerment (in its institutional aspect) member States ought to be equipped for decision-making during the present Session. With these substantive elements in hand, member States are also better placed to weigh the format of the Assembly's decision-making.

158. In the first instance, and on the basis of the foregoing Report and these conclusions, member States may, during UNGA62, wish to address, perhaps in a package decision, the four core priority areas which they have highlighted throughout viz.

- i) UN 'Delivering as One' at country level with the related aspect of Harmonisation of Business Practices;
- ii) Funding;
- iii) Governance; and
- iv) Gender Equality and the Empowerment of Women

159. The same decision could signal that henceforth, in the context of inter-governmental discussion on System-wide Coherence, the Assembly will focus exclusively on these priority areas and will exclude from this context the issues of Environment/Environmental Governance; Humanitarian Assistance; and Human Rights in line with the considerations set out in the present report.