



Chief Executives Board for Coordination

5 May 2009

Original: English

First regular session of 2009

Paris, 4 April 2009

Summary of conclusions

I. Introduction

1. The first regular session of the United Nations System Chief Executives Board for Coordination (CEB) for 2009, chaired by the Secretary-General, was held at the United Nations Educational, Scientific and Cultural Organization (UNESCO) headquarters in Paris, on Saturday morning, 4 April 2009.
2. Following the conclusion of the session, a CEB retreat on the current global financial and economic crisis was held on Saturday afternoon, 4 April, at the Hotel Westin in Paris. On Sunday, 5 April, CEB convened in a private session, and exchanged views on current political and socio-economic developments.
3. The present report covers the outcome of the first regular session of 2009.

Agenda

4. The Board adopted the following agenda for its first regular session of 2009:
 1. Adoption of the agenda.
 2. Reports of High-level committees:
 - (a) High-level Committee on Programmes;
 - (b) United Nations Development Group;
 - (c) High-level Committee on Management.
 3. Issues of system-wide concern:
United Nations system staff security and safety.
 4. Other matters:
 - (a) Review of the functioning of CEB;
 - (b) Dates and venues of future sessions.



II. Opening of the session

5. The Secretary-General opened the session, expressing his appreciation on behalf of the Board to Koïchiro Matsuura, Director-General of UNESCO, for the excellent arrangements that he and his colleagues had made for the CEB meeting. He also conveyed his gratitude to the Government of France for its hospitality and its strong commitment to the aims and goals of the United Nations system.

6. The Secretary-General extended a special welcome to those who were participating in CEB for the first time: Kanayo Nwanze, President of the International Fund for Agricultural Development (IFAD); Michel Sidibé, Executive Director of the Joint United Nations Programme on HIV/AIDS (UNAIDS); Taleb Rifai, Secretary-General ad interim of the World Tourism Organization (UNWTO); and Ad Melkert, Administrator ad interim of the United Nations Development Programme (UNDP). He added that the newly appointed UNDP Administrator, Helen Clarke, would be taking up her assignment at the end of April. The Secretary-General expressed his appreciation to Kemal Dervis, the former UNDP Administrator, for his outstanding service and commitment both to UNDP and to the United Nations system as Chair of the United Nations Development Group. Mr. Dervis would continue to provide advice and support to the Secretary-General as Special Economic Adviser.

7. The Secretary-General noted that recent CEB sessions had taken place at momentous times for the international community, marked by escalating food prices and food insecurity in April 2008, and the onset of the global financial crisis in October 2008. The current session, following upon the meeting of the Group of Twenty (G-20) on 2 April 2009 in London, was a critically important occasion for uniting the system so that it could respond to a serious and multidimensional crisis as a team.

III. Reports of the committees

A. High-level Committee on Programmes

8. The newly appointed Chairman of the High-level Committee on Programmes, Juan Somavia, thanked the Secretary-General and Executive Heads for their support. He paid tribute to his predecessor, Lennart Bage, former President of IFAD, who had been instrumental in forging the “Delivering as one” approach that guided the work of the United Nations system. He noted that by working closely with the other two pillars of CEB, the Committee would in the period ahead move towards greater policy coherence and results that would have a positive impact on the lives of the people whom the United Nations system served.

9. Mr. Somavia noted that he had assumed the chairmanship of the Committee at a very challenging time for the United Nations system. What was at stake was no less than the future of the planet, measured in terms of economic, social and political stability, and in the health of the climate. The current financial and economic crisis highlighted the fact that no one country or organization could act in isolation. Never before had unity of purpose been as important, and never before had the system’s work on behalf of the most vulnerable been as critical. Indeed, an uncertain and fearful world needed the collective leadership and vision of the United

Nations. The Chairman was certain that he spoke for all CEB members in saying that all fully supported the Secretary-General and one another in facing this crisis as a multilateral family.

10. The Chairman introduced the report of the Committee's seventeenth session, held in Geneva on 26 and 27 February 2009. He noted that the Committee had devoted much attention to the unfolding financial and economic crisis and its impact on the work of the United Nations system. The Committee had prepared an action framework for CEB in response to the crisis, aimed at meeting the needs of those the United Nations system served and at ensuring economic, social and environmental sustainability. In that framework, the Committee had articulated nine joint initiatives for action at the global, regional and country levels as a coherent United Nations system response to the crisis:

(a) **Additional financing for the most vulnerable:** advocating and devising a joint World Bank-United Nations system mechanism for the common identification and implementation of additional financing, including through the Vulnerability Fund proposed by the World Bank;

(b) **Food security:** strengthening programmes to feed the hungry and expanding support to farmers in developing countries;

(c) **Trade:** fighting protectionism through the conclusion of the Doha Round and strengthening aid-for-trade initiatives and financing for trade;

(d) **Green economy initiative:** promoting investment in long-term environmental sustainability and putting the world on a climate-friendly path;

(e) **Global jobs pact:** boosting employment, production, investment and aggregate demand, and promoting decent work for all;

(f) **Social protection floor:** ensuring access to basic social services, and the empowerment and protection of the poor and vulnerable;

(g) **Humanitarian, security and social stability:** emergency action to protect lives and livelihoods, meeting hunger and humanitarian needs, and shoring up security and social stability;

(h) **Technology and innovation:** developing technological infrastructure to facilitate the promotion of and access to innovation;

(i) **Monitoring and analysis:** strengthening macroeconomic and financial surveillance and implementing an effective economic early warning system; and urgently establishing a United Nations system-wide vulnerability monitoring and alert mechanism to track developments and report on the political, economic, social and environmental dimensions of the crisis.

11. The Chairman added that each initiative would be led by one or two organizations, along with a number of cooperating agencies. He expected that this work would culminate in a framework for action in each area. Thereafter, the Committee would convene an intersessional meeting in early July, in the margins of the Economic and Social Council in Geneva, to finalize a concrete, integrated cross-sectoral policy product that would be implemented jointly at the regional and country levels. The Committee would work closely with the United Nations Development Group to translate the system-wide crisis response measures into an action plan. Mr. Somavia was also consulting with the Secretary-General and

executive heads on the text of a CEB communiqué, based on the Committee's work in this area, which he would introduce at the Chief Executives Board for Coordination retreat.

12. The attention given by the Committee to the financial and economic crisis had not detracted, however, from its commitment to address other aspects of policy coherence and coordination in response to pre-existing crises. Indeed, challenges such as moving a world economy towards sustainable growth, feeding the hungry, and ensuring a world fit for future generations were interrelated. One key common element was that those who were most adversely affected had contributed the least to precipitating these crises. In that regard, Mr. Somavia stressed the importance of continuing to engage meaningfully with stakeholders as the system worked to develop durable solutions.

13. On the issue of climate change, the Committee had created a dedicated working group in 2007 that had been working to develop a system-wide approach, which was to be finalized by the United Nations Climate Change Conference in Copenhagen in 2009. Under the Secretary-General's leadership, all organizations of the system were working intensively to ensure that CEB, at its fall session, would be in a position to take a firm decision on how the United Nations system would present itself in Copenhagen. Mr. Somavia emphasized that the development of a vision for the future must be pursued within the context of fair and inclusive globalization and sustainable development.

14. The Chairman underscored that the United Nations system's work on behalf of the poorest, whose numbers were now swelling, had become ever more critical. At its last meeting, the Committee had established a time-bound cluster group, co-led by the United Nations Department of Economic and Social Affairs and the International Labour Organization (ILO), to prepare a coordinated, substantive and coherent system-wide plan of action for poverty eradication based on full employment and decent work for all, in response to the priority set by Member States in the Second United Nations Decade for the Eradication of Poverty (2008-2017).

15. Mr. Somavia noted that the manner in which organizations of the United Nations system worked together was of vital importance, as it related to results. The CEB review, which he had had the honour, along with Pascal Lamy, Director-General of the World Trade Organization (WTO), to lead, had been aimed at enhancing unity of purpose in the United Nations system, by recognizing the need to strengthen horizontal links at all levels. At the most recent session of the Committee, Noeleen Heyzer, Executive Secretary of the Economic and Social Commission for Asia and the Pacific (ESCAP) and Coordinator of the Regional Commissions, had led a videoconference discussion on ways to strengthen interaction between the Committee and the regional commissions, through linkages with the Regional Coordination Mechanism. The Committee had reached agreement on a process that would ensure substantial policy coherence and sequencing between the global and regional levels, complementing and strengthening the Committee's ongoing efforts to ensure that results were delivered on the ground.

16. The Chairman informed the Board that as the Committee was moving ahead in aligning its efforts within the system, it was also examining ways to enhance the United Nations system's contribution to the Economic and Social Council. A number of proposals had been put forward in this regard, and the Committee had

tasked the Secretary of CEB, Thomas Stelzer, to lead a review. Finally, in accordance with its obligations under the comprehensive policy review of operational activities for development, the Committee would be reporting to the Council on how the United Nations system might best respond to General Assembly resolution 62/208 with regard to strengthening its role in facilitating access of developing countries to new and emerging technologies, as well as to mainstreaming science and technology, including information and communications technologies, into national development or poverty reduction strategies.

17. The Secretary-General thanked Mr. Somavia for his leadership of the Committee at this critical time for the United Nations system, and in particular for his report to the Board on the global financial and economic crisis. Indeed, the G-20 had placed a great deal of emphasis on the issues of job loss and job creation at its meeting on 2 April 2009. The newly elected President of IFAD also expressed appreciation to Mr. Somavia in taking forward the work of the Committee. He committed his organization to providing its full support to a genuinely system-wide response to the global financial and economic crisis. Mr. Nwanze stressed the inhumanity of poverty and hunger, worsened by the current crisis, and the danger of food insecurity leading to political instability. He welcomed the continued strong leadership of the Secretary-General in ensuring that the world continued to focus on agriculture, feeding the hungry and investing more in the world's 500 million smallholder farmers.

18. The Board took note of the report and endorsed the decisions taken by the Committee.

B. United Nations Development Group

19. Ad Melkert, Chairman ad interim of the United Nations Development Group, introduced the report of the Group, drawing attention to the key issues that marked the further evolution of its cooperation over the past year. He noted that quite some progress had been achieved in preparing for and following up on important global gatherings, including those that had taken place in Accra (Third High-level Forum on Aid Effectiveness, 2 to 4 September 2008), Doha (International Conference on Financing for Development, 29 November to 2 December 2008) and Poznan (Fourteenth Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, 1 to 12 December 2008), as well as in addressing the different aspects of the current crisis in close cooperation with the High-level Committee on Programmes.

20. He recalled that at its second regular session of 2008, the CEB had endorsed the management and accountability framework for the United Nations development and resident coordinator system, including the functional firewall for the resident coordinator system. Subsequently, the Group had developed and approved a detailed implementation plan. Mr. Melkert had just written to all country teams to draw their attention to the different steps taken at headquarters, as well as to those measures that needed to be taken at the country level in this regard. He was pleased to note that, at this juncture, all actors were on board in bringing to fruition the mandate given by the Chief Executives Board for Coordination.

21. Mr. Melkert noted that, at the country level, the Group had set in place an updated job description for resident coordinators, a guidance note on the resident

coordinator and United Nations country team working relations, and a United Nations country team dispute resolution mechanism. This important confidence-building measure had bridged some of the gaps that initially had been visible in the level of cooperation among organizations, and had resulted in an enduring “common sense” culture of working together.

22. Similarly, at the regional level, the critical role of the regional directors teams in supporting the efficient functioning of the resident coordinator system had been recognized. The teams were working actively in that regard. Further progress had been achieved in enhancing collaboration between the teams and the regional coordination mechanism convened by the regional commissions. Mr. Melkert was pleased to report that in most regions, the teams and the regional commissions were working more closely together.

23. Mr. Melkert underscored that important work was being carried out on the eight “Delivering as one” pilot countries, which were being actively supported by all organizations. The pilot countries were now preparing the second round of stocktaking reports, which would be compiled in a synthesis report in May 2009. He expected that the report would show important progress on the ground in all eight countries and would identify areas for efficiency gains in the way the United Nations system had organized itself, and how it might translate those efficiency gains into more substantial programme support at the country level both in quantitative and in qualitative terms. He emphasized that the synthesis report would be a “defining moment” in understanding the potential of “Delivering as one”, based on the flexible guidelines that had been given to the pilot countries.

24. Mr. Melkert noted that with the end of the cycle of the pilot country initiative approaching, an overall evaluation would need to be conducted. In that regard, there were a number of political issues pending resolution in the General Assembly, for which the leadership of the Deputy Secretary-General was vital. Nevertheless, he hoped that by the end of 2009 or early 2010, the pilot stage would be completed, clear conclusions drawn and a framework for future cooperation articulated.

25. In the interim, the Group had been scaling up support to the United Nations Development Assistance Framework roll-out countries. Mr. Melkert stressed, apart from the formal process, the common-sense message of “Delivering as one”, which was important to share with those country teams starting the Assistance Framework cycle. Countries that were in a position to mainstream the lessons of the pilot countries would be receiving support through the expanded “Delivering as one” funding window of the Millennium Development Goal Achievement Fund when implementation commenced.

26. Mr. Melkert emphasized the ongoing investment in leadership on the ground, and the critical importance both of enlarging the pool of candidates for the post of resident coordinator and of ensuring that the right people were selected to match the country profile. Clearly, serving in a large middle-income country required skills different from those needed to serve in a small least developed country. The Group had put in place an inter-agency resident coordinator talent management initiative, reflecting a collective effort by all partners to enhance the quality of the selection, recruitment and support of resident coordinators.

27. A number of issues were still pending in the area of system-wide coherence, following the adoption of General Assembly resolution 62/277, particularly with

regard to gender architecture, governance and financing. The Secretary-General and the Deputy Secretary-General were playing a key leadership role in ensuring the completion of work in this regard.

28. Mr. Melkert noted that the work carried out internally had increased the impact and visibility of the United Nations system in terms of aid effectiveness and of promoting the Paris and Accra agendas. Just five years earlier, the system had been only an observer of the deal being struck in Paris among the main bilateral donors, the World Bank and programming countries. Now it was a very active player, in a position to bring its achievements to the table. Indeed, the system exercised a crucial and central role in bringing bilateral and multilateral actors together in a common assistance framework at the country level, and particularly in crisis situations. The common assistance framework established for the Democratic Republic of the Congo, for instance, could serve as an example for working in other crisis or post-crisis settings.

29. Looking ahead, Mr. Melkert observed that the Group would be shifting from a heavy process orientation and the risk of creating large machinery towards a greater emphasis on programme effectiveness at the country level. He noted the close cooperation with the High-level Committee on Programmes on the food and economic crises, and on the issue of climate change. Those, along with the 2010 review of the implementation of the Millennium Development Goals, were substantive areas that needed to guide coordination. It was therefore critical to finalize the process requirements as soon as possible as a precondition for setting up a framework that would increase effectiveness and boost the policy impact of the United Nations system. He thanked his Vice-Chair, Annika Soder, for her contributions to the Group, and all organizations for having worked towards greater progress in a new culture of cooperation. He called upon executive heads to ensure that the spirit of working together would be fully reflected at the country level.

30. The Secretary-General thanked Mr. Melkert for his very dedicated service to UNDP and the United Nations Development Group, and indicated that he would be counting on his continued leadership and support in a period of transition. The Director-General of UNESCO also thanked Mr. Melkert, and noted the new spirit of cooperation among United Nations system organizations, not only globally but also at the country level. In that regard, he raised a question regarding the “firewall” process of separating the resident coordinator and the UNDP resident representative functions. Mr. Melkert referred to the reports on the eight pilot countries, noting that indeed space needed to be created to allow the resident coordinator to lead the United Nations country team. The resident coordinator was responsible for resource mobilization beyond UNDP; however, for legal and administrative reasons, the resident coordinators needed to remain linked to the support structures and mechanisms in place. The firewall issue would be further addressed in the stocktaking reports, and as mandated by CEB.

31. The Board took note of progress made and endorsed the decisions taken by the United Nations Development Group on its behalf.

C. High-level Committee on Management

32. The newly appointed Chair of the High-level Committee on Management, Josette Sheeran of the World Food Programme (WFP), briefed the Board on the

conclusions of the most recent meeting of the Committee in February 2009. Introducing her report, the Chair underlined the critical nature of the Committee's work in dealing with the core issues in the work of all CEB member organizations, issues that related not to what organizations did, but to how they did it.

33. United Nations system organizations were created to form a "fabric of support" for the world's most vulnerable. With the world misery index rising owing to the global economic crisis, they were needed now more than ever. That was why they could not afford to have systems and procedures slow down or stop concrete action.

34. The Chair emphasized the commitment and knowledge of Committee representatives, and acknowledged the achievements of the Committee under the decisive and passionate leadership of Thoraya Obaid, who took the Committee from a deliberations mode to one of decision-making and, together with the Vice-Chair, Denis Aitken of the World Health Organization (WHO), and with the support of the CEB secretariat, raised the Committee's profile to a new level and helped promote what may well be an unprecedented agenda.

35. The Committee's work in the past six months had continued to focus on two main priorities: Security and safety of staff and the Plan of Action for the Harmonization of Business Practices.

36. The recommendations of the Steering Committee on Staff Safety and Security had been discussed by the Board under agenda item 3. The Chair expressed appreciation for the extremely valuable outcome of that collective work, completed under the leadership of Susana Malcorra.

37. The Plan of Action for the Harmonization of Business Practices, launched for fund-raising purposes in October 2008 after endorsement by CEB, represented an attempt to break the constraints of the incoherent, dated and parochial business practices governing the business of United Nations system organizations, and move towards the identification, selection and adoption of harmonized and system-wide best practices. Dismantling this Tower of Babel required a targeted effort and the active commitment of all CEB member organizations belonging to the Committee and its functional networks, as well as the support of Member States through dedicated, extrabudgetary resources.

38. The Chair acknowledged with great appreciation the first contribution towards the Plan of Action, made by the Government of New Zealand and already allocated to one of the key projects in the Plan: the development of a common framework to deal with "suspect vendors". She then encouraged all agencies to continue spreading the word among donors of the importance of the Plan in terms of what the United Nations system could accomplish by working together, and making decisive contributions to ease the hard landing that the world was starting to see as a result of the financial crisis.

39. At its seventeenth session, the Committee had requested that all organizations take appropriate steps to achieve the target date of 2010 for International Public Sector Accounting Standards (IPSAS) implementation, and to review that date and adjust it if necessary, informing all stakeholders on a timely basis.

40. The Committee took note of the latest developments on the new contractual arrangements adopted by the General Assembly in its resolution 63/250, as well as

on the reform of the internal administration of justice system, and recommended that member organizations commit to a coordinated approach to addressing both issues, acknowledging that as implementation progressed on both of these crucial reforms, timely and detailed information-sharing remained a key component of maintaining a consistent system-wide approach.

41. The Committee endorsed a common conceptual framework for Capital budgeting, noting that in the context of the introduction of IPSAS across the United Nations system, it was important to review and harmonize the way organizations structured, financed and monitored their capital investments — a seemingly small step, but extremely important for aligning the budgeting practices of member organizations in the eyes of the outside world, as well as for their own planning purposes.

42. The Committee welcomed the upcoming launch by the United Nations Staff College, in May 2009 in Turin, Italy, of the first cohort of the redesigned Senior Management Leadership Programme.

43. Finally, the Chair informed the Board that Angela Kane, Under-Secretary-General for Management of the United Nations, had been unanimously appointed as the new Chair of the Information, Communication and Technology Network.

44. **The Board took note of progress made and endorsed the decisions taken by the Committee on its behalf.**

IV. Issues of system-wide concern

United Nations system staff security and safety

45. At its fall 2008 session, CEB considered the preliminary recommendations of the Steering Committee for the follow-up and implementation of the recommendations of the Independent Panel on Safety and Security set up by the Committee to prepare actionable recommendations and options for a more effective United Nations-wide security management system. The Board agreed that the Committee would continue to further develop a comprehensive plan for a system-wide security management system, for consideration at the CEB spring session in 2009.

46. The Board had before it a summary of the policy recommendations (CEB/2009/HLCM/18) produced by the Steering Committee and endorsed by the Committee at its seventeenth session, in February 2009. The Board also reviewed a draft CEB statement to Member States expressing its strong commitment to implementing a comprehensive plan for a strengthened and enhanced system-wide security management system, as well as the need to increase financial resources for it.

47. The Chair introduced this agenda item, stressing that United Nations staff members were regularly confronted with threats from armed conflict, terrorism, rape, kidnapping, harassment, banditry and intimidation. United Nations staff members were asked to serve under extremely difficult circumstances, and must be supported accordingly.

48. She recalled the report of the Independent Panel on Safety and Security of United Nations Personnel and Premises, which highlighted the urgency of restoring confidence in the United Nations and its fundamental values by reshaping the institutional culture of the United Nations into one that “embraces security as a common and shared responsibility”.

49. She underlined that effective security would not come from building up walls, explaining that it would come from putting in place a system that allowed United Nations system organizations to understand and accept a certain level of risk in the working environment. The Chair added that this could only be achieved through close dialogue and collaboration with host Governments and by engaging with local communities so that they played a role in protecting UN staff.

50. The Chair concluded her remarks by noting that the safety and security of United Nations system staff were non-negotiable, and commended the Steering Committee and its Chair for delivering excellent recommendations, whose implementation would help to ensure that the United Nations remained at the forefront of global thinking on how to protect its staff.

51. The Chair of the Steering Committee for Staff Safety and Security thanked CEB members and the staff federations for actively participating, at the highest level, in the work carried out in past months, and provided the Board with an overview of the key elements of the recommendations contained in document CEB/2009/HLCM/18, as follows:

(a) A fundamental shift in culture and mindset in the United Nations from “when to leave” to “how to stay” — working closely with host Governments and local communities to understand risk and manage it, through a new approach to security management that includes the concept of acceptance of risk backed by a new framework for risk management and a revised security level system;

(b) A greater focus placed on the safety and security of national staff;

(c) The definition of the terms of reference and composition of the Executive Group on Security, chaired by the Under-Secretary-General for Safety and Security, to facilitate the rapid decision-making capacity of the Under-Secretary-General of the Department of Safety and Security in the event of an impasse or situations that could lead to death or serious injury;

(d) The introduction of a new, threat-focused concept for a security level system, which also establishes the appropriate level of decision-making and oversight between United Nations Headquarters and the field — a pilot testing of the proposed new system would be carried out by December 2009 in at least three countries with various operational and security conditions;

(e) The development, by December 2009, of a United Nations policy and guidelines for estate safety and security;

(f) The reaffirmation of the responsibility of Member States with respect to the safety and security of United Nations staff, both (a) as host Governments, and (b) as providers of the necessary, increased financial resources, at a level sufficient to match the new needs.

52. The Under-Secretary-General for Safety and Security strongly supported the recommendations of the Steering Committee, emphasizing that the recently

completed review of the United Nations security management system was necessary because the operational environment of United Nations system organizations had changed dramatically: the threat level had increased and there was a greater focus on the United Nations as a soft target, deliberately chosen by attackers. In that context, the level of United Nations involvement in vulnerable locations as requested by Member States was increasing rather than decreasing.

53. The Under-Secretary-General of the Department of Safety and Security stressed the importance of the three key principles underlying the Steering Committee recommendations: the “how to stay” approach to security management; “no programme without security”; and “no security without resources”.

54. Reiterating the absolute need by Member States to appreciate and meet the increased financial requirements linked to the changed security environment, the Under-Secretary-General of the Department of Safety and Security supported tasking the Steering Committee to monitor closely the progress of the implementation of actions detailed in its report.

55. The United Nations System Chief Executives Board for Coordination undertook an intensive discussion that focused on a number of key issues: the close relationship between the image and perception of the United Nations at the local level and the safety and security of its staff; the importance of ensuring adequate protection to national staff; the urgency of a more nuanced and sophisticated risk management framework that recognized the variety of mandates and requirements of different United Nations system organizations; and the need for increased financial resources for safety and security.

56. The issue of “perception” inspired several interventions by CEB members, ranging from the recognition of the principle that the United Nations system should project itself as an impartial actor to facilitate conflict resolution, both from a substantive and an external communication perspective; to specific operational issues such as the desirable criteria for establishing United Nations premises (building walls versus understanding the local contexts by engaging with local authorities and local communities).

57. The CEB was unanimous in praising the indispensable role of national staff in delivering the mandates of United Nations system organizations, and in affirming the need to ensure that the revised United Nations security management system addressed their safety and security requirements through the most appropriate mechanisms, and without differentiation in principle between them and international staff, as well as considering with the necessary sensitivity, the position of national staff with respect to the other citizens of their own countries.

58. Recognizing that security risk management was an integral part of all programme activities, CEB members stressed the fact that agencies, funds and programmes had to decide, according to their mandates and programme responsibilities, what activities were necessary and appropriate. The new security risk management framework would be in place to identify and manage the risks of undertaking activities deemed necessary and appropriate, providing an analytical procedure for assessing the operational context, and thus providing guidance for determining acceptable risk and strategies for mitigating risk.

59. Finally, CEB members called on Member States to support the core resources for the United Nations security system at a level sufficient to match the new reality,

as well as to ensure that United Nations system organizations were provided with appropriate and sustainable funding for security to enable them to safely and effectively execute their mandates.

60. Before closing the discussion, CEB expressed its unanimous appreciation for the outstanding service offered to all organizations by the Under-Secretary-General for Safety and Security throughout his tenure.

61. **The Board endorsed the summary of recommendations contained in the report of the Steering Committee for Staff Safety and Security (CEB/2009/HLCM/18) and adopted the CEB statement to Member States on the system's commitment to a strengthened and enhanced system-wide security management system and on the need for adequate resources, as contained in annex A of that report (see annex).**

V. Other matters

A. Review of the functioning of the Chief Executives Board

62. At its fall 2007 session, CEB agreed to assess progress made in the ongoing review of its functioning at its second regular session of 2009. **The Board agreed to the Secretary-General's proposal to request that the Directors-General of ILO and the World Trade Organization, building upon their excellent work in carrying out the initial review, prepare for CEB discussion at its fall 2009 session.**

B. Dates of the Chief Executives Board fall 2009 and spring 2010 session

63. With respect to the second regular session of CEB in 2009, to be held at United Nations Headquarters, the Board confirmed the dates of Friday 30 and Saturday 31 October.

64. The Board agreed to accept the invitation of the Director-General of the United Nations Industrial Development Organization (UNIDO) to host CEB's first regular session of 2010 in Vienna. Board members would be consulted shortly on the dates of its spring 2010 session.

Annex

Statement of the Chief Executives Board on safety and security of United Nations system staff

Thousands of women and men working for the United Nations system around the world regularly face violence and threats from armed conflict, terrorism, kidnapping, banditry, harassment and intimidation. Given the increasingly difficult and dangerous conditions faced by staff, the United Nations is at a critical juncture. Urgent and dramatic action is needed to strengthen a United Nations security framework that seeks to protect staff and allow operations to continue in insecure and unstable environments. We need to adopt a shift in culture and mindset from a “when to leave” to a “how to stay” approach to security management.

As executive heads of the United Nations agencies, funds and programmes and members of the Chief Executives Board, we:

- Will urgently address deficiencies in the current security management system
- Will provide guidance for the design of a new, stronger, more dynamic and proactive security and risk management architecture
- Recognize that the safety and security of United Nations system staff is an integral part of the activities undertaken by the United Nations, and should be included in the earliest stages of programme planning and at all levels, particularly at the country level
- Act collectively to implement a comprehensive plan for a strengthened and enhanced system-wide security management system as agreed by the Board at its 2009 spring session
- Recognize that there are financial costs associated with providing adequate security, and that there may be conflict between the mandate to carry out operations and the ability to do so without sufficient security resources
- Call on the governing bodies of CEB member organizations to ensure that safety and security of staff be mainstreamed at all levels of United Nations system activities, with the strategic aim of promoting security management as an integral and enabling part of policy, planning, operational and administrative considerations for United Nations system programmes and activities
- Urge Member States to fully uphold their responsibility as host Governments by recognizing the changed security environment within which United Nations system staff must operate and ensuring that all necessary mitigating measures are taken to protect staff from identified threats
- Call on Member States to support the core resources for the United Nations security system at a level sufficient to match the new reality, as well as to ensure that United Nations system organizations are provided with appropriate and sustainable funding for security to enable them to safely and effectively execute their mandates.