



29 August 2006

Excellency,

With only eight working days remaining in the Sixtieth session, we have three important items of outstanding work. I am convinced that, with more of the flexibility and constructive spirit you have already shown this year, substantial outcomes on each of these issues are now within our reach.

On the **counter-terrorism strategy**, the Co-Chairs are writing to you separately today. The next meeting will be convened on Wednesday. Despite the inherent sensitivities, we should do all we can to agree a text before the end of this session. The tensions in today's world should be a catalyst for our work on this, not an impediment. We can and should show that the General Assembly is a relevant and effective body in the area of counter-terrorism. I encourage all of you to be personally involved in this process.

On **ECOSOC reform**, the Co-Chairs begin their consultations today, and will convene further meetings every afternoon for the remainder of this week in order to finalize the draft resolution. This resolution is needed in order that ECOSOC can implement the reforms our leaders committed us to at the World Summit, and as such is a vital part of the overall reform agenda.

On **General Assembly revitalization**, we are now very close to a common understanding on the few outstanding issues, including that of the selection of the Secretary-General. However, maximum flexibility will still be needed for the Co-Chairs to be able to present an agreed text prior to a final Ad Hoc Working Group meeting by Friday.

I remain grateful to all of you for your hard work throughout the past year, and I look forward to working with you in the remaining days to bring these outstanding items on our agenda to successful conclusions.

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

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

Jan Eliasson

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



THE PRESIDENT  
OF THE  
GENERAL ASSEMBLY

1 August 2006

Excellency,

I am writing to draw your attention to an important element of World Summit follow-up, on which we have an opportunity to complete our work over the coming weeks.

In the World Summit Outcome Document, paragraph 129, our leaders recognized the need for persons with disabilities to be guaranteed full enjoyment of their rights without discrimination, and we affirmed the need to finalize a comprehensive draft convention on the rights of persons with disabilities.

The Eighth session of the Ad Hoc Committee to consider proposals for a comprehensive and integral international convention to promote and protect the rights and dignity of persons with disabilities, mandated by General Assembly resolution 56/168 of 19 December 2001 and chaired by Ambassador Don Mackay, the Permanent Representative of New Zealand to the United Nations in Geneva, will convene here in New York from 14 to 25 August.

I understand that, although there are still a number of issues outstanding, great progress has been made over the previous seven sessions and an agreement is now within reach at the Eighth session.

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

Some 650 million people – one in ten of the world's population, are believed to be living with some form of disability. Yet until now there has been no international convention on their rights. We therefore have the opportunity to agree a landmark convention which would bring practical improvements to the lives of many people around the world.

I would therefore encourage your delegations to give priority to the upcoming negotiations, and to approach them with maximum flexibility and pragmatism, in order that we can reach agreement on a convention that will be in the common interest of us all.

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

A handwritten signature in black ink, appearing to read 'Jan Eliasson', with a large, stylized initial 'J'.

Jan Eliasson



7 July 2006

Excellency,

As we enter the summer period, I am writing to take stock of our progress to date in implementing the World Summit outcome, and to highlight the outstanding matters to be dealt with before the end of the 60<sup>th</sup> session.

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There are a significant number of areas where the General Assembly has already taken action and where subsequent work is progressing:

- The **Peacebuilding Commission** held its first meeting on 23 June. The Organizational Committee is planning the first two country-specific meetings in early September;
- The **Human Rights Council** has been established and has recently concluded its first session;
- We have adopted an important resolution on follow-up to the **development** outcome of the 2005 World Summit, including the Millennium Development Goals and the other internationally agreed development goals;
- We have today adopted a wide-ranging resolution on ‘Investing in the United Nations for a stronger Organization Worldwide’, by which a number of concrete measures on **Secretariat and Management reform** have been agreed. The resolution also charts the course for continued work in the 61<sup>st</sup> session. And it builds on progress already made: an Ethics Office is already functioning and systems for whistleblower protection, and for financial disclosure, have been instituted;
- We have made progress in our consultations on the **environment**. Yesterday, I circulated the Co-Chairs’ summary of the discussions. I understand that the incoming President looks forward to continuing discussions on these important matters in the 61<sup>st</sup> session;

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- The **Central Emergency Response Fund** has been established;
- We have adopted the Optional Protocol to the Convention on the **Safety of UN and Associated Personnel**. The Protocol is now open for signature, and I encourage Member States to sign as soon as possible;
- We held a successful High-level Meeting on **HIV/AIDS**, which saw the adoption of a strong Political Declaration.

I would like to take this opportunity to thank all the Co-Chairs and others who have played leading roles in bringing about these outcomes. Without their creativity and perseverance, many of the important results we have achieved might well have eluded us. I would also like to thank all of you for committing yourselves to the negotiations, and for your willingness to work together in order to reach strong agreements.

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For the outstanding Summit Outcome follow-up items remaining on our agenda in the 60<sup>th</sup> session, I foresee that we will need to bring our work to a conclusion as follows:

### **Mandate review**

We are all grateful for the manner in which the Co-Chairs Ambassadors Akram of Pakistan and Rock of Canada have guided our informal consultations since November last year. Next week, my Office will meet with Ambassador Akram and the new Co-Chair, Ambassador Cooney of Ireland, to consider the way forward. There appears to be a widely held view that the established informal working group should continue and conclude its work on the first phase.

### **Economic and Social Council reform**

This is an important outstanding item in the overall reform agenda. I understand that many elements of the draft resolution proposed by the Co-Chairs, Ambassadors Diarra of Mali and Verbeke of Belgium, in consultations earlier in the year had met with broad agreement. That said, there are areas where some final work is needed.

It is difficult to make progress now, while so many of our experts are in Geneva. I have therefore asked the Co-Chairs to bring delegations together for a final phase of consultations on the draft resolution starting in the week beginning 21 August.

### **Counter-terrorism strategy**

The Co-Chairs, Ambassadors Menon of Singapore and Yáñez-Barnuevo of Spain, held another round of informal consultations from 28 to 30 June. They are now working on a revised text for a UN global counter-terrorism strategy based on contributions from Member States, with the aim of circulating it before the end of July. Another round of informal consultations will be convened early in the week of 21 August.

It remains my strong hope that Member States will be able to adopt a UN global counter-terrorism strategy before the end of this session.

### **Security Council reform**

As I set out in my letter of 27 June I am convening, at the request of some Member States and after consultations with others, a plenary meeting on 20 July to discuss reform of the Security Council, under agenda items 117 “Question of equitable representation on and increase in the membership of the Security Council” and 120 “Follow-up to the Outcome of the Millennium Summit”. I expect the meeting to be constructive and to assist us in achieving progress in the reform of the Council.

### **General Assembly revitalization**

From February to June, the Ad Hoc Working Group on General Assembly revitalization has held nine meetings under the leadership of Ambassadors Alsaïdi of Yemen and Silkalna of Latvia. The Working Group has considered issues such as the role and authority of the General Assembly, the role of the General Assembly in the selection of the Secretary-General, and the working methods of the General Assembly.

At the most recent meeting of the group on 29 June, a revised draft report and draft resolution were considered. The Co-Chairs will continue working with

Member States over the coming days and weeks to find agreement on these texts.

On the matter of the selection of the next Secretary-General, I met earlier this week with the President of the Security Council. My letter of 6 July attaches a memorandum summarizing the content of that discussion.

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Aside from direct follow-up to the Summit outcome, there are some other important issues we are to address before the end of this session.

### **Migration and Development**

In accordance with General Assembly resolution 60/227, the General Assembly will hold a High-level Dialogue on International Migration and Development in New York on 14-15 September, at the beginning of the 61st session. There have been a number of preparatory events over the last month. On 6 June, the Secretary-General presented his report on International Migration and Development (A/60/871) to the plenary. On 8 June the first of two panel discussions was held in New York, and on 4 July the second panel discussion was held in Geneva.

Next week, on 12 July, an informal interactive hearing will take place in New York together with representatives of non-governmental organizations, civil society and the private sector. I encourage all of you to attend.

We have also begun preparations for the High-level Dialogue in September. In my letter of 22 June, I asked all delegations to indicate to their respective regional group chair by 14 July their preference for round table participation.

### **Least Developed Countries**

In accordance with General Assembly resolution 60/228, the General Assembly will hold a High-level Meeting on the Mid-term Comprehensive Global Review of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010 in New York on 18 and 19 September, shortly after the beginning of the 61st session. In preparation, informal interactive hearings with civil society and the private

sector were held on 22 June. Preparations are now underway for the experts meeting on 4 to 6 September. Further details on the organizational arrangements for the High-Level Meeting will be communicated shortly.

I encourage you to ensure the participation of your respective delegations in these events at the highest possible level.

### **Conflict prevention**

Resolution 57/337 requested the Secretary-General to submit a comprehensive report to the 59<sup>th</sup> session of General Assembly on its implementation. The item was referred to this session. The Secretary-General's report is expected to be circulated to Member States in early August. In light of this timeline, I suggest that we hold a plenary meeting on 7 September to have a first exchange of views on the report. It is unlikely that we will be able to complete our consideration of the report during the 60<sup>th</sup> session. I will therefore work closely with the incoming President on this issue, which is so vital for the work of the UN.

### **General Assembly's relationship with civil society**

The 60<sup>th</sup> session has seen a number of examples of the successful involvement of civil society in the work of the General Assembly. Building on this, Ambassadors Jenie of Indonesia and Løvald of Norway, whom I appointed in May as my advisers on this issue, have recently delivered to me a report on the General Assembly's relationship with civil society. I have today circulated it to all Member States.

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I will be away from New York for the remainder of July, travelling in part in my capacity as President of the General Assembly. I am pleased to confirm that Ambassador Diarra of Mali has agreed to serve as Acting President from 9 to 22 July, and that Ambassador Bahemuka of Kenya has agreed to serve in the same capacity from 23 to 30 July.

For your convenience, my Office will remain available to you throughout the summer period. My Chef de Cabinet Ambassador Lars-Hjalmar Wide and my Deputy Chef de Cabinet Anna-Karin Eneström will, between them, be



here throughout the summer to assist you. My staff will also continue to maintain an up to date calendar of informal consultations and other Summit follow-up meetings for the remainder of the 60<sup>th</sup> session at:

<http://www.un.org/ga/president/60/summitfollowup/schedule.pdf> .

In closing, I wish to thank all of you for your exceptionally hard work, your support and your friendship during this vital year for the General Assembly. I look forward to working with you in the remaining weeks of this session to bring the outstanding items on our agenda to successful conclusions.

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

A handwritten signature in black ink, appearing to read 'Jan Eliasson', with a long, sweeping horizontal stroke at the end.

Jan Eliasson



THE PRESIDENT  
OF THE  
GENERAL ASSEMBLY

7 July 2006

Excellency,

As you are aware, in my letter of 18 May 2006, I announced the appointment of Ambassador Johan L. Løvald of Norway and Ambassador Rezlan Ishar Jenie of Indonesia as my personal advisers on the relationship between Member States and civil society, including non-governmental organizations.

Over the course of the last month, they have met with representatives of Member States and non-governmental organizations to listen to views and concerns on this issue.

In light of paragraphs 172 to 175 of the Outcome Document, by which World leaders welcomed the continued dialogue between Member States and civil society, I wish to thank H.E. Mr. Johan L. Løvald and H.E. Mr. Rezlan Ishar Jenie for their dedication to this endeavour.

I am pleased to share with you the findings of Ambassador Løvald of Norway and Ambassador Jenie of Indonesia as contained in their report dated 5 July 2006.

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



Jan Eliasson

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

# **United Nations: The relationship between Member States and civil society, including non-governmental organizations**

## **Report to the President of the 60th General Assembly**

### **I. Introduction**

The evolving relationship between the United Nations and civil society has been the subject of increasing attention in recent years. In his letter of 18 May 2006 to Member States, the President of the 60<sup>th</sup> General Assembly, H.E. Mr. Jan Eliasson, referred to Section V of the World Summit Outcome on strengthening the United Nations. He mentioned in particular paragraphs 172 to 175 on the participation of local authorities, the private sector and civil society, including non-governmental organizations. In this section world leaders welcomed their positive contributions to the work of the United Nations and encouraged the continued dialogue between civil society and the Member States.

The President of the General Assembly further referred to a series of informal interactive hearings with representatives of civil society, including non-governmental organizations, during the 60<sup>th</sup> General Assembly. In the course of the preparations for these hearings several issues had emerged that would benefit from clarification and elaboration.

By the said letter, therefore, the President of the General Assembly informed Member States that Ambassador Johan L. Løvald of Norway and Ambassador Rezlan Ishar Jenie of Indonesia would act as his personal advisers on the relationship between Member States and representatives of civil society, including non-governmental organizations.

In view of the short time available to undertake the necessary consultations it was felt advisable to limit the consultations to the relationship between Member States and civil society, including non-governmental organizations in the context of General Assembly affairs.

For the same reason it was further felt necessary to limit the consultations to the relationship between Member States and non-governmental organizations, thus omitting issues pertaining to all relevant groups and interests subsumed under the concept of civil society, such as the private sector. During the ensuing consultations with Member States and non-governmental organizations it was

nevertheless felt that some of the observations made were indeed also relevant to the broader concept of civil society and its relationship to the United Nations and its Member States.

Based on their mandate the authors of this report met with representatives of Member States and non-governmental organizations, as well as representatives of the Secretariat and United Nations agencies dealing with civil society relations, in order to listen to their views and concerns regarding current practices of non-governmental organization engagement in the work of the United Nations, in particular the General Assembly. The following points and observations emerged from those meetings.

## **II. Summary of views and proposals from meetings with non-governmental organizations**

At the outset it should be noted that the representatives of non-governmental organizations welcomed the initiative of the President of the 60<sup>th</sup> General Assembly to clarify and elaborate on the relationship between non-governmental organizations and Member States and, on this basis, to address future needs.

It was felt that civil society at large represented an important and as yet not fully utilized reservoir of support for the United Nations. Consequently, it appeared timely and necessary to develop a better understanding of this partnership and its working methods to underpin civil society contributions in the future.

It was pointed out that considerable efforts had already been devoted to this question. Recently, the most important contributions were no doubt the Report of the Panel of Eminent Persons on United Nations-Civil Society Relations (A/58/817 and Corr. 1) -The Cardoso Report – and the Report of the Secretary-General in response to this report (A/59/354).

Representatives of non-governmental organizations registered frustration that these reports had not been acted upon by the General Assembly in a formal way that could further clarify and expand the relationship between civil society and Member States. However, several representatives of non-governmental organizations also felt that some of the approaches taken in the most recent reports on this topic might have benefitted from further clarification and elaboration.

It was nevertheless stressed that at the end of the day it would be desirable to reach agreement on a comprehensive platform dealing with the relationship between Member States and civil society.

Pending such a development it was felt that a closer look should be taken at what could be done to improve present practices in a practical and pragmatic manner to the benefit of both sides.

Based on these considerations the main views and concrete proposals by non-governmental organizations as expressed during the consultations may be summarized as follows:

- a) Non-governmental organizations recognize and respect the intergovernmental nature of the United Nations. However, recent practices and procedures seem to have restricted interaction between non-governmental organizations and Member States. It was pointed out that the work of the General Assembly both before and following the World Summit in 2005 had taken place primarily in the form of closed informal consultations. This was in sharp contrast to the Preparatory Committees of the large United Nations Conferences during the 1990s which allowed for full and inclusive non-governmental organization participation. While recognizing the importance of informal consultations it was felt that measures should be taken to allow for more participation and interaction should such working methods continue to be employed by Member States in the future.
- b) Hearings are generally deemed welcome by non-governmental organizations, but are nevertheless considered insufficient measures of interaction with Member States. Non-governmental organizations question the impact of hearings on high-level meetings and caution that hearings are useless if Member States do not actively participate in them. Moreover, for hearings to be successful, they require a preparatory time of four to five months.
- c) For the hearings to be meaningful it is important that the outcome of the hearings be properly reported and forwarded to Member States in connection with their preparations for a high-level event or similar meetings of the General Assembly.
- d) In this connection non-governmental organizations continue to emphasize the importance of participation in the high-level and other meetings for which the hearings are the preparatory inputs.
- e) Non-governmental organizations do not consider that they should be allowed to attend all meetings; participation should be granted only to organizations with expertise in the area being discussed. They remain willing to assist in the necessary selection process in this respect. The task force concept as

resorted to by the Presidents of the 59<sup>th</sup> and 60<sup>th</sup> General Assembly is found most useful for this purpose.

- f) As United Nations accredited organizations, even if they cannot make oral interventions, non-governmental organizations wish to observe intergovernmental meetings and to make their documents available to Member States.
- g) Non-governmental organizations wish for the restoration of the budget of the Non-Governmental Liaison Service.
- h) Non-governmental organizations hope for a position of Assistant or Under-Secretary-General for Civil Society Affairs to be established in the Secretariat, in order to give a high profile to the United Nations' partnership with civil society.
- i) Non-governmental organizations stress that the Capital Master Plan should take into account the needs of non-governmental organizations by designing meeting halls accordingly and providing a well-equipped non-governmental organization resource centre.
- j) Non-governmental organizations lament the lack of participation of non-governmental organizations from developing countries at United Nations meetings and underline the opportunities for using technology to bring in the voices of these organizations.
- k) Non-governmental organizations also encourage the establishment of a trust fund to bring representatives of civil society from developing countries to United Nations meetings in person.

### **III. Summary of views and proposals from meetings with Member States**

Member States strongly affirmed that the United Nations must maintain the integrity of its intergovernmental nature, whereby Member States are the sole decision-makers. That being said further measures for increased interaction could be envisaged.

Some Member States value non-governmental organizations for their expertise in a variety of areas, as well as for their capacity to provide early warning in cases of potential conflict. For those reasons, they agree that it is important to ensure their continuous constructive contributions.

Many Member States pointed out that they engage non-governmental organizations at the national level and include them on their delegations to United Nations conferences. Some feel that an active consultation at the national level should reduce the need for engagement at the international level.

Many consider that United Nations meetings are too pressed for time and space to allow for interventions from numerous non-governmental organizations, and that the sheer number of non-governmental organizations attending United Nations meetings may create a chaotic environment.

Some Member States encourage non-governmental organizations to self-select representatives to speak on their behalf, in order to limit numbers and speak with a more powerful voice. Others feel that self-selection is not transparent and should be avoided insofar as some organizations might favor participation at the expense of others.

Some have reservations regarding the participation of organizations that are culturally insensitive, politically motivated, in particular in the context of human rights, or that represent a small interest group.

Overall, Member States want to have the ability to screen non-governmental organizations that wish to participate in United Nations meetings, especially when they do not have consultative status with ECOSOC.

The predominance of non-governmental organizations based in the developed world is of deep concern to many Member States, not least from developing countries. Noting that these organizations represent a biased perspective, they stress the need to redress this imbalance by involving more equitably non-governmental organizations from developing countries.

Member States consider the consultative relationship with ECOSOC to be the pillar of non-governmental organization engagement in the work of the United Nations. Some also note that the working methods of the non-governmental organization Committee could be updated and made more efficient and more accessible to non-governmental organizations from developing countries.

Member States would approve of measures to use technology as a means of bringing in the voices of developing countries, and while they are not opposed to a trust fund for involving participants, the question of financial contributions remains a challenge.

Many Member States reject a “one size fits all” approach to non-governmental organization participation and believe it must be determined on a case by case basis.

Some judge that there should be a uniform policy for non-governmental organization involvement in all areas of United Nations activities; if at some point non-governmental organizations are allowed to engage in the work of one of the Main Committees of the General Assembly, the same arrangement should be applicable to all of the Main Committees.

Regarding the presence of non-governmental organizations in the meeting rooms during intergovernmental negotiations, certain delegations are not opposed to that, provided that the organizations have been scrutinized and that there is a transparent process for determining how they can observe. In this respect it is noted that a number of practices have developed involving various degrees of inclusiveness and that one should concentrate on a “best practices” approach while allowing for necessary flexibility in each particular case.

Others deem the presence of non-governmental organizations to be unacceptable and inhibiting, especially in negotiating situations. They would prefer to channel non-governmental organization views exclusively through mechanisms that do not interfere with the intergovernmental process.

#### **IV. General remarks**

Member States and non-governmental organizations agree that the United Nations is and shall remain an intergovernmental organization. This fact constitutes the foundation for any consideration of United Nations and non-governmental organization relations.

During the consultations with Member States, a certain “confidence deficit” was identified in the relationship between permanent missions at the United Nations and civil society, including non-governmental organizations. The consultations with non-governmental organizations confirmed this observation. In a time of increasing globalization it was considered important by many Member States and non-governmental organizations alike to address this “deficit” squarely as it has a direct bearing on public support for the United Nations and its work.

Another point, on which Member States and non-governmental organizations concur, is the need for a greater representation of non-governmental organizations from developing countries. The proposed mechanisms for enabling this include the expanded use of technology, increased non-governmental organization



participation in United Nations activities at the country level and in regional processes, as well as the creation of a trust fund (such as that which the Secretary-General proposed to establish in his response to the Cardoso report). However, the amount of resources that such a trust fund might muster remains uncertain.

Both Member States and non-governmental organizations emphasize the importance of accountability and wish to exercise due diligence for non-governmental organizations attending United Nations meetings. The idea of a code of conduct for non-governmental organizations was suggested as a complementary measure.

Member States generally appear to be open to increased consultation with non-governmental organizations, as long as there are clear parameters that are understood and respected by all.

## **V. Concluding observations**

While there are clear differences and expectations between Member States and non-governmental organizations, there is still sufficient common ground to explore better interaction and more meaningful inclusiveness.

Any changes to be contemplated should, in the short term, take place within existing frameworks and regulations. In the longer term, a more forward looking approach might prove feasible – for example an expanded formal arrangement for United Nations-Civil Society Relations based on inclusiveness, transparency and a clear division of labor. Such an arrangement might build upon best practices so far and expand these as appropriate.

In order to develop further the partnership between Member States and civil society, including non-governmental organizations, it is felt that the President of the General Assembly has a crucial role in view of the increasing importance of his or her office in intergovernmental negotiations.

It should be noted that the President of the General Assembly will have to work closely with the Secretary-General in this respect, not least because the Secretary-General may on his or her own initiative take measures that have a direct bearing on United Nations-Civil Society relations, as exemplified below. The Report of the Secretary-General in response to the report of the Panel of Eminent Persons on United Nations-Civil Society Relations (A/59/354) remains an important reference point in this respect.

Similarly, it should be noted that the President of the General Assembly is eminently placed to assess and take into account the views of Member States in taking this partnership forward.

Given the political importance of the Office of the President of the General Assembly it follows that the President has a unique ability to participate in public discourse on these issues while taking into account the views of Member States and civil society alike. In his or her public appearances it would seem appropriate to continue to address the importance of aiming at a constructive and workable partnership between Member States and civil society, including non-governmental organizations.

Based on these considerations the authors of this report are of the view that further exploration and follow-up by the President of the General Assembly might be useful along the following lines:

- a) In order to facilitate communication with non-governmental organizations throughout the process of informal consultations in the General Assembly without infringing on the space of Member States, periodic meetings before and during the informal consultations between Co-Chairs or Facilitators and non-governmental organizations could be considered. The President of the General Assembly might wish to include this provision in the mandate he or she assigns to the Co-Chairs or Facilitators.
- b) The same approach could be applied to the Main Committees of the General Assembly, with meetings between Committee Chairs and non-governmental organizations. The President of the General Assembly might wish to pursue this in the context of the General Committee.
- c) Similarly, the President of the General Assembly could brief non-governmental organizations at the beginning of his or her term or at other key points. In particular, a consultation on the upcoming General Assembly might be arranged each fall under the auspices of the President of the General Assembly at the beginning of the General Assembly.
- d) The question of civil society hearings, to be included in the work program of the Main Committees of the General Assembly, might also be considered. The President of the General Assembly might take this up in the General Committee.

- e) In light of the emergence of informal hearings of the General Assembly as a new form of interaction between Member States and civil society, it is important to develop general guidelines for how hearings should be organized and conducted, taking into account the need for more equitable representation of non-governmental organizations from developing countries and all regions.
- f) Hearings are successful only if adequate time and human resources are allocated for their organization, taking into account time for preparation, visa requirements etc. and the need for sufficient funding to ensure a representative participation from non-governmental organizations, not least from developing countries. Interest and attendance from Member States is also essential; the President of the General Assembly should continue to take a pro-active approach in encouraging such active participation. The President of the General Assembly would need to start early preparations for the hearings in close coordination with the Secretariat and with Member States sponsoring resolutions that might entail civil society inputs at a subsequent stage. In this connection, it is also important to ensure that the substantive offices of the Secretariat are fully prepared and available to assist the President in organizing the hearings. The President of the General Assembly should take this up with the Secretary-General.
- g) For the hearings, as well as the meetings suggested above, they should be announced well in advance and as soon as this is practicable, in order to facilitate input from non-governmental organizations based abroad through the Internet or video conferencing when possible. The President of the General Assembly might wish to inform civil society on a provisional basis in some cases pending final General Assembly approval.
- h) Regarding the proposal from civil society to create a non-governmental organization/civil society focal point position at the Assistant Secretary-General or Under Secretary-General level in the Secretariat, while Member States are reticent, such a person could potentially be of assistance to Member States and civil society, by coordinating the various United Nations channels of non-governmental organization engagement. This is a matter for the Secretary-General to consider further, on the basis of his or her view of the amount of support for such a proposal, but the President of the General Assembly might wish to consult with the Secretary-General as well on this matter in view of his or her own contacts with Member States regarding United Nations-civil society relations.

- i) The same observations as above seem pertinent as regards the question of securing more predictable funding for the United Nations' Non-Governmental Liaison Service (NGLS).
- j) Notwithstanding these other proposals the President of the General Assembly might wish to strengthen his or her Office through the appointment of a high-level contact person for civil society relations, building on the valuable experience that has been gathered in this respect.
- k) Finally, the Capital Master Plan is a matter of concern for civil society in terms of future improved access to the United Nations. The President of the General Assembly might wish to voice this concern in his or her contacts with the Secretary-General and Member States.

New York, 5 July 2006

Johan L. Løvald

Rezlan Ishar Jenie

Annex: Letter of 18 May 2006 from the President of the General Assembly to Member States.

## ANNEX



THE PRESIDENT  
OF THE  
GENERAL ASSEMBLY

Thursday, 18 May 2006

Excellency,

I have the honour to refer to Section V of the World Summit Outcome on Strengthening the United Nations, in particular paragraphs 172 to 175 on the participation of local authorities, the private sector and civil society, including non-governmental organizations. In this section, world leaders welcomed their positive contributions to the work of the United Nations and encouraged the continued dialogue between them and Member States.

During its sixtieth session, the General Assembly shall engage in three informal interactive hearings with representatives of non-governmental organizations in consultative status with the Economic and Social Council, civil society organizations and the private sector on HIV/AIDS, International Migration and Development and the Least Developed Countries.

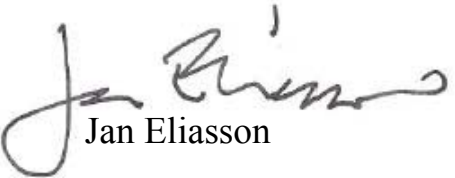
In the course of the preparations for these hearings, several issues have emerged that would benefit from further clarification and elaboration.

I have therefore asked Ambassador Johan L. Løvald of Norway and Ambassador Rezlan Ishar Jenie of Indonesia to act as my personal advisers on the relationship between Member States and representatives of civil society, including non-governmental organizations, in order to build on this experience and address future needs.

To All Permanent Representatives and  
Permanent Observers to the United Nations  
New York

As they shall conduct informal contacts and dialogues with Member States in this regard, I very much hope that you will personally engage in these meetings.

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



Jan Eliasson



THE PRESIDENT  
OF THE  
GENERAL ASSEMBLY

28 June 2006

Excellency,

A decision on lifting the spending cap, thereby authorizing the expenditure of the remaining funds appropriated for the biennium 2006 – 07 in resolution 60/247 A, is to be taken very soon.

It is my sincere hope that the spending cap will be lifted by consensus.

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Facing this decision I believe we should look back on how we have implemented the 2005 World Summit Outcome and assess the reforms we have achieved so far during the 60<sup>th</sup> General Assembly:

1. We have created the Peacebuilding Commission. The first meeting of its Organizational Committee was held 23 June.
2. We have established the Human Rights Council which is now having its first session in Geneva.
3. We have decided to set up the Central Emergency Response Fund.
4. We have adopted the Optional Protocol to the Convention on the Safety of United Nations and Associated Personnel.
5. In the field of Secretariat and management reform, the Ethics Office is now functioning. Systems of whistleblower protection, as well as financial disclosures, have been instituted.
6. Work is proceeding on a counter terrorism strategy and an initial phase of consultations on environmental governance has just been concluded.

7. A new milestone has been reached by the agreement on the draft resolution on Development follow-up. The intention is to have it adopted by the General Assembly on Friday, 30 June.

The focus for our attention is now on continued work on Secretariat and management reform. This work is proceeding along three tracks: (1) Management reform based on the Secretary-General's report "Investing in the United Nations: for a stronger Organization worldwide", (2) issues related to the comprehensive review of governance, oversight and accountability and (3) review of mandates with the report of the Secretary-General "Mandating and delivering: analysis and recommendations to facilitate the review of mandates" as a basis.

(1) On the first track, the 5<sup>th</sup> Committee is about to embark on intensive consultations regarding a draft resolution on **management reform**. It is my understanding that Member States generally agree that such a draft resolution should contain, inter alia, the following elements:

- Chief Information Technology Officer,
- Enterprise Resource Planning System (ERPS),
- limited discretion to the Secretary-General in budgetary implementation,
- improved Financial Management Practices
- increase in the Working Capital Fund,
- United Nations of International Public Sector Accounting Standards (IPSAS),
- reporting mechanisms and public access to UN documents.

It is my expectation that there will be agreement on this draft resolution by Friday, 30 June.

It is also my understanding that Member States will defer remaining management reform issues to the 61<sup>st</sup> General Assembly. Among these are:

- procurement rules, regulations and policies,
- issues related to human resources management,
- redesigning the system of Administration of Justice,
- further reforms regarding information and communication technology,
- issues of cost-benefit analysis of select administrative services.



(2) On the second track, **the comprehensive review of governance, oversight and accountability**, I understand that due to the lack of time Member States may wish to defer consideration of the following issues to the 61<sup>st</sup> General Assembly:

- the Independent Audit Advisory Committee (IAAC)
- the independent external evaluation of audit and oversight capabilities of the Organization,
- strengthening of the accountability of the Secretariat.

(3) On the third track, **mandate review**, the co-chairs have provided me with an interim report with annexes containing, inter alia, the following observations:

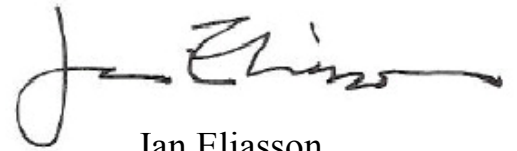
- a working group has been established to consider those mandates five years and older that have not been renewed,
- the 400 mandates the working group has considered have been separated into categories on the basis of their status of implementation,
- the group has agreed to continue looking at mandates in the category implemented/in-progress with a view to identifying areas for early action,
- the working group has identified 66 mandates as discontinued,
- the working group considered a concrete proposal to discontinue the Regular Program of Technical Cooperation (RPTC) and redirect said resources to the development account and agreed that this issue requires comprehensive review on an expedited basis.

As concerns the way forward the co-chairs have suggested the following:

- the Working Group will conclude the review of five year old, unrenewed mandates, preferably before the end of July,
- a number of confidence building measures should be agreed upon in order to pave the way for a Phase 2 of Mandate Review covering all mandates older than five years created by the General Assembly,
- Phase 2 will begin as soon as practicable, but not later than July 15, and will address all mandates organized by “issue areas”,
- the selection of an “issue area” for early review as a pilot project.

It is my hope and expectation that these elements, which will constitute a credible process for the way forward, will be included in a draft resolution.

Serious and constructive negotiations concerning all aspects of Secretariat and management reform are continuing. All parties must commit themselves to agree on a resolution containing concrete and substantive measures on the management and oversight issues by 30 June.

A handwritten signature in black ink, appearing to read 'Jan Eliasson', with a stylized, cursive script.

Jan Eliasson

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



THE PRESIDENT  
OF THE  
GENERAL ASSEMBLY

31 May 2006

Excellency,

I have the honour to refer to resolution 60/227 of 23 December 2005 by which the General Assembly decided to hold a High-level Dialogue on International Migration and Development on 14 and 15 September 2006. In this letter, I would like to draw your attention to a number of events that will be arranged during the 60<sup>th</sup> session, in preparation for the High-level Dialogue.

I have already informed you earlier about the one-day informal interactive hearings with representatives of non-governmental organizations, civil society organizations and the private sector, that are scheduled to be held on 12 July 2006. On this matter, I refer to my letters of 12 April and 22 May.

GA resolution 60/227 further invited the President of the General Assembly, within existing resources, in consultation with Member States, and with the assistance of the Secretariat, to organize prior to the High-level Dialogue up to two panel discussions on its overall theme.

In this connection, I wish to inform you that the first panel discussion on International Migration and Development is scheduled to take place on 8 June 2006, from 3:00 p.m. to 6:00 p.m. at United Nations Headquarters in New York. The second panel discussion is scheduled to take place on 4 July 2006, from 4:30 p.m. to 6:30 p.m. at the Palais des Nations in Geneva.

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The purpose of the panel discussions is to debate, at the substantive level, the ways and means of maximizing the benefits of migration for development and minimizing its negative impacts, and, particularly, the role that the United Nations system can play in assisting Member States to make the most of the opportunities that migration brings and addressing the challenges it poses.

The panel discussions will provide an excellent opportunity for fruitful interaction between Member States and representatives of the United Nations system and will be an important contribution to the successful organization and outcome of the High-level Dialogue in September. I encourage you to personally participate in one or both of them.

The panelists will include heads of relevant United Nations agencies, funds, programmes and regional commissions, as well as the International Organization for Migration. I am pleased to announce that the panelists for the first panel discussion on 8 June will be:

Ms Thoraya Obaid, Executive Director, United Nations Population Fund  
Mr José Antonio Ocampo, Under-Secretary-General for Economic and  
Social Affairs

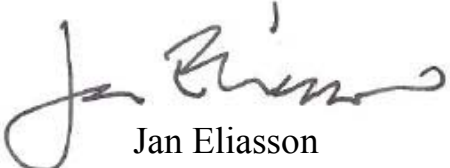
Mr José Luis Machinea, Executive Secretary, Economic Commission for  
Latin America and the Caribbean

Mr Peter Sutherland, Special Representative of the Secretary-General on  
International Migration and Development

Mr Danny Leipziger, Vice President, World Bank

I am also pleased to inform you that the Secretary-General will present his report on International Migration and Development in a General Assembly plenary meeting on 6 June at 4 p.m. Further information will follow in a Journal announcement.

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



Jan Eliasson



THE PRESIDENT  
OF THE  
GENERAL ASSEMBLY

24 March 2006

Excellency,

Following the adoption of the Human Rights Council resolution last week, I am writing to draw your attention to the work that remains ahead of us in the coming months.

I am very grateful for the energy and commitment you invested in the historic resolution on the Human Rights Council. As you know, elections to the Council will take place on 9 May. The Secretariat is preparing a note for Member States on the modalities for the elections of the members of the Council.

I know that you now stand ready to actively involve yourselves in the other ongoing processes of reform and World Summit follow-up. First and foremost amongst these are Development and ECOSOC reform, Secretariat and Management reform, and the Peacebuilding Commission, where we must quickly complete our unfinished work to constitute the Organizational Committee.

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*Development follow-up and ECOSOC reform*

Ambassador Verbeke of Belgium and Ambassador Diarra of Mali have co-chaired many informal consultations of the plenary on the two draft resolutions on development follow-up and ECOSOC reform since last fall.

On ECOSOC reform, there has been encouraging progress in finding strong formulations on the Council's new functions. On development follow-up, there has also been good progress on a number of areas of the draft. However, there has not yet been an understanding on one area of the text and its proposed amendments.

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I urge delegations to go into the informal meeting which the Co-Chairs have scheduled to consider this part of the text with full respect for each other's views, and a willingness to constructively discuss the issues at hand. Delegations' positions are well known. I hope that all will show flexibility in order to assist the Co-Chairs in quickly finding the best way forward. Development and ECOSOC reform are too important to be further delayed.

I very much hope that you will now be able to engage personally on these two resolutions. I intend to work closely with the Co-Chairs to ensure that both resolutions are adopted in the coming weeks.

Meanwhile, other General Assembly development work is progressing. Most immediately, my proposal for a thematic debate on Human resources, Health and Development received positive reactions from Member States. I will revert to you regarding the timing and arrangements for this meeting.

I am also making arrangements both for the High-Level Meeting on the midterm comprehensive review of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010, and for the High-Level Dialogue on International Migration and Development. While these meetings are scheduled for September, I am also arranging informal interactive hearings with representatives of civil society and – in the case of migration – preparatory panels, from June onwards. I will write to you separately about these in due course.

### *Secretariat and Management reform*

We need a strong United Nations that can meet global challenges with efficiency, credibility and moral authority. That is why the 2005 World Summit devoted such an important part of its Outcome Document to Secretariat and Management reform.

You have now received the Secretary-General's report "Investing in the United Nations: for a stronger Organization worldwide" (A/60/692). This is an important report at an important time.

It is now for Member States to examine the Secretary-General's proposals and take decisions. We have not lost any time; the Advisory Committee on Administrative and Budgetary Questions plans to present its report on 27

March. There is broad agreement that we must address the substantive issues involved in Secretariat and Management reform as quickly as possible. There is also broad agreement that it is important that we see the first results of our deliberations in the next few months.

I therefore appeal to all Member States to take a constructive and practical approach to questions of procedure so that both the overarching political issues and the budgetary, financial and administrative issues can be considered in an appropriate way.

On 30 March, the Secretary-General will also be presenting to the General Assembly his report on mandates older than five years originating from resolutions of the General Assembly and other organs, in accordance with paragraph 163 (b) of the 2005 World Summit Outcome. Co-Chairs Ambassador Akram of Pakistan and Ambassador Rock of Canada will have an important role in facilitating the intergovernmental work to review these mandates.

### *Peacebuilding Commission*

We created the Peacebuilding Commission on 20 December. We must now ensure that the Commission quickly becomes operational. It is vital that we select or elect the members of the Organizational Committee without further delay so that the relevant actors in peacebuilding can come together at its first meeting in the coming weeks.

I have today presented a non-paper to the chairs of the regional groups with a proposal on the distribution of seats in the General Assembly. I hope that this will help to facilitate prompt action in ECOSOC, followed by decisions by the financial and troop contributors and, finally, elections in the General Assembly. I count on your support as we move with urgency towards the launch of this new body of such importance to peoples and nations in post-conflict situations.

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Beyond these three priorities, there are other outstanding areas of work mandated to us by our leaders which call for our continued engagement.

### *System-wide Coherence*

It will be important for Member States to have an early opportunity to informally contribute their perspectives to the panel the Secretary-General has established to consider how to enhance System-wide Coherence in the areas of development, humanitarian assistance and the environment. I therefore intend to schedule an informal meeting of the plenary at the time of the panel's first meeting in early April. I will write shortly with the exact date and other details of this meeting.

### *Counter-terrorism*

The Ad Hoc Committee established by General Assembly resolution 51/210 has made some progress on its work to conclude a comprehensive convention on international terrorism, although more time for consultations is needed. I trust that all Member States will use this extended period of consultations to find ways of reaching agreement before the end of our Sixtieth Session.

In the 2005 World Summit Outcome, our leaders also asked us to develop, adopt and implement a strategy to promote comprehensive, coordinated and consistent responses, at the national, regional and international levels, to counter terrorism.

In the coming weeks, I am expecting the Secretary-General's proposals on strengthening the capacity of the United Nations system to assist States in combating terrorism and enhancing the coordination of the United Nations activities in this area, as well as his additional inputs of relevance for the forthcoming work of the General Assembly on a counter-terrorism strategy. Thereafter, I intend to initiate informal consultations of the plenary.

I am pleased to advise that Ambassador Menon of Singapore and Ambassador Yáñez-Barnuevo of Spain have agreed to be Co-Chairs for this process.

### *HIV/AIDS*

Following the adoption of the resolution on 23 December, work has been proceeding on the preparation of the HIV/AIDS meetings to be held from 31 May to 2 June. I will be writing in the coming days to advise you of the



proposed organizational arrangements for the meetings, and to seek expressions of interest for Member States' participation in certain segments.

Meanwhile, I am pleased to advise that the Co-Chairs for the organizational resolution, Ambassador Hackett of Barbados and Ambassador Laohaphan of Thailand, have kindly agreed to co-chair the negotiations on the Political Declaration which is to be adopted at the High-Level Meeting. They will be in contact with you shortly to set out their plans.

### *Environment*

The Co-Chairs, Ambassador Berruga of Mexico and Ambassador Maurer of Switzerland, have held a number of bilateral consultations over recent weeks regarding the mandate in paragraph 169 of the Outcome Document on the institutional framework for the UN's environment work. Following these consultations, they have written to Member States outlining their plans for informal consultations on 19 and 25 April. I know you will go into these consultations with an open and creative approach.

### *Security Council reform*

In my review of progress on Security Council reform of 19 December, I encouraged Member States to engage in constructive dialogue on this issue. I note that at this moment three draft resolutions on this issue have been tabled. I remain fully committed to pursuing the goal of Security Council reform as agreed at the 2005 World Summit, and remain available for consultations with Member States.

I also encourage Member States to work constructively with Ambassador Bethel of the Bahamas and Ambassador Majoor of the Netherlands, the Co-Chairs of the Open-ended Working Group on the Question of Equitable Representation on and Increase in the Membership of the Security Council and Other Matters Related to the Security Council, as they take forward their work.

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*General Assembly revitalization*

Good progress in the outstanding areas of work requested of us by our leaders will constitute revitalization in action. It will provide examples of good practice to the ad hoc working group which has started its deliberations under the co-chairmanship of Ambassador Silkalna of Latvia and Ambassador Alsaïdi of Yemen. The working group will soon proceed to consider specific themes and will submit a report with recommendations to the General Assembly later this spring. I am encouraged by your active participation and your valuable contributions to this work.

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With the adoption of our resolutions on the Central Emergency Response Fund, on the Safety and Security of UN Personnel, on the Peacebuilding Commission, on HIV/AIDS, and most recently on the Human Rights Council, the General Assembly has already achieved much in its Sixtieth Session. But we still have several important tasks ahead of us. I am conscious that this agenda will mean further hard work for all of you, particularly the smaller Missions.

But we should keep up the momentum of the reform and follow-up process. We must come to closure soon on our work on development follow-up and ECOSOC reform. We must all devote serious time and consideration to Secretariat and Management reform, whilst also taking forward the other important areas of work outlined above. And we must put the Peacebuilding Commission in place without further delay.

To assist your planning through this busy period, my Office will be keeping a calendar of informal consultations updated at:

<http://www.un.org/ga/president/60/summitfollowup/schedule.pdf> .

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



Jan Eliasson



6 February 2006

Excellency,

I am writing to draw your attention to the upcoming meeting of the Ad Hoc Committee established by General Assembly resolution 51/210 of 17 December 1996 dealing with terrorism. The meeting will take place from 27 February to 3 March 2006. The main task for the Ad Hoc Committee at this meeting will be to continue work on a comprehensive convention on international terrorism. The Ad Hoc Committee will also address the question of convening a high-level conference under the auspices of the United Nations.

Given the vital importance of combating terrorism and the mandate given to us by our leaders in the 2005 World Summit Outcome, I hope that Member States will be able to make every effort to reach agreement on a comprehensive convention on international terrorism as soon as possible during this session of the General Assembly.

To facilitate this process, I have asked the Chairman of the Sixth Committee, Ambassador Juan Antonio Ydnez-Barnuevo of Spain, and the Chairman of the Ad Hoc Committee, Ambassador Rohan Perera of Sri Lanka (who will be in New York from around 20 February), to consult Member States with a view to exploring a possible way forward on outstanding issues in the negotiation of the comprehensive convention.

I strongly encourage Member States to participate in these consultations in a constructive spirit and with renewed vigour and determination in order to achieve consensus on the comprehensive convention.

All Permanent Representatives and  
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New York

After the conclusion of the Ad Hoc Committee meeting in early March, I plan to initiate informal consultations of the Plenary on a counter-terrorism strategy. By this time, I hope to have received relevant input from the Secretary-General's Counter-Terrorism Implementation Task Force which could serve as an initial basis for our consultations. I plan to revert to you with proposed names for Co-Chairs to help conduct consultations on this matter.

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

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

Jan Eliasson



20 January 2006

Excellency,

As our work on the different reform tracks continues and intensifies, notably on the Human Rights Council, Development and ECOSOC reform as well as on Secretariat and Management reform, I write to you regarding some other areas of the 2005 World Summit follow-up.

As stated in my letter of 19 December 2005 on the “Review of Progress on Security Council Reform”, I intend to reconvene shortly the “*Open-ended Working Group on the Question of Equitable Representation on and Increase in the Membership of the Security Council and Other Matters Related to the Security Council (OEWG)*”. For this purpose, I have asked Ambassador Paulette Bethel of the Bahamas and Ambassador Frank Majoor of the Netherlands to serve as Vice-Chairpersons of the OEWG.

I am pleased to inform you that Ambassadors Bethel and Majoor have kindly agreed to accept this responsibility. I have asked them to consult delegations with a view to preparing the basis of the work for the OEWG. I trust that you will give them your full support in their efforts.

I will revert to you with information on the informal consultations of the plenary on the United Nations environment work as well as on the counter-terrorism strategy.

Next week I shall be on official travel to Strasbourg and Vienna. I look forward to working with you again after my return to New York on 29 January.

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

A handwritten signature in black ink, appearing to read 'Jan Eliasson', with a long horizontal flourish extending to the right.

Jan Eliasson

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



THE PRESIDENT  
OF THE  
GENERAL ASSEMBLY

22 December 2005

Excellency,

As 2005 draws to a close, I am writing to review our progress in implementing the decisions of our leaders at the World Summit, and to look forward to the next steps we will need to take together in the New Year.

As I write, intense discussions on the 2006/07 budget are underway. I know that work is going on to bring them to a satisfactory conclusion by tomorrow. It is crucial and critical for the UN that we now reach a decision on the budget.

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First, I want to look back briefly at 2005 as a whole which has, by any measure, been an exceptional year.

The year will be remembered as a year of catastrophic natural disasters, from the aftermath of the Asian tsunami to the hurricanes in the Caribbean and the Gulf of Mexico, the flooding and mudslides in Central America and the South Asian earthquake. I know we all stand united behind those affected and those involved in relief and reconstruction.

2005 has been a year of progress on several fronts, not least on development. Welcome new commitments were made on aid and debt and some progress was made on trade just a few days ago in Hong Kong. Needless to say, there is much more to be done. A major focus in 2006 must be to ensure that our commitments to development are implemented.

The United Nations has been subject to much serious scrutiny and criticism over the past year. This has to be fully and properly considered. In fact, in a world of much insecurity and mistrust, many multilateral institutions have come under attack. Yet, the nature of today's global challenges is such that we need effective multilateralism more than ever.

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

2005 was also a year of opportunity. The 2005 World Summit Outcome showed that the members of the United Nations are prepared to reform to meet the challenges of today's world. It paved the way for us to take important actions which could lead to greater security, greater dignity, and a substantial reduction in poverty for many of our peoples. For all of us in the General Assembly, these tasks have been – and will continue to be – a great opportunity and a great responsibility.

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In reviewing progress in the major areas of Summit follow-up, I should begin by highlighting three areas where we have already reached important agreements, and one where an agreement in our informal consultations is expected to come to the plenary for adoption tomorrow.

#### *Peacebuilding Commission*

I am greatly encouraged that, on 20 December, the General Assembly reached agreement on the Peacebuilding Commission. I commend the Co-Chairs, Ambassador Løj of Denmark and Ambassador Mahiga of Tanzania, for conducting our informal consultations with such commitment and efficiency. I applaud each one of you for your courage and vision in bringing about this historic achievement. To those who argue that the United Nations, and the General Assembly in particular, is not able to take important but difficult decisions, I hold up the establishment of the Peacebuilding Commission as an example of what we can do together.

The fact that a number of you were prepared to set aside some deeply held differences of view in order to see the resolution adopted this week shows that this Assembly is willing and able to come together when the time for decisions is here.

This week's decision was just a beginning. The Commission must quickly become operational and turn into a living reality in the field. We should now select or elect the members of the Organizational Committee without delay. I will revert to you shortly with the arrangements for further action in this regard within the General Assembly.

### *Central Emergency Response Fund*

We have fulfilled the mandate by our leaders to improve the timeliness and predictability of humanitarian funding, as called for in the Summit Outcome document. On 15 December, the existing CERF was transformed to the Central Emergency Response Fund and a sizeable grant element was added to the revolving fund. By this decision, we have taken action to ensure a more rapid, effective and equitable international response to today's humanitarian crises.

### *Safety and security of personnel*

A major step to strengthen the legal framework of protection of staff and associated personnel was taken by the General Assembly on 8 December when the Optional Protocol to the Convention on the Safety of United Nations and Associated Personnel was adopted. The scope of legal protection will now also include United Nations operations conducted for the purpose of delivering humanitarian, political and development assistance in peacebuilding, and for delivering emergency humanitarian assistance.

I strongly encourage all Member States to sign and ratify the Optional Protocol, as it opens for signature in January next year. I also encourage Member States who have yet to sign and ratify the above-mentioned Convention to do so at the earliest opportunity.

### *HIV/AIDS*

The consultations on HIV/AIDS concluded their work last week with informal agreement on a draft resolution. I am grateful to Ambassador Hackett of Barbados and Ambassador Laohaphan of Thailand for their skilled co-chairing of the process, and to Member States for reaching consensus on some sensitive issues. The draft resolution, which is expected to be brought before the plenary for adoption tomorrow, paves the way for a comprehensive review of progress of the 2001 Declaration of Commitment on HIV/AIDS and a high-level meeting in May/June 2006. This meeting is intended to keep international attention focused on all aspects of the fight against HIV/AIDS. As soon as a resolution is adopted, I would strongly encourage high-level representation at the meeting from as many Member States as possible.



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Looking forward to 2006, there are further important areas of follow-up where our work is already underway and must continue.

### *Human Rights Council*

I thank my two Co-Chairs, Ambassador Arias of Panama and Ambassador Kumalo of South Africa, for having diligently conducted eighteen informal consultations of the plenary. They were also at my side during the meeting with representatives of the Commission on Human Rights on 23 November. I am encouraged by the thorough and substantive work accomplished to date. The consultations to date have allowed us to identify the issues on which we need to find an agreement.

It is now time for us to bring this work to closure, and I hope that you will be able to involve yourself personally in our efforts to do so. Informal consultations have been scheduled for 11 and 13 January. As I have stated before, the earlier we have a decision establishing the Council, the earlier we can start working on the necessary transitional arrangements with the present Human Rights Commission.

### *Development and ECOSOC reform*

I said in my 30 September letter that it was imperative to keep development high on the agenda of the General Assembly during this Session. I am pleased to note that the General Assembly has now adopted resolutions on follow-up processes in 2006 on migration and development and in 2008/09 on Financing for Development. It will be vital that we all give these processes high priority. Separately, I am sure all Member States were pleased to see the UN Convention Against Corruption enter into force on 14 December, thus following up another element of the World Summit Outcome.

Meanwhile, the informal consultations on development follow-up and ECOSOC reform – ably co-chaired by Ambassador Verbeke of Belgium and Ambassador Diarra of Mali – have been characterised by practical, constructive discussions. There is a shared determination to create a more

effective ECOSOC and ensure prompt and thorough follow-up to the Summit Outcome on development, including the Millennium Development Goals and the other internationally agreed development goals that emerged from the major UN conferences and summits.

In order to promote further implementation as soon as possible, and to enable ECOSOC to put the reforms in place in 2006, we should bring these negotiations to a conclusion at the beginning of the New Year. In this regard, the Co-Chairs advise me that the next informal consultations, at which elements of draft resolutions will be considered, will be held on 13 and 16 January (this is a change from the dates announced at the end of the last consultation).

#### *Secretariat and Management reform*

There have been five informal consultations on Secretariat and Management Reform, ably co-chaired by Ambassador Akram of Pakistan and Ambassador Rock of Canada. There was early agreement to consider issues in two categories: items for early action and items requiring more time.

In the first category, discussions were held regarding the establishment of an ethics office, the conducting of an independent external evaluation of the auditing and oversight system of the United Nations and the proposals on an independent oversight advisory committee. These issues are now part of the final budget negotiations.

Regarding the second category of items, on which reports will be forthcoming from the Secretariat in the spring of 2006, the consultations benefitted from briefings by the Deputy Secretary-General and other Secretariat officials. These briefings covered ongoing work to enhance effective management, provide an assessment to the General Assembly on budgetary, financial and human resources policies, regulations and rules, and prepare for the review of mandates older than five years. The discussions on mandate review gave an opportunity for Member States to give the Secretariat guidance and direction on this work.

The informal consultations will reconvene in the New Year, with the intention of concluding work in June.

### *Security Council Reform*

As mandated by the Outcome Document, my letter of 19 December reviewed the progress to date of efforts to reform the Security Council, both in terms of making it more broadly representative, efficient and transparent and of adaptation of its working methods.

I noted the continued strong interest among Member States in Security Council reform, and the widely held view that reform of the Security Council is an essential element of the overall reform effort. I indicated my availability for consultations with Member States considering initiatives on Security Council reform as well as with other Member States, and announced my intention to convene the Open-ended Working Group in the New Year.

I encourage you to engage in constructive dialogue on the important issue of Security Council reform. I am fully committed to pursuing the goal of Security Council reform as agreed at the 2005 World Summit. In my continued work, I shall primarily be guided by ideas and contributions from Member States on the best way towards a reform of the Security Council which is equitable and effective and meets with broadest possible agreement.

### *Counter-terrorism*

I am grateful to the members of the Sixth Committee and its Chair, Ambassador Yáñez-Barnuevo of Spain, as well as Ambassador Perera of Sri Lanka, Chairman of the Working Group on terrorism, for the solid work they have done to date. The Sixth Committee Chair and I will continue to consult Member States to discuss relevant issues including the comprehensive convention, a counter-terrorism strategy and a high-level conference.

I would urge Member States to use the time before the resumption of the Ad Hoc Committee in February 2006 to make every effort to find a formula to overcome the remaining difficulty in the negotiation on the convention.

I am writing separately to the Secretary-General requesting him to provide proposals on capacity building referred to in paragraph 88 of the Outcome Document, as well as other inputs of relevance for the work of the General Assembly on a counter-terrorism strategy. The contributions from the Secretary-General in this regard would be a useful basis for the informal

consultations I intend to hold in the New Year, and on which I hope we will all be able to focus our energy.

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Lastly, there are areas of Summit follow-up where our work will need to begin when we return in the New Year.

#### *System-wide coherence*

On 1 December I circulated a letter from the Secretary-General regarding the study the General Assembly asked him to undertake on United Nations system-wide coherence in the areas of humanitarian assistance, the environment and development. In my accompanying letter, I indicated the importance of giving Member States an opportunity to contribute their perspectives to the panel being established at an early stage in its work. I intend to provide such an opportunity as soon as possible in the New Year.

#### *Environment*

In my letter of 3 November, I noted that the Outcome Document mandated us to look at the institutional framework for the UN's environment work, and signalled my intention to set up informal consultations in this regard in the New Year. Since then, I have asked the Secretariat to produce a factual background paper to help inform our forthcoming consultations. I will write again in January regarding the appointment of two Co-Chairs, and envisage that they would be able to hold their first consultations within a few weeks of their appointment.

#### *General Assembly revitalization*

My letter of 31 October set out my proposals on revitalization. I have subsequently appointed Ambassador Silkalna of Latvia and Ambassador Alsaïdi of Yemen to co-chair the ad hoc working group mandated to identify ways to further enhance the role, authority, effectiveness, and efficiency of the General Assembly. I am grateful for all the advice, ideas and support that Member States are giving to the Co-Chairs as they prepare to move this important issue forward in the New Year.

I will revert to some other aspects of Summit follow-up such as Charter amendments and Human Security in the New Year.

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I know that all of you and your staff have had to work very intensely as we moved from the busy agenda of the 59<sup>th</sup> session to the World Summit negotiations, and immediately thereafter to the task of implementation, alongside our regular programme of work. I am immensely grateful to all of you for the energy you have invested in our work, and for your willingness to work through the open, transparent and inclusive mechanisms we have put in place. I know you will all want to join me in thanking those who have played leading roles in our work since the Summit.

I trust that we will all have an opportunity to recharge our batteries over the coming weeks, and look forward to welcoming you back in January to continue our work with renewed vigour and determination. To aid your planning, I will be keeping the calendar of informal consultations updated at <http://www.un.org/ga/president/60/summitfollowup/schedule.pdf>.

Finally, I should note that as 2005 winds up, we come to the end of the year which marked the centenary of Dag Hammarskjöld's birth. I believe his words in 1960 are as pertinent now as they were then. He said:

‘We have too much in common, too great a sharing of interests and too much that we might lose together, for ourselves and succeeding generations, ever to weaken in our efforts to turn simple human values into the firm foundation on which we may live together in peace’.

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

A handwritten signature in black ink, appearing to read 'Jan Eliasson', with a long horizontal flourish extending to the right.

Jan Eliasson

**Program for Informal briefing with the NGO community,  
16 December 2005, 10:00am – 1:00pm Conference Room 4 –  
United Nations, New York**

**10:00am – 11:30am**

H.E. Mr. Jan Eliasson  
President of the Sixtieth Session of the United Nations General Assembly  
Presentation and Q&A

**11:30am – 1:00pm**

Presentations and Q&A with Co-Chairs

**11:30 – 11:35**

H.E. Mr. Christopher Fitzherbert Hackett  
Permanent Representative of **Barbados** to the United Nations  
**(HIV/AIDS)**

**11:35– 11:45**

Questions on HIV/AIDS

**11:40 – 11:45**

H.E. Mr. Johan C. Verbeke  
Permanent Representative of **Belgium** to the United Nations  
H.E. Mr. Cheick Sidi Diarra  
Permanent Representative of the **Republic of Mali** to the United Nations  
**(Development and ECOSOC reform)**

**11:45 – 11:50**

H.E. Mr. Allan Rock  
Permanent Representative of **Canada** to the United Nations  
**(Secretariat and management reform)**

**11:50 – 11:55**

H.E. Mr. Abdullah M. Alsaïdi  
Permanent Representative of the **Republic of Yemen** to the United Nations  
**(General Assembly revitalization)**

**11:55 – 12:00**

H.E. Mr. Augustine P. Mahiga  
Permanent Representative of the **United Republic of Tanzania**  
to the United Nations  
**(Peacebuilding Commission)**

**12:00 – 12:05**

Co-Chair of Human Rights Council, TBC

**12:05 – 12:55**

Question & Answer session

**12:55 – 13:00**

Closing, H.E. Mr. Jan Eliasson



THE PRESIDENT  
OF THE  
GENERAL ASSEMBLY

5 December 2005

Excellency,

I am pleased to attach a chart indicating the schedule of planned informal consultations of the plenary on the Peacebuilding Commission, Human Rights Council, Development Follow-up and ECOSOC reform, Secretariat and management reform and HIV/AIDS from Monday 5 December until the end of the year. I trust that this will help you in organizing your Mission's representation at these consultations.

The chart, which will be kept updated, has been posted at:

<http://www.un.org/ga/president/60/summitfollowup/schedule.pdf>

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In circulating this chart, I want to express my gratitude to you for all the contributions made so far to the work of these consultations. The Co-Chairs and I appreciate the willingness of all Member States to support them and to work through the negotiation processes we have established. I also know that the Co-Chairs will continue to work with you in the open, transparent and inclusive manner which has characterized the consultations to date.

I am keenly aware of the burden of this intensity of meetings, particularly for small and medium sized Missions. I know that some Missions are working together to share the workload.

I have endeavoured to avoid consultations running in parallel, though in one or two cases this has not been possible. I am also conscious that there are important meetings of the Plenary and some of the Committees continuing over the next few weeks. Wherever possible, we will ensure that informal consultations do not run in parallel to Plenary and Committee meetings dealing with issues in related fields.

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

I want to take this opportunity to reiterate why the Co-Chairs and I are planning such an intensive schedule. I have summarised below some of the considerations which have a bearing on the pace at which we must complete the various strands of our work.

### *Peacebuilding Commission*

We are in the final stage of negotiations on the Peacebuilding Commission. I do not believe that we need more than one or two more meetings to reach a final agreement. We have a clear deadline given by our leaders in the 2005 World Summit Outcome Document. We need to come to closure very soon as we are approaching 31 December, when the Commission is to be operational. I call on all of you to assist in the process of reaching final agreement, so that we can meet the expectations of those countries and peoples eagerly waiting for the Commission to start its work.

### *Human Rights Council*

On the Human Rights Council, I was requested in the Outcome Document to conduct negotiations and to complete them as soon as possible during the 60<sup>th</sup> Session of the General Assembly. In my letter of 30 September I noted that there are budgetary and practical reasons to strive for an agreement on the Human Rights Council by the end of the year. As the Human Rights Council will be established in place of the Commission on Human Rights, there are many transitional issues which need to be addressed. The sooner a decision is taken, the easier it will be to prepare for a smooth transition. My useful visit to Geneva with the Co-Chairs confirmed this view.

As you may recall, when I presented a timetable on 11 October I stated that intensive negotiations would begin at the end of November and that as many meetings per week as necessary would be convened thereafter. I noted that by that time the Third Committee would have finished its session and the experts would be available to assist their Ambassadors.

We are now in the midst of these intensive negotiations. Meetings have been scheduled from now until 23 December with the intention to continue as long as necessary to reach a conclusion before the end of the year.



### *Development and ECOSOC reform*

I am determined that work on Development Follow-up and ECOSOC reform should be taken forward quickly. It is important that a resolution on Development Follow-up be finalized soon so that we are all clear of our responsibilities in this regard. The resolution on ECOSOC reform will also need to be ready in good time for ECOSOC to take the necessary steps to implement the reforms in 2006.

I am grateful to the Co-Chairs for getting these consultations underway so promptly, and for scheduling regular sessions between now and the end of the year. They and I share the view that it will be important to bring the consultations to closure as early as possible in the New Year, when the Second Committee has concluded its work and delegations will have greater capacity to engage in the process.

### *Secretariat and management reform*

The Co-Chairs have recently written to Member States outlining their plan of work. They foresee that there are elements of the Outcome Document that can be considered immediately. They have accordingly scheduled some meetings for the remaining part of the year.

There are other decisions and recommendations in the Outcome Document that will need more time. Background material will be needed from the Secretariat and some of these issues by their nature require a longer period of discussion and deliberation. Further work on these issues will be taken forward early next year.

### *HIV/AIDS*

Work continues to reach agreement on the organizational resolution for the important event we will hold in the General Assembly at the end of May and beginning of June 2006. I would encourage delegations to help bring these negotiations to closure as soon as possible so that the work of preparing for the event can get underway.

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Finally, standing back from the detail of specific negotiations, I believe we must remind ourselves what is at stake. I said when I opened the General Debate in September that I believed the Outcome Document to be a strong and substantial foundation for our work on development, security and human rights as well as the organization of the UN. I noted that many saw it as a solid basis for the most ambitious reform agenda in the history of the UN, while others argued it would make little difference in the outside world. And I said at the time that I believed it was up to us to determine who was right.

We are now rapidly approaching the time for completing the first of our tasks. The extent to which we are able to reach agreements in the next few weeks will determine the way the 2005 World Summit is judged. Also, let us not forget that many outside the UN are expecting rapid progress. The results of our labours will strongly affect the standing of the General Assembly, the United Nations and multilateralism.

So I hope that, as we enter this decisive phase of our work, we can all respond with a renewed spirit of creativity, flexibility and compromise. The Co-Chairs and I will do all we can to bring our negotiations to a conclusion. But your considerations and your actions are of fundamental importance if we are to be successful. I appeal to you to consider where you can play a role in building bridges and forging agreements over the remaining days and weeks.

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I plan to write to you again before the end of the year reviewing our progress to date in implementing the decisions in the Outcome Document.

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



Jan Eliasson



THE PRESIDENT  
OF THE  
GENERAL ASSEMBLY

1 December 2005

Excellency,

I have received a letter from the Secretary-General regarding the study the General Assembly asked him to undertake on United Nations system-wide coherence in the areas of humanitarian assistance, the environment and development. I attach a copy of the letter.

In the letter, the Secretary-General suggests that the panel being established to take forward this work would value an opportunity to hear Member States' perspectives on the issues under its consideration at an early stage in its work.

I believe it will be important that Member States are given such an opportunity. I therefore intend to arrange an event at which this could be done at an early point in the New Year. I will revert to you before the end of the year with a more specific proposal in this regard.

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

A handwritten signature in black ink, appearing to read 'Jan Eliasson'.

Jan Eliasson

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



THE SECRETARY-GENERAL

29 November 2005

Dear Mr. President,

Further to our earlier discussions, I am pleased to send herewith the Terms of Reference for the study I intend to undertake on United Nations system-wide coherence in the areas of humanitarian assistance, the environment and development.

The study, led by a small panel of prominent figures with a strong background in the issues, will respond to the mandate of the Outcome Document that invited me to "launch work to further strengthen the management and coordination of the United Nations operational activities". This will enable the United Nations to maximize its contribution to achieving the internationally agreed development goals, including the Millennium Development Goals, and presenting proposals for consideration by Member States for "more tightly managed entities" in the fields of development, humanitarian assistance and environment.

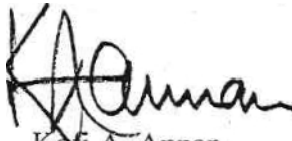
In launching this initiative at this time, I am keenly aware of the need to provide full support to your efforts to implement the decisions contained in the Outcome Document through the intergovernmental process. I am aware that issues related to humanitarian assistance and development are being addressed in the General Assembly plenary, Second and Third Committees, and in the informal consultations on development follow-up and ECOSOC reform. I also understand that you intend to launch informal consultations on the institutional framework for the UN's environment work early in 2006.

His Excellency  
Mr. Jan Eliasson  
President of the General Assembly  
New York

We will, of course, need to find a way to ensure that the initiative the General Assembly has asked me to launch, and the Assembly's own ongoing work in the aforementioned three fields, are taken forward in a complementary manner. I look forward to an opportunity to discuss this matter further with you. I am sure that the panel would value an opportunity to hear Member States' perspectives on the issues under their consideration at an early stage in their work. My intention is for the panel's report to be ready in time for ECOSOC to give it consideration at its 2006 substantive session, and for the General Assembly to consider it thereafter.

Finally, I am also pleased to inform you that I have appointed Mr. Adnan Z. Amin as Executive Director for this panel Secretariat, and he will be assisting in putting the arrangements for the panel in place. Mr. Amin is Director of the United Nations Environment Programme Office in New York, and he will also be at your disposal to further discuss any issues relating to the work of the Panel.

Please accept, Mr. President, the assurances of my highest consideration.



Kofi A. Annan

## **TERMS OF REFERENCE FOR NEW STUDY ON UNITED NATIONS SYSTEM-WIDE COHERENCE IN THE AREAS OF HUMANITARIAN ASSISTANCE, THE ENVIRONMENT AND DEVELOPMENT**

### **Background**

The Outcome Document adopted by global leaders at the 2005 World Summit in New York calls for much stronger system-wide coherence across the various development-related agencies, funds and programmes of the United Nations. In addition to supporting current, ongoing reforms at building a more effective, coherent and better-performing UN country presence, it specifically invites the Secretary-General to "launch work to further strengthen the management and coordination of United Nations operational activities." The Outcome Document calls for such work to be focused on ensuring the UN maximizes its contribution to achieving internationally agreed development goals, including the Millennium Development Goals, including proposals for "more tightly managed entities" in the field of the environment, humanitarian assistance and development.

The Secretary-General intends to commission a small panel of prominent and experienced international figures, supported by Mr Adnan Amin (UNEP) as Executive Director, together with appropriate research and analytical capacity from inside and outside the UN system, to develop concrete and comprehensive analysis and recommendations in this regard. The Secretary-General is determined to ensure that while this work is underway, existing reform initiatives endorsed by the Outcome Document, including those for a strengthened role for Special Representatives of the Secretary-General and Resident Co-ordinators, and the strengthening of the UN Country Team through a common management programming and monitoring framework should continue. The Secretary-General considers that the outcome of this exercise would provide an important complement to the on-going reform deliberations in the General Assembly.

### **Timeline**

The Secretary-General intends to appoint the panel during December 2005. The panel will seek to consult on interim conclusions with the UN Chief Executives Board at the CEB meeting in April 2006, with the full study to be completed and submitted to the Secretary-General by June 2006. This timetable would allow for formal consideration first by ECOSOC and then at the next session of the United Nations General Assembly to allow for embarking on possible implementation in 2007.

### **Scope**

As set out in the Outcome Document, the three elements of the study will need to have slightly different scope:

In the field of **Humanitarian Assistance** significant progress has already been made in recent years in providing more coordinated response to emergencies at country level. The Outcome Document also commits the GA to the strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations and separate follow-up work is already underway in this regard. However, the growing scale and scope of disasters, particularly natural disasters, underlines the importance of improving the timeliness and predictability of humanitarian funding, in part by improving the Central Emergency Response Fund. In part through a thorough evaluation of lessons learned from recent experience. This part of the study will also need to focus on ways of developing and improving mechanisms for the use of emergency standby capacities for a timely response to humanitarian emergencies. There are also significant overlaps between the UN's humanitarian work and its operational activities in development and environment.

In the field of **Environmental Activities** two separate issues need to be addressed. First in the normative area, is a full assessment of how the United Nations can best provide more comprehensive and coherent management and monitoring of the growing range of multilateral environmental agreements. This should include the development of stronger scientific and analytic capacity in monitoring, assessing and reporting on critical environmental trends. Second is the need for better integration of the environmental perspective within the broad principle of sustainable development in UN country-level activities and in particular capacity building and technology support undertaken by the entire UN system. The GA may launch its own deliberations on the issue of international environmental governance issues in early 2006 and it would be important to ensure these efforts are complementary.

In **Development**, despite wide-ranging reforms over the past five years strengthening the role of the Resident Co-ordinator and the UN Country Team, developing and donor countries alike remain concerned that overall UN's development impact at country-level remains overly fragmented and supply-driven. The Outcome document commits all countries to map out their own national strategies to meet the international conference goals including the Millennium Development Goals. In this context, the study will need to analyse how the UN system as a whole can be better re-oriented to provide more efficient, coherent demand-driven support to national partners by building on its core normative, technical assistance and capacity building strengths to partner with the longer-term financing and other support brought by the World Bank and other international partners. In this regard, it will be particularly important to consider how to strengthen linkages between the normative work and the operational activities of the system. It will also need to examine how this work can support and complement the wider role the Outcome Document envisages for ECOSOC in ensuring follow-up and assessing progress of the outcomes of the major United Nations conferences and summits, including the internationally agreed development goals; and playing a major role in the overall coordination of funds, programmes and agencies, ensuring coherence among them and avoiding duplication of mandates and activities.

In all three areas, the study will need to encompass both organizational and funding issues, ranging from the duplication and overlap of work products across UN agencies, funds and programmes to prospects for joint, multi-year funding and programming arrangements. The broad issue of more predictable financing of the UN system - from the CAP process to the growth in non-core funding of Funds and Programmes to the appropriate role of assessed contributions -- and its impact on existing systems and proposed reform will need to be a central element.

The overarching aim of the study is to seek recommendations on a process of rationalization that will maximize the available resources for relief and development programmes in the UN system while minimizing overhead and administrative costs. As such, the study will need to explore ways of fully exploiting synergies between the normative and analytical institutions and departments of the UN, such as DESA and UNCTAD, and operational agencies. It will also need to address how the UN system works and can best exercise its comparative advantages with international partners, including the Bretton Woods Institutions, the European Commission and other regional actors, donors, civil society and the private sector. While the primary focus will be on increasing impact at the country level, in making concrete proposals for improved management, coordination and effectiveness, it will need to make findings with regard to work both at UN headquarters, regional and country level.

In terms of recommendations, the study should seek to identify a short, medium and longer-term vision and benchmarks, thus laying a platform for an actionable plan of implementation rather than open-ended proposals. Change may need to occur in phases, with first initial proposals for rationalization of the current system; then proposals for restructuring of the current system to minimize duplication and overlap, leading to comprehensive revitalization and restructuring of the UN operational role in environment, humanitarian and development work.

### **Consultation**

The Outcome Document separately calls for greater coordination between the governing boards of various operational agencies so as to ensure a more coherent policy in assigning mandates and allocating resources throughout the system. In this spirit - and to ensure wide acceptance and subsequent implementation of the findings -- it will be essential for the panel to consult widely with all stakeholders, including the management and Governing Boards of relevant agencies, funds and programmes, prior to submission of their final report to the Secretary-General.





11 November 2005

Excellency,

In my letter of 3 November, I set out my intention to convene informal consultations of the plenary on two matters of World Summit follow-up: Follow-up to the Summit Outcome on Development and ECOSOC reform; and Management reform.

Following the informal meeting of the plenary on 7 November, I have invited Ambassador Cheick Sidi Diarra of Mali and Ambassador Johan C. Verbeke of Belgium to co-chair the consultations on development and ECOSOC reform. I have also invited Ambassador Munir Akram of Pakistan and Ambassador Allan Rock of Canada to co-chair the consultations on management reform. I am pleased to advise that the above-mentioned Ambassadors have kindly agreed to take on their respective responsibilities.

I have asked the co-chairs to begin to prepare a basis of work for each of the consultations in the coming days. They will be in contact with delegations shortly in this regard and will be grateful to receive your advice and ideas on the road ahead.

I am most grateful for your assistance and co-operation as we continue to follow up the commitments our leaders made in the World Summit Outcome Document.

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

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

Jan Eliasson

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



3 November 2005

Excellency,

In my letter of 30 September, I set out my intention to keep implementation of the Outcome Document under close review and to take stock of progress at regular intervals. I believe we are now at an appropriate moment to review our work and to consider what further action to take.

At the outset of the Summit follow-up process, we agreed that negotiations must take place in New York among Member States in an open, transparent and inclusive manner. We agreed that the Outcome Document should be the primary basis of our work, and that we should focus on each item on its merits. We also agreed that we should listen to the voices of UN agencies, NGOs and others who can bring in the realities of the field.

I have been encouraged by Member States' willingness to work through the mechanisms we have been using for Summit follow-up, tabling comments and draft texts through me and the Chairs and Co-Chairs. I am pleased that linkages between items of follow-up which might delay progress have largely been avoided. I recognize, however, that Member States attach differing degrees of importance to different agenda items. Thus, it is important to strive to make progress in a way which is balanced and comprehensive.

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Let me first review progress in the key areas of Summit follow-up. On development, there has been considerable activity over the last month. Alongside the important ongoing work of the Second and Third Committees, I have appointed two Co-Chairs to conduct informal consultations for the preparation of a High Level Meeting on HIV/AIDS next year. Preparations are proceeding for the High Level event on Migration and Development and for the Review of the Brussels Programme of Action on Least Developed Countries. The General Assembly has held a plenary debate on NEPAD and

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New York

malaria. ECOSOC has held Special Events on the African food crisis and on Avian flu. The Secretariat and Agencies' Chief Executives Board has begun considering how best to take forward the work we requested on system-wide coherence, and will revert to us once it has proposals.

On humanitarian issues, there will shortly be a plenary debate. In this context, work on the strengthening of the Central Emergency Revolving Fund is moving forward. The need for such a Fund has been dramatically underlined by recent natural disasters. The Outcome Document also mandated us to look at the institutional framework for the UN's environment work. Given our currently strained agenda, I envisage that the General Assembly will deal with this important matter in the spring of 2006.

On the Peacebuilding Commission, I am grateful for the work of the two Co-Chairs. They have brought us an understanding of what peacebuilding would mean on the ground. They have produced two options papers, the latest narrowing down the outstanding issues. I have noted the constructive discussions this paper has yielded. I believe we are close to the end result. I therefore trust that we can solve the outstanding issues without delay, and make the Commission operational by the end of the year. A prompt decision on establishment would create a positive momentum for the entire follow-up process.

On the Human Rights Council, I am grateful to the two Co-Chairs who have now conducted informal consultations. The substantive comments made by Member States during this phase constitute the basis for the options paper that the two co-chairs have circulated today. After the submission and compilation of Member States' views, we will proceed to an intense negotiation phase by the end of November. We must aim to reach an agreement before the end of the year, also for budgetary and practical reasons. The earlier we have a decision establishing the Council, the earlier we can start working on the necessary transitional arrangements with the present Commission on Human Rights.

On terrorism, work on the comprehensive convention is progressing. I intend to follow this closely in the next few weeks. As I said on 30 September, we must finalize the convention before the end of the year – and we are close. In the wake of recent terrorist atrocities, we must redouble our efforts to bring this about. A breakthrough on this would strengthen the standing of the

United Nations in the world. I have agreed with the Sixth Committee Chair and the Chairman of the Working Group on Terrorism that we will keep this agenda item open until work on the convention is concluded.

Meanwhile, I am planning to initiate informal consultations of the plenary on the counter-terrorism strategy, ideally after we have finished the work on the comprehensive convention. I have taken note of the views expressed on the procedural and substantive aspects during debates in the Sixth Committee.

On Security Council reform, I have used the time since the 30 September letter to listen to different views. I am confident that Member States will use the opportunity of the General Assembly debate on 10 November to provide elements that can form part of the review of progress by the General Assembly before the end of 2005.

On revitalization of the General Assembly, I refer to my letter of 31 October concerning the ad hoc working group, the role of the General Committee, thematic debates and discussion in the Main Committees on revitalization. Effective implementation of the Summit Outcome will be the most convincing display of revitalization of the General Assembly.

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My letter of September 30 focused on issues with deadlines in the Outcome Document, or logistical reasons to move quickly – the Peacebuilding Commission, the Human Rights Council and terrorism. Having reviewed our progress to date, I believe there are two areas of work we now need to take forward in order to make balanced and comprehensive progress possible: Development and ECOSOC reform, and Management reform.

On Follow-up to the Summit Outcome on Development and ECOSOC reform, we need to build on the momentum for development created in 2005. This is a matter of fundamental importance. 2005 gave us many welcome new commitments. But if, by this point in 2006, the international community has not tangibly accelerated implementation, the prospects of achieving the Millennium Development Goals by 2015 might already have been lost.

In this context, I would like to initiate informal consultations of the plenary as soon as possible to take on two specific tasks for the United Nations. One would be to prepare the text of the draft resolution necessary to make the

changes to ECOSOC's organization of work, agenda and working methods as envisaged in paragraphs 155 and 156 of the Outcome Document.

The other task would be to consider how to ensure that implementation of the development outcomes of the 2005 World Summit is effectively monitored. For example, it will be vital to ensure that developing countries formulate comprehensive national development strategies to achieve the MDGs and adopt them in 2006, and that donors provide the necessary support. The issues are inter-related because part of ECOSOC's revised mandate is to ensure follow-up of the relevant outcomes of the major UN Conferences and Summits. Drawing on existing processes, we need to work out a mechanism for monitoring follow-up that can take effect as soon as possible.

The President of ECOSOC and some Member States have already helpfully circulated working papers on these matters. I would be grateful to receive any other contributions from Member States which would help create the basis of work for these consultations. I hope to see the consultations begin without delay so that ECOSOC's implementation of the reforms and the monitoring of Summit follow-up can begin as soon as possible.

On Management reform, our leaders recognized at the Summit that we need an efficient, effective and accountable Secretariat in order to effectively comply with the principles and objectives of the Charter. The Summit requested that the Secretary-General provide proposals on, inter alia, mandates, the budgetary, financial and human resources policies, regulations and rules, and on an evaluation of system-wide oversight. The Secretary-General will also provide further details on the independent oversight committee and the ethics office.

These reports were requested by the Plenary and should therefore also be discussed in the Plenary. The bulk of the reports will be forthcoming in the first quarter of 2006. I understand, however, that some issues could be presented to the plenary already in the next few weeks.

Consultations with Member States have shown that Management reform is an essential element of implementation of the Summit Outcome. I therefore propose to initiate informal consultations of the plenary on this issue. Such consultations would deal with the overarching policy of Management reform. In accordance with established procedures the budgetary, financial and

administrative implications should be dealt with by the Fifth Committee. The work of this Committee and the informal consultations should be mutually reinforcing. It is therefore important to shape an agenda for the informal consultations which reflects an appropriate division of labour.

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I know that the new consultations I am proposing, taken together with existing follow-up processes, represent a challenging agenda. I am particularly keen to avoid placing too heavy a burden on smaller Missions. I would hope that we will be able to finalise work on the Peacebuilding Commission and the comprehensive convention on terrorism very soon and that the workload will therefore diminish. I trust that we will also continue to limit ourselves to considering policy matters in the plenary, avoiding the detail of issues wherever possible.

As we continue our work, we must not lose sight of this unique opportunity to reassert the relevance of the General Assembly to the major international issues of our age. Our leaders and many outside this Organisation will ultimately judge the Summit Outcome by our actions in New York on implementation. I know that you are all as committed as I am to showing the world what this Organization can do.

I am calling an informal meeting of the plenary on **Monday 7 November at 4:00pm** in the Trusteeship Council to involve all Member States in the finalization of plans for the necessary next phase of our work. I would propose to name Co-Chairs for the consultations on Development and ECOSOC reform and on Management reform next week, and to ask them to begin promptly to prepare a basis of work for the discussions.

I look forward to your participation in Monday's meeting, which I hope will provide an opportunity for an interactive discussion among Permanent Representatives on the road ahead in the reform process.

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



Jan Eliasson



# General Assembly

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## Sixtieth session

Agenda items 46 and 120

### **Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic, social and related fields**

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

## **Implementation of decisions from the 2005 World Summit Outcome for action by the Secretary-General**

### **Report of the Secretary-General**

#### **I. Introduction**

1. The 2005 World Summit Outcome (General Assembly resolution 60/1, hereinafter referred to as the Summit Outcome) provides an impressive agenda of reform which, when fulfilled, will give the world a much strengthened United Nations able to better meet the great demands it faces. The challenge now is to see that agenda through to its full implementation.

2. This is a challenge shared by the United Nations as a whole and we must move forward in a spirit of collaboration, with determination and due speed. There are issues in the Summit Outcome, such as the establishment of a Peacebuilding Commission, a Human Rights Council and a comprehensive terrorism convention, which require further discussion by the Member States under the able leadership of the President of the General Assembly. My office will continue to provide any advice and assistance as may be requested during this process.

3. The Summit Outcome as a whole also provides comprehensive policy guidance for the ongoing work of the Secretariat and the United Nations agencies, funds and programmes. All entities of the United Nations system will therefore be reviewing their programmes in the light of this guidance.

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\* Reissued for technical reasons.

4. Finally, there are a range of specific decisions taken at the Summit, on management reform and on the programmatic side, for which implementation will require specific action by the Secretariat and related United Nations entities.

5. Work on these reforms is well under way, and the present report is submitted to inform Member States of the workplan for implementing these specific “deliverables”. It provides information on the overall framework I have established for implementation of the Summit Outcome, both programmatic and management-related, and the basic processes and timelines expected for each area of activity. It is hoped that with this information, Member States will be able to better track the various initiatives that are under way.

#### **Follow-up mechanism**

6. I will lead directly the implementation of actions mandated in the Summit Outcome. For a number of individual programmatic elements (described below in the order in which they appear in resolution 60/1), implementation will fall to the lead United Nations department or entity with the relevant mandate. In such cases, that entity has already been informed, and will work with other relevant parts of the system as necessary to prepare further proposals for General Assembly consideration, implementation plans and other deliverables as necessary. The timelines will vary by issue, as indicated below, and in some cases will be subject to decisions by the Member States.

7. In addition to the individual programmatic elements, much of the Summit implementation activity described herein falls into four broad clusters of activity. To ensure a coherent response, I have tasked senior officials with leading efforts in each cluster and with assisting me in carrying this work forward. The Deputy Secretary-General will assist me in coordinating these efforts. The first cluster includes work related to institutional innovations, including providing ongoing support to the intergovernmental process discussing the Peacebuilding Commission and Human Rights Council and finalizing details and/or beginning implementation of such new entities as the Peacebuilding Support Office and the Peacebuilding Fund. It also includes the analysis and recommendations requested in support of the review of programmatic and institutional mandates older than five years. The second cluster includes the overhaul of oversight and audit arrangements, including the creation of an ethics office and strengthened financial disclosure regulations (which have been largely finalized) and the development of new oversight arrangements, including the establishment of a new oversight committee reporting to the General Assembly. A third cluster comprises the review of existing financial and human resources regulations, rules and policies and development of the proposed staff buy-out programme. The fourth cluster will encompass the review of system-wide coherence, including ensuring greater policy and operational coordination across the specialized agencies, funds and programmes, particularly at the country level, and the request that I launch work to develop concrete proposals for more tightly managed entities in the fields of development, humanitarian assistance and the environment.

#### **Budgetary implications**

8. The decisions taken at the Summit are in the process of being costed, and a report on their financial implications will be submitted by early November 2005 to



the General Assembly for consideration by the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee. Budgetary implications related to matters still under consideration by the Member States, such as the Peacebuilding Commission and the Human Rights Council, will need to be assessed separately once final decisions on modalities have been taken.

## **II. Elements of the Summit Outcome**

### **Economic and social development**

9. As mentioned above, to address the range of important recommendations related to economic and social development, all relevant United Nations entities have been requested to review their priorities and programmes in the light of the Summit Outcome (resolution 60/1, paras. 17-68). For those entities that do not fall directly under my jurisdiction, I am working with my colleagues through the United Nations System Chief Executives Board for Coordination (CEB). This will be the main focus of the CEB meeting on 28 and 29 October 2005. The United Nations Development Group is scaling up the process of supporting and monitoring country-level follow-up on the Millennium Development Goals, while the Department of Economic and Social Affairs is further strengthening its capacity to monitor and assess the progress at achieving the internationally agreed development goals, including the Millennium Development Goals, at the global level; members of the Executive Committee on Economic and Social Affairs will be actively engaged in this work. I am also addressing letters to Member States regarding the need to take appropriate measures to achieve the Millennium Development Goals by 2015. While Goals should remain the focus of our priorities, the Summit Outcome also refers to the integrated follow-up of the major conferences, which remain important areas for United Nations support for development activities.

### **Pacific settlement of disputes**

10. Measures to promote a coherent and integrated approach to the prevention of armed conflict and to strengthen the capacity of the United Nations for the prevention of armed conflict will be recommended in my next report on the prevention of armed conflict, which will be issued during the current session of the General Assembly. I will propose ways to further support national efforts and build national capacity to prevent conflict, to support regional and global strategies to respond to cross-border problems that can destabilize countries and regions and to enhance the capacity of the United Nations to mobilize other actors and establish strategic partnerships to promote peace and prevent violence. The report will also provide an assessment of the capacity of the United Nations system and other international actors to prevent violent conflicts, as requested by the General Assembly in its resolution 57/337 (*ibid.*, paras. 74 and 75).

11. The Department of Political Affairs is developing a proposal for the enhancement of its capacity for mediation and good offices to support my good offices function and the work of my special envoys (*ibid.*, para. 76). It is my intention that the Department should serve as a centre of expertise and a resource on mediation for the United Nations system as a whole and as a focal point for interaction with non-United Nations mediation and good offices efforts where the United Nations can play a supporting role or offer assistance. As noted in paragraph 8 above, a report on financial implications will be submitted by early November.

**Terrorism**

12. To assist the General Assembly in its deliberations on a counter-terrorism strategy, I stand ready to make available to the Assembly an updated version of the elements of my previous strategy, if so requested, when the Assembly decides to discuss this issue (*ibid.*, para. 82).

13. I have formed a Counter-Terrorism Implementation Task Force chaired by my office and bringing together United Nations entities that can contribute to international counter-terrorism efforts. I intend to submit proposals by early 2006 to the General Assembly and the Security Council, in accordance with their respective mandates, to strengthen the capacity of the United Nations system to assist States in combating terrorism and to enhance the coordination of United Nations activities in this regard (*ibid.*, para. 88). The proposals will cover a broad range of activities by the Secretariat departments and entities such as the United Nations Office on Drugs and Crime (UNODC) and the United Nations Development Programme (UNDP).

**Peacekeeping**

14. With the explicit endorsement of the Summit for the creation of an initial operating capability for a standing police capacity, the Department of Peacekeeping Operations is already working with Member States to develop detailed modalities for its implementation in 2006 (*ibid.*, para. 92).

15. To carry forward the recommendation of the Summit for the further development of proposals for enhanced rapidly deployable capacities to reinforce peacekeeping operations in crisis, the Department of Peacekeeping Operations will continue discussions with members of the Special Committee on Peacekeeping Operations regarding those proposals (*ibid.*). To that end, the Department has already presented a proposal for a strategic reserves concept and will continue to engage with Member States in the Special Committee on the development of this and other potential options to meet the need identified by the Summit. In my report to the Special Committee in January 2006, I will present updates and recommendations on the way forward on both initiatives described above.

**African Union-United Nations cooperation**

16. Progress has been made in building up collaboration between the United Nations and the African Union (*ibid.*, para. 93 (b)). For example, in peacekeeping the United Nations continues to assist the African Union mission in Darfur, Sudan, through an assistance cell in Addis Ababa. But much more needs to be done to strengthen our collaboration across all areas of our work. I have tasked the Department of Political Affairs, working with the Department of Peacekeeping Operations and all relevant Secretariat departments and related entities, to prepare a set of proposals for my consideration by December 2005. The proposals will naturally be developed in consultation and collaboration with the African Union. As an illustration, a five-year African programme of action (2006-2010) on strengthening criminal justice systems and the rule of law was endorsed by member States at a recent round-table meeting in Abuja. It should also be noted that in the high-level meeting of the United Nations and regional organizations on 25 and 26 July, it was agreed that a report would be prepared for the next high-level meeting on the implementation of the 10-year process of sustained capacity-building support for African regional and subregional organizations. The United Nations will

continue to work through this process to build its collaboration with all regional organizations in this effort.

### **Peacebuilding**

17. With respect to the decision of the Summit to establish a Peacebuilding Commission (*ibid.*, para. 97), the Secretariat remains at the disposal of the General Assembly to assist as required in ongoing discussions on the Commission. I have also indicated to the President of the Assembly that he will have at his disposal United Nations officials from Headquarters and the field to provide briefings as may be requested on the possible role and impact of the Commission in terms of United Nations efforts in the field.

18. The Secretariat is proceeding with work on the design and terms of reference of the Peacebuilding Fund (*ibid.*, para. 103). It is expected that this will be completed by early November. I would therefore hope that that Fund could be established by the end of November 2005.

19. Some early work has been done to prepare the Peacebuilding Support Office requested in the Summit Outcome (*ibid.*, para. 104). It is envisaged that the Peacebuilding Support Office will be a relatively small office and have the following main tasks: to provide support to the Peacebuilding Commission in its substantive functions; to assist me in catalysing the United Nations system as a whole to develop effective strategies for peacebuilding, working with United Nations country teams, the international financial institutions and outside expertise; to advise my office and the Peacebuilding Commission on strategic peacebuilding options and the interlinkages between political, security, humanitarian, justice, economic/financial, institution-building and related initiatives; and to advise on long-term and regional perspectives, building on country expertise within the system. I would also expect that the Peacebuilding Support Office would, at periodic intervals, review progress towards peacebuilding goals and provide advice, if necessary, on suggested changes in overall strategy. As indicated in paragraph 8 above, financial implications for the Office will be submitted in early November. I have taken interim steps to set up a start-up element of the Office, using posts currently available, so as to ensure that it is in a position to help prepare for the pending establishment of the Peacebuilding Commission.

### **Sanctions**

20. With respect to the Summit's decision that the Security Council should improve monitoring of the implementation and effects of sanctions and ensure that fair and clear procedures exist for placing individuals and entities on sanctions lists and for removing them, as well as for granting humanitarian exemptions, it is understood that the Council will determine the timing and manner of its consideration (*ibid.*, paras. 108 and 109). For its part, the Secretariat will be prepared to assist as required. To that end I have tasked the Office of Legal Affairs to begin an interdepartmental process to develop proposals and guidelines that would be available for the consideration of the Security Council.

### **Transnational crime**

21. UNODC continues to support Governments in the full implementation of the drug control conventions through a balanced programme of work involving

advocacy, legislation, prevention and supply reduction (*ibid.*, para. 115). The international community now has five new instruments in the area of transnational crime: the United Nations Convention against Transnational Organized Crime and the three protocols thereto and the Convention against Corruption. All call for a wide range of expanded services and expertise from UNODC, including: (a) assisting the conferences of the parties to the Convention against Transnational Organized Crime (and its three related protocols) and the Convention against Corruption (which will enter into force 14 December 2005) in implementing their mandates, particularly the monitoring of the implementation of the provisions of these Conventions; (b) supporting the ratification and implementation of the conventions by assisting Member States through the provision of substantive legal expertise; (c) preparing technical tools and model legislation to facilitate the efficient implementation of the conventions; (d) assisting States to improve their capacity to prevent and control transnational crime and corruption, emphasizing international cooperation in such areas as extradition, mutual legal assistance and asset recovery; and (e) providing strategic advice to Member States on the basis of an expanded system of information and data collection in order to report on trends in the areas covered by the Conventions. With respect to strengthening UNODC to carry out its mandate, financial implications will be submitted in early November 2005.

### **Human rights**

22. The United Nations High Commissioner for Human Rights is already taking steps to advance activities in the five areas included in the plan of action submitted to the General Assembly (A/59/2005/Add.3), namely: (a) greater country engagement; (b) an enhanced human rights leadership role for the High Commissioner; (c) closer partnerships with civil society and United Nations agencies; (d) more synergy in the relationship between the Office of the United Nations High Commissioner for Human Rights (OHCHR) and the various United Nations human rights bodies; and (e) strengthened management and planning for OHCHR (resolution 60/1, para. 124). As a first step, OHCHR is creating a dedicated centrally placed policy, planning, monitoring and evaluation unit, which, working together with other parts of the Office and drawing on existing expertise, will help to ensure that the strategic vision of OHCHR is translated into concrete priorities and operational plans. The unit will also contribute to the promotion of better linkages between the various programmes within the Office and to the more effective monitoring of impact and results.

23. The stipulated doubling of the regular budget resources of OHCHR over the next five years (*ibid.*) is essential to strengthening the Office to enable it to effectively carry out its mandate to respond to the broad range of human rights challenges facing the international community, particularly in the areas of technical assistance and capacity-building. The financial implications will be submitted by early November.

### **Rule of law**

24. Programmes to support the rule of law cover a broad range of United Nations activities, in both post-conflict environments and development work (*ibid.*, para. 134). The rule of law will also be a central part of the work of the Peacebuilding Commission, and the Peacebuilding Support Office will need to draw

on rule of law capacity from across the system. A rule of law unit such as that recommended by the Summit (ibid., para. 134 (e)) must serve as a link and a coordination point across the entire system, while not duplicating that which already exists. An inventory is currently under way of the rule of law capacity and, more broadly, peacebuilding capacity, that currently exists in the system. On that basis I would propose to submit recommendations on the rule of law unit in early 2006 for the consideration of Member States.

### **Democracy**

25. To date, 15 countries from different regions have made pledges to the United Nations Democracy Fund amounting to \$42.2 million (ibid., para. 136). The support office of the Fund is in the process of being set up, and the first meeting of its Advisory Board is expected to be held by the end of November. I would like to take this opportunity to remind Member States of the invitation addressed to them in the Summit Outcome to make contributions to the Fund (ibid., para. 137).

### **Initiatives on dialogue among cultures, civilizations and religions**

26. The Summit Outcome requests that I explore enhancing implementation mechanisms and follow up on General Assembly initiatives related to a culture of peace and dialogue among civilizations (ibid., para. 144). I have already established a high-level group of eminent personalities drawn from a range of societies to broadly represent the world's diversity of cultures (or "civilizations"). Supported by a small secretariat, the group is to submit a report to me by the end of 2006. The report is expected to recommend a practicable and implementable plan of action to counter the alarming rise in extremist attitudes in many societies, which have caused dangerously hostile perceptions across cultural lines.

### **Economic and Social Council**

27. The Department of Economic and Social Affairs is supporting the Presidents of the Economic and Social Council and the General Assembly in elaborating the new functions assigned to the Council. It is expected that additional support and work will be required in deciding the modalities for implementing the tasks that the Council has been mandated to perform, such as annual ministerial reviews and assessments, convening of a biennial development cooperation forum, better and rapid response to emergencies and strengthened coordination of United Nations system activities, as well as the Council's links to peacebuilding activities (ibid., para. 155). The financial implications for carrying out these new functions will be submitted in early November.

### **Human Rights Council**

28. OHCHR is working with the Department for General Assembly and Conference Management to ensure that support arrangements will be in place for the Human Rights Council as soon as the General Assembly takes a decision on the matter (ibid., para. 157). In anticipation of the Council's overall conferencing workload exceeding the workload of the Commission on Human Rights, tentative budgetary requirements will be submitted in early November 2005. More definitive overall requirements, for conference services as well as for substantive support, will

be proposed as soon as the Secretariat receives further guidance on the modalities for the functioning of the Council.

#### **System-wide code of ethics**

29. A number of ethics initiatives are being initiated within the Secretariat to ensure compliance with the existing standards of conduct and to develop a system-wide code of ethics for all United Nations personnel, as requested in the Summit Outcome (*ibid.*, para. 161 (d)). These initiatives include development of the “integrity awareness initiative”, which is a mandatory system-wide learning programme on integrity and professionalism in the workplace, and broad dissemination of “Ethics: Working Together”, a booklet based on the “Status, basic rights and duties of United Nations staff members” (ST/SGB/2002/13). Furthermore, progress has already been made on developing a code of ethics for the entire United Nations system.

#### **Ethics office**

30. Preparations are almost complete for the creation of an ethics office, which will be responsible for administering the financial disclosure and whistleblower protection policies and for providing advisory and standard-setting capacity within the United Nations (*ibid.*). A Secretary-General’s bulletin establishing the Ethics Office will be issued by the end of October. Consultations with the United Nations funds and programmes are under way to determine cooperative arrangements that might be concluded between them and the Secretariat. The office will report to me and will include small satellite offices to be established in the major United Nations offices away from Headquarters. The financial implications will be submitted in early November 2005.

#### **Budgetary, financial and human resources regulations, rules and conditions and measures necessary for the Secretary-General to carry out his managerial responsibility effectively**

31. As noted in paragraph 7 above, a follow-up mechanism is in place to develop proposals to ensure that the existing budgetary, financial and human resources policies, regulations and rules will be reviewed with a view to aligning them with the current and future needs of the Organization and to enabling the Secretary-General to carry out his managerial responsibilities effectively (*ibid.*, para. 163 (a)). The objective of such a review is to make policies and procedures more effective and efficient, leading to a system that will better meet the current and future needs of the Organization. This review will be conducted through a broad consultative process, including both United Nations and external expertise. I will submit a set of concrete proposals to the General Assembly in the first quarter of 2006.

#### **Analysis and recommendations for review of mandates older than five years**

32. The decision of world leaders to ask the General Assembly and other relevant organs to conduct a review of all mandates older than five years (*ibid.*, para. 163 (b)) provides an unprecedented opportunity to revitalize the Organization, refine its focus and renew its objectives. In order to provide the Assembly with my analysis

and recommendations in support of carrying out the review by the first quarter of 2006, I have initiated a process within the Secretariat to review all mandates older than five years, with a view to assisting the General Assembly to update and focus the work of the Organization, taking due account of the recommendations of the specialized intergovernmental bodies. The preparation of the proposed strategic framework for the biennium 2008-2009 will be initiated by the Secretary-General subsequent to the General Assembly's approval of the review. Consequently, the proposed strategic framework will be submitted to the Committee for Programme and Coordination in August/September 2006 so that its recommendations may be presented to the Assembly at its sixty-first session.

#### **Framework for a one-time buy-out of staff**

33. As the Member States have requested, a detailed proposal and framework for a one-time staff buy-out to improve personnel structure and quality will be submitted to the General Assembly (*ibid.*, para. 163 (c)). The framework will include a detailed methodology and cost parameters. Clear criteria for the buy-out will be established in consultation with staff.

#### **Strengthened capacity of the Office of Internal Oversight Services in audit and investigation**

34. Strengthening the expertise, capacity and resources of the Office of Internal Oversight Services will occur in two phases (*ibid.*, para. 164 (a)). In the first phase, additional audit and investigation resources will be provided immediately, particularly for the purpose of focusing on quality assurance and control, self-assessment, audits of information technology and administration, investigations of significant sexual exploitation and abuse cases and training for programme managers to handle cases of lower risk to the Organization. In the second phase, an independent external evaluation of the Office, which will be commissioned by November 2005, will be conducted under terms of reference that will ensure that the results can be incorporated into the comprehensive review of the governance arrangements. A determination will then be made of the adequate funding level for the Office of Internal Oversight Services, the scope and nature of its activities and mechanisms for its operational independence from the Secretariat.

#### **Independent external evaluation of auditing, oversight and management responsibilities of the United Nations and the specialized agencies**

35. My proposals for the conduct of an independent external evaluation of the auditing, oversight and roles and responsibilities of management of the United Nations and the specialized agencies (*ibid.*, para. 164 (b)) will be considered by the CEB High-level Committee on Management. The evaluation will begin in 2005 and I will submit my recommendations, based on the findings and recommendations of the evaluation, to the General Assembly at its resumed session in June 2006.

#### **Independent oversight advisory committee**

36. The Secretariat is preparing detailed proposals on the creation of an independent oversight advisory committee that would enhance the independence of United Nations oversight structures and serve as a tool for the General Assembly to

better exercise its oversight responsibilities, drawing on best practices and benchmarks of similar audit and oversight committees (*ibid.*, para. 164 (c)). The Organization's own oversight bodies will be consulted. The functions of the committee would be distinct and separate from the Oversight Committee that I recently established pursuant to General Assembly resolution 59/272. Proposals will be submitted to the Assembly for consideration before the end of 2005.

**Expanding services of the Office of Internal Oversight Services to other interested United Nations entities**

37. As part of its annual report, the Office of Internal Oversight Services (OIOS) will report on its proposal for expanding its services to United Nations agencies that request such services in its 2006 annual report to the General Assembly (*ibid.*, para. 164 (d)).

**Zero tolerance for sexual exploitation and abuse**

38. I am committed to enforcing the zero-tolerance policy regarding sexual exploitation and abuse by United Nations personnel (*ibid.*, para. 165). To date, there has been very positive collaboration between the Member States and the Secretariat in designing and implementing the zero-tolerance policy. The Department of Peacekeeping Operations and the Office for the Coordination of Humanitarian Affairs are heading efforts by the Executive Committees on Humanitarian Affairs and on Peace and Security to implement the policy consistently in all field activities. The Office for the Coordination of Humanitarian Affairs and the Department of Peacekeeping Operations will provide initial proposals on a comprehensive approach to victims' assistance by December, which will be forwarded to the General Assembly along with the budgetary implications. The Department of Peacekeeping Operations has also put into place a working group that includes participation from various departments and agencies to further the zero-tolerance policy across the United Nations system. The resources of the Department's new Conduct Unit will also be used to deliver policy and guidance available to the entire system. Furthermore, a United Nations-wide ethics training and certification programme, which reinforces the zero-tolerance policy, has been developed and will be ready in the six official languages by the end of October. A comprehensive report will be submitted to the Special Committee on Peacekeeping Operations by February 2006, in advance of the resumed sixtieth session.

**Further steps to mainstream a gender perspective**

39. I have requested all United Nations entities to review and strengthen their gender mainstreaming programmes with a view to developing a system-wide gender mainstreaming policy and strategy, with related accountability mechanisms (*ibid.*, para. 166). My Special Adviser on Gender Issues and Advancement of Women, in cooperation with United Nations entities, will intensify the development of new methodologies, tools and competence for gender mainstreaming and updating of existing ones. To this end, the next annual meeting of the United Nations inter-agency Network on Women and Gender Equality in February 2006 will review progress on gender mainstreaming goals. I will submit a report to the Economic and Social Council following the meeting that will provide Member States with a summary of progress made so far and further steps in view of the guidance of the Summit.



### **System-wide coherence**

40. The United Nations Development Group will finalize the strategy and workplan on strengthening the role of United Nations special representatives, resident coordinators and humanitarian coordinators and the resident coordinator system and country-based coordination systems by January 2006, for review by CEB (*ibid.*, para. 169, fourth bullet). A report on progress will be provided through my yearly report to the Economic and Social Council in 2006. In this context, the United Nations Development Group is also liaising with the Emergency Relief Coordinator and through him with the Inter-Agency Standing Committee on the strengthening of the humanitarian coordinator system.

41. The Summit Outcome calls upon me to launch work to further strengthen management and coordination of United Nations operational activities, including developing proposals for more tightly managed entities in the field of development, humanitarian assistance and the environment (*ibid.*, fifth bullet). I intend to review and discuss options for implementing this request with CEB at its meeting on 28 October. This “next wave” of operational reforms is essential if the United Nations system is to fully meet the demands of country-level operations of today and tomorrow.

42. The Office for the Coordination of Humanitarian Affairs is in the process of developing proposals to improve the timeliness and predictability of humanitarian funding (*ibid.*, eighth bullet). I will be submitting a report to the General Assembly at its sixtieth session on measures to complement the funding currently made available through the Central Emergency Revolving Fund so as to facilitate adequate response to and an increased measure of predictability for humanitarian crises.

43. The members of the Inter-Agency Standing Committee adopted a set of proposals aimed at strengthening humanitarian response capacity in field coordination, water and sanitation, health, camp management and protection on 13 September. The Office for the Coordination of Humanitarian Affairs is also working with relevant agencies and Member States to further develop and improve, as required, mechanisms for the use of emergency standby capacity (*ibid.*, ninth bullet). A meeting of the principals of the Inter-Agency Standing Committee in December will review progress in implementing the proposals, with a view to their full implementation by early 2006. The Office will also continue to facilitate capacity-building initiatives with non-United Nations partners.

44. In that connection, work continues on establishment of a worldwide early warning system for all natural hazards (*ibid.*, para. 56 (f)) in the context of the implementation of the Hyogo Declaration and Framework for Action. The secretariat of the International Strategy for Disaster Reduction is preparing a survey of the existing capacity and gaps therein. In this it is supported by an ad hoc working group co-chaired by the World Meteorological Organization and the Office for the Coordination of Humanitarian Affairs. The report of the working group is expected to be discussed at the Third International Conference on Early Warning, to be held in Bonn, Germany, in late March 2006, with publication of the final report in April.

**Regional organizations**

45. The Secretariat is reviewing current agreements between the United Nations and regional and subregional organizations and will engage with them to consider where further agreements would be most effective so as to ensure that areas requiring the most active collaboration are addressed as a priority (*ibid.*, para. 170). Such areas include peacekeeping, mediation, conflict prevention and early warning. It should also be recalled that at the sixth high-level meeting that I convened with heads of regional organizations in July 2005 it was decided that future meetings should coincide with the meetings the Security Council holds with regional organizations. This should help to ensure closer involvement of regional organizations with the Secretariat and the work of the Council. At the same meeting, it was also decided to establish a new standing committee to give better policy direction and to follow up on joint activities of the United Nations and regional organizations. The committee's secretariat, located in the Department of Political Affairs, will bring the issues mentioned in the Summit Outcome to the Committee for review and action at its first meeting in late 2005, as well as to the relevant working groups already established and to the seventh high-level meeting, to be held in 2006.

**III. Conclusions**

46. Work is under way to implement the Summit Outcome and, as described in the present report, I have taken a number of steps already to advance the decisions taken at the 2005 World Summit and will be reporting further as work progresses in each area. Progress in a number of key areas will depend on decisions that must be taken by the Member States, and I would therefore underscore the urgent need for Member States to complete discussions on those issues so that we can move towards implementation.

47. The Summit Outcome represents a historic opportunity to bring about important programmatic and management changes to the United Nations. It is an opportunity, today, that must not be missed if we are to provide the United Nations of tomorrow with the mandates and the institutional basis to succeed in the tasks it will be given.

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THE PRESIDENT  
OF THE  
GENERAL ASSEMBLY

30 September 2005

Excellency,

In my statement at the end of the General Debate on 23 September I said I would write to you regarding follow-up and implementation of the 2005 World Summit Outcome.

My plans for this work are set out below. They are based on the views expressed at the World Summit and General Debate, and on those which have been communicated to me in recent days. I am grateful to all of you for your contributions.

I would like to begin by reflecting some of your general comments and observations on the way ahead:

- First, I sense an eagerness to seize this opportunity to reassert the relevance and importance of the United Nations – and the General Assembly in particular – to the issues at the top of the international agenda.
- Second, there is a recognition that it is by our actions on implementation that the Summit will be judged. For the Summit to be seen as a success, we will need to work together to reach agreements that deliver tangible outcomes to the peoples of the world.

All the Permanent Representatives  
to the United Nations  
New York

- Third, there is a broadly held desire to move quickly, so that the political energy generated through the Outcome Document, the Summit and the General Debate is not lost. The ongoing biennium budget process also gives us reason to deal expeditiously with issues with financial implications.
- Fourth, there is a determination that the negotiations on Summit follow-up must take place here in New York amongst Member States.
- Fifth, there is emphasis placed on the need for our work to be conducted in a manner which is fair, transparent and inclusive, but also efficient and practical. We are now familiar with each others' starting positions on the issues that confront us, and I would hope that we can now concentrate on resolving the outstanding points. We should also ensure that we hear the voices of all those – including UN agencies and NGOs – who can bring the realities of the field into our discussions.

I trust that we will all be able to work with these points in mind in the months ahead.

The Outcome Document is the primary basis of our work. It was agreed as a whole after a long process of consultation and negotiation. It is my hope that our discussions will now focus on implementation of each item on its own merits and in a manner most conducive to progress.

The Document should not set a limit on our ambitions; rather it should be a beachhead from which we launch ourselves forward. We should recognize that it does not incorporate all that many of you wanted. There are some areas which the Document does not address in detail where many would – rightly – like to see progress during the 60<sup>th</sup> session. One such area is disarmament and non-proliferation, on which I would encourage new and creative thinking in all appropriate fora.

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Let me now turn to the areas where Member States wish the President to take a lead.

The issue that remains of the utmost importance is development. It is imperative that we heed the call for the political momentum on development to be maintained and strengthened. In particular, the United Nations must play its part in ensuring that the international community has in place appropriate ways and means to achieve the timely and full realization of the Millennium Development Goals.

We must keep development high on the agenda of the General Assembly during this Session. Our ongoing work includes matters such as NEPAD, HIV/AIDS, migration and the arrangements for reviewing the implementation of the Monterrey Consensus. I also plan to hold a thematic debate related to development.

ECOSOC will have an important role in promoting and monitoring implementation of the Millennium Development Goals. In the Outcome Document we envisaged giving ECOSOC a number of specific new functions. The General Assembly needs to agree on the details of implementation of these functions as soon as possible. This will enable the Council to implement the changes at its next substantive session in 2006.

The Outcome Document also invited the Secretariat to undertake work on system-wide coherence this year, with the aim of improving the way UN development, humanitarian and environment activities are managed and coordinated. There is work that both the General Assembly and the Secretary-General will need to take forward in a timely manner. In a world of unabating natural and man-made disasters, the General Assembly will need to take early action on the improvement of humanitarian funding through the expansion of the Central Emergency Revolving Fund.

There is widespread recognition that the Peacebuilding Commission must be an area of work we focus on with urgency. The Outcome Document stipulates that the Commission should begin its work no later than 31 December 2005. For this to be possible, we should aim to conclude our negotiations by early November.

There is broad agreement that there is only a small number of issues remaining to be resolved. I intend to begin informal consultations of the plenary in the coming days with the objective of agreeing on the elements necessary for bringing the Peace Building Commission into operation. I

intend to appoint two co-chairs to assist me in conducting these inter-governmental negotiations.

There is also broad agreement that work on the Human Rights Council should begin promptly. In part this is a recognition of the range and importance of the issues which need to be discussed. I have also been reminded that there are practical and budgetary reasons to strive for agreement before the end of the year.

With this in mind, I will shortly begin informal consultations of the plenary assisted by two co-chairs. We need to start off by identifying the issues on which there is a need to find agreement. I intend to provide you with such a basis for our work. After a short period of consultations among Member States, more intense negotiations will have to follow before a draft resolution can be brought before the General Assembly.

There is widespread recognition that we should tackle the important and wide-ranging agenda of management reform with urgency and determination, not least because of the relevance of these discussions to the ongoing budget process. We will need to have open and transparent inter-governmental discussions on these issues. On much of this agenda, we have committed ourselves to take decisions by the end of March 2006. To achieve this, the Secretariat will need to begin providing us with appropriate inputs to our discussions at the earliest opportunity in order to avoid an overloaded agenda in February and March. I would also encourage the General Assembly to take as many decisions as possible well in advance of 31 March.

There is a mandate in the Outcome Document for us to conclude a comprehensive convention on international terrorism. Our universal abhorrence of terrorism generated a momentum at the Summit which we must harness to finalize the convention before the end of the year. The Chair of the Sixth Committee intends to give this priority in his work programme.

We will also need to give early attention to the development of a counter-terrorism strategy. I will revert on this matter at the appropriate time.

The Outcome Document gives the United Nations direction on the responsibility to protect populations from genocide, war crimes, ethnic

cleansing and crimes against humanity. We must build on this considerable achievement.

The Outcome Document requested the General Assembly to review progress on Security Council reform by the end of 2005. I will, for my part, be ready to listen to all interested parties regarding the continued efforts to move this important issue forward.

We will also need to take action during this session to bring into effect the Charter amendments outlined in paragraphs 176 and 177 of the Outcome Document.

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I realize that this plan constitutes an ambitious agenda. But I believe it reflects the spirit of the contributions I have received from Member States. I trust that we can use it as the basis by which we achieve concrete results.

I trust also that I will be able to count on your personal involvement in these important discussions over the coming weeks and months. I intend to keep implementation of the Outcome Document under close review and to take stock of progress at regular intervals.

I am calling an informal meeting of the plenary on Tuesday 4 October at 3.00 pm in order to involve all Member States in the finalization of our plans. I am confident that substantive work on follow-up will proceed very quickly thereafter.

I will be writing to you again during the month of October on the issue of General Assembly revitalization. It is my view, however, that timely and effective implementation of the 2005 World Summit outcome through our common efforts would be a major contribution to revitalizing the central body of the United Nations.

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

Jan Eliasson



# General Assembly

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## Sixtieth session

Items 48, 121, 124, 125 and 137 of the provisional agenda\*

**Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic, social and related fields**

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

**Programme budget for the biennium 2004-2005**

**Proposed programme budget for the biennium 2006-2007**

**Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations**

## **2005 World Summit Outcome**

**Programme budget implications of draft resolution A/60/L.1**

**Statement submitted by the Secretary-General in accordance with rule 153 of the rules of procedures of the General Assembly**

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\* A/60/150.



## **I. Introduction**

1. During the High-level Plenary Meeting of the General Assembly of September 2005, the General Assembly will consider a draft resolution entitled “2005 World Summit Outcome” (A/60/L.1), wherein Member States would take decisions in the areas of development, peace and collective security, human rights and the rule of law, and strengthening the United Nations.

2. The major costs of the draft resolution, i.e., \$50 billion in additional funds for financing for development and the implementation of the internationally agreed goals, including the Millennium Development Goals (see A/60/L.1, para. 23), fall outside the scope of the present statement of programme budget implications because they will be undertaken by the broader development community. The cost implications for the United Nations will be largely within the (voluntarily funded) United Nations Development Group members rather than the Secretariat.

3. The present statement of programme budget implications identifies paragraphs in the draft resolution which potentially lead to expenditure requirements chargeable to either the programme budget or to the support account for peacekeeping operations. These relate to the current and the proposed programme budget for the biennium 2006-2007 and to the support account for peacekeeping operations for the period from 1 January 2006 to 30 June 2006. While some paragraphs of the draft resolution would require the utilization of extrabudgetary resources, these are not identified since they would not lead to any charge against assessed funds. A number of other recommendations would require further study. The related financial implications of those recommendations will be provided when the requested reports are submitted to the General Assembly in 2006.

## **II. Development**

4. By paragraphs 17 to 68 of the draft resolution, the General Assembly would support a range of development goals and objectives already agreed at major United Nations conferences and summits. The measures envisaged in paragraph 68 reaffirm the commitment of the General Assembly to urgently meet the special needs of Africa, the only continent not on track to meet the goals of the United Nations Millennium Declaration by 2015.

5. The implementation of paragraph 68 would result in additional resources for the Office of the Special Adviser on Africa.

## **III. Peace and collective security**

6. By paragraphs 76, 81-91, 92, 97-105 and 111-115 of the draft resolution, the General Assembly would address threats to international peace and collective security by strengthening the capacity of the Secretary-General in the area of the mediation of disputes; supporting efforts to implement the comprehensive United Nations counter-terrorism strategy and promote the ratification and implementation of the existing 12 universal legal instruments, the International Convention for the Suppression of Acts of Nuclear Terrorism and the proposed comprehensive convention on international terrorism; endorsing the creation of a standing capacity

for the rapid deployment of United Nations civilian police in peacekeeping missions; establishing a Peacebuilding Commission as an intergovernmental advisory body; and reaffirming the need to work collectively to combat transnational crime.

7. The activities to be undertaken in support of the foregoing objectives include the establishment of a dedicated Mediation Support Office to provide thematic and operational support to United Nations mediators; strengthening the mediation support capacity of the regional divisions of the Department of Political Affairs; the establishment of standing police capacity in the Department of Peacekeeping Operations; servicing the meetings of the proposed Peacebuilding Commission; establishing a small peacebuilding support office; and strengthening the capacity of the United Nations Office on Drugs and Crime to provide assistance upon request to Member States.

#### **IV. Human rights and the rule of law**

8. By paragraphs 124, 134 and 136 of the draft resolution, the General Assembly would promote human rights, the rule of law and democracy through a series of measures that would strengthen the Office of the United Nations High Commissioner for Human Rights; promote the rule of law through technical assistance and capacity-building; and support democracy through strengthening countries' capacities, upon their request, to implement the principles and practices of democracy at the national, regional and international levels.

#### **V. Strengthening the United Nations**

9. By paragraph 155 of the draft resolution, the General Assembly would reaffirm the role that the Charter of the United Nations and the General Assembly have vested in the Economic and Social Council and would 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 as for implementation of the international development goals agreed at major United Nations summits and conferences, including the Millennium Development Goals. By subparagraph 155 (b), the General Assembly would call on the Council to convene a biennial high-level Development Cooperation Forum to review trends in international development cooperation; by subparagraph 155 (c), it would call on the Council to ensure the follow-up of the outcomes of major United Nations meetings and hold annual ministerial-level substantive reviews to assess progress.

10. By paragraphs 157-160 of the draft resolution, pursuant to its commitment to further strengthen United Nations human rights machinery, the General Assembly would resolve to create a Human Rights Council and would request the President of the General Assembly to conduct negotiations with Member States during its sixtieth session in order to establish the mandate, modalities, functions, size, composition, membership, working methods and procedures of the Council.

11. Under the terms of paragraphs 161, 163 and 164 of the draft resolution, the General Assembly would introduce measures to promote Secretariat and

management reform, including issues of management performance and transparency and reinforcing ethical conduct and accountability at all levels. In addition, the expertise, capacity and resources of the Office of Internal Oversight Services on audit and investigations would be significantly strengthened. The Secretary-General intends to undertake during the rest of 2005 and in 2006 the review and analysis of the issues raised in paragraphs 161, 163 and 164 and to submit the related implementation proposals to the General Assembly at its sixtieth session for its review and decision.

12. By paragraph 170 of the draft resolution, the Assembly would support a stronger relationship between the United Nations and regional and subregional organizations pursuant to Chapter VIII of the Charter of the United Nations. This would require strengthening the Department of Political Affairs through the establishment of a focal point which would plan and organize meetings between the United Nations and regional organizations.

## **VI. Summary**

**13. Implementation of the above-mentioned measures would require expenditures in the forthcoming biennium 2006-2007, as well as some potential expenditures in the final months of the 2004-2005 biennium. The great bulk of such requirements would fall under the programme budget, while limited requirements would relate to the support account for peacekeeping operations. In all, the total requirements arising from the draft resolution are estimated to approximate \$80 million. Should the General Assembly adopt the draft resolution, a detailed statement of programme budget implications would be submitted to the General Assembly for its consideration in the context of its review of the programme budget for the biennia 2004-2005 and 2006-2007, as well as for the support account.**

**14. The attention of the General Assembly is drawn to the present statement of programme budget implications. The Fifth Committee will examine during the sixtieth session of the Assembly both a detailed statement of the programme budget implications arising from the draft resolution and the report of the Advisory Committee on Administrative and Budgetary Questions thereon. Consequently, appropriate financial provisions will be incorporated within the budget appropriations to be adopted before the close of the first part of the sixtieth session.**

**SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME**

Updated 06/09/2006

<b>Week of 5-9 December 2005</b>				
<b>Mon, 5 Dec</b>	<b>Tue, 6 Dec</b>	<b>Wed, 7 Dec</b>	<b>Thur, 8 Dec</b>	<b>Fri, 9 Dec</b>
<b>Morning</b>	<b>Morning</b>	<b>Morning</b>	<b>Morning</b>	<b>Morning</b>
			<i>GA Plenary</i>	
10 am-1 pm <b>Human Rights Council</b>	10 am-1 pm <b>HIV/AIDS</b>  10 am-1 pm <b>Secretariat and management reform</b>	10 am-1 pm <b>Human Rights Council</b>	10 am-1 pm <b>HIV/AIDS</b>  11 am-1 pm <b>Peacebuilding Commission</b>	10 am-1 pm <b>Human Rights Council</b>  10 am-1 pm <b>Secretariat and management reform</b>
<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>
	3 pm-6 pm <b>Peacebuilding Commission*</b>	3 pm-6 pm <b>Human Rights Council</b>	3 pm - 6 pm <b>Development and ECOSOC reform</b>	3 pm-6 pm <b>Human Rights Council</b>

\*Further meetings will be scheduled as necessary

**SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME**

Updated 06/09/2006

<b>Week of 12-16 December 2005</b>				
<b>Mon, 12 Dec</b>	<b>Tue, 13 Dec</b>	<b>Wed, 14 Dec</b>	<b>Thur, 15 Dec</b>	<b>Fri, 16 Dec</b>
<b>Morning</b>	<b>Morning</b>	<b>Morning</b>	<b>Morning</b>	<b>Morning</b>
			<i>GA Plenary</i>	
	10 am-1 pm <b>Development and ECOSOC reform</b>	10 am-1 pm <b>Secretariat and management reform</b>	10 am-1 pm <b>Human Rights Council</b>	10 am-1 pm <b>Human Rights Council</b>
<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>
				<i>GA Plenary</i>
	1.15 pm-3 pm <b>HIV/AIDS</b>  3 pm-6 pm <b>Human Rights Council</b>	3 pm-5pm <b>Human Rights Council</b>  5 pm-6 pm <b>Peacebuilding Commission</b>	3 pm-6 pm <b>Secretariat and management reform</b>	

**SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME**

Updated 06/09/2006

<b>Week of 19-23 December 2005</b>				
<b>Mon, 19 Dec</b>	<b>Tue, 20 Dec</b>	<b>Wed, 21 Dec</b>	<b>Thur, 22 Dec</b>	<b>Fri, 23 Dec</b>
<b>Morning</b>	<b>Morning</b>	<b>Morning</b>	<b>Morning</b>	<b>Morning</b>
	<i>GA Plenary</i>	<i>GA Plenary</i>	<i>GA Plenary</i>	
10 am-1 pm <b>Human Rights Council</b>	11.15 am-1 pm <b>Secretariat and management reform</b>	10 am-1 pm <b>Human Rights Council</b>		
<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>
3 pm-6 pm <b>Human Rights Council</b>	3 pm-6 pm <b>Development and ECOSOC reform</b>			

**SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME**

Updated 06/09/2006

<b>Week of 26-31 December 2005</b>				
<b>Mon, 26 Dec</b>	<b>Tue, 27 Dec</b>	<b>Wed, 28 Dec</b>	<b>Thur, 29 Dec</b>	<b>Fri, 30 Dec</b>
<b>Morning</b>	<b>Morning</b>	<b>Morning</b>	<b>Morning</b>	<b>Morning</b>
<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>

**SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME**

Updated 06/09/2006

Week of 2-6 January 2006				
Mon, 2 Jan	Tue, 3 Jan	Wed, 4 Jan	Thur, 5 Jan	Fri, 6 Jan
Morning	Morning	Morning	Morning	Morning
Afternoon	Afternoon	Afternoon	Afternoon	Afternoon



SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME

Updated 06/09/2006

Week of 9-13 January 2006				
Mon, 9 Jan	Tue, 10 Jan	Wed, 11 Jan	Thur, 12 Jan	Fri, 13 Jan
Morning	Morning	Morning	Morning	Morning
		10 am-1 pm <b>Human Rights Council</b>		10 am-1 pm <b>Development and ECOSOC reform</b>
Afternoon	Afternoon	Afternoon	Afternoon	Afternoon
		3 pm-6 pm <b>Human Rights Council</b>		

**SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME**

Updated 06/09/2006

<b>Week of 16-20 January 2006</b>				
<b>Mon, 16 Jan</b>	<b>Tue, 17 Jan</b>	<b>Wed, 18 Jan</b>	<b>Thur, 19 Jan</b>	<b>Fri, 20 Jan</b>
<b>Morning</b>	<b>Morning</b>	<b>Morning</b>	<b>Morning</b>	<b>Morning</b>
				10 am-11 am <b>Human Rights Council</b>
<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>
3 pm-6 pm <b>Development and ECOSOC reform*</b>				

\*Further meetings will be scheduled as necessary

SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME

Updated 06/09/2006

Week of 23-27 January 2006				
Mon, 23 Jan	Tue, 24 Jan	Wed, 25 Jan	Thur, 26 Jan	Fri, 27 Jan
Morning	Morning	Morning	Morning	Morning
	10 am-1 pm <b>Human Rights Council</b>	10 am-1 pm <b>Secretariat and management reform</b>		
Afternoon	Afternoon	Afternoon	Afternoon	Afternoon
	3 pm-6 pm <b>Human Rights Council</b>			

**SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME**

Updated 06/09/2006

<b>Week of 30 January-3 February 2006</b>				
<b>Mon, 30 Jan</b>	<b>Tue, 31 Jan</b>	<b>Wed, 1 Feb</b>	<b>Thur, 2 Feb</b>	<b>Fri, 3 Feb</b>
<b>Morning</b>	<b>Morning</b>	<b>Morning</b>	<b>Morning</b>	<b>Morning</b>
10 am-1 pm <b>Secretariat and management reform</b>		10 am-1 pm <b>Development and ECOSOC reform</b>	11 am-1 pm <b>Human Rights Council</b>	
<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>
3 pm-6 pm <b>Development and ECOSOC reform</b>				

**SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME**

Updated 06/09/2006

<b>Week of 6-10 February 2006</b>				
<b>Mon, 6 Feb</b>	<b>Tue, 7 Feb</b>	<b>Wed, 8 Feb</b>	<b>Thur, 9 Feb</b>	<b>Fri, 10 Feb</b>
<b>Morning</b>	<b>Morning</b>	<b>Morning</b>	<b>Morning</b>	<b>Morning</b>
11 am-1 pm <b>Human Rights Council</b>	11 am-1 pm <b>Secretariat and management reform</b>	10 am-1 pm <b>Development and ECOSOC reform</b>	10 am-1 pm <b>Development and ECOSOC reform</b>	
<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>
3 pm-6 pm <b>Human Rights Council</b>	3 pm-6 pm <b>Human Rights Council</b>			

SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME

Updated 06/09/2006

Week of 13-17 February 2006				
Mon, 13 Feb	Tue, 14 Feb	Wed, 15 Feb	Thur, 16 Feb	Fri, 17 Feb
Morning	Morning	Morning	Morning	Morning
Afternoon	Afternoon	Afternoon	Afternoon	Afternoon
		3 pm-6 pm <b>Secretariat and management reform</b>	3 pm-6 pm <b>General Assembly revitalization</b>	

**SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME**

Updated 06/09/2006

<b>Week of 20-24 February 2006</b>				
<b>Mon, 20 Feb</b>	<b>Tue, 21 Feb</b>	<b>Wed, 22 Feb</b>	<b>Thur, 23 Feb</b>	<b>Fri, 24 Feb</b>
<b>Morning</b>	<b>Morning</b>	<b>Morning</b>	<b>Morning</b>	<b>Morning</b>
10 am-1 pm <b>Development and ECOSOC reform</b>			12 pm-1 pm <b>Human Rights Council</b>	
<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>
3 pm-6 pm <b>Development and ECOSOC reform</b>				

SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME

Updated 06/09/2006

Week of 27 February-3 March				
Mon, 27 Feb	Tue, 28 Feb	Wed, 1 Mar	Thur, 2 Mar	Fri, 3 Mar
Morning	Morning	Morning	Morning	Morning
				10 am-1 pm <b>General Assembly revitalization</b>
Afternoon	Afternoon	Afternoon	Afternoon	Afternoon



**SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME**

Updated 06/09/2006

Week of 6-10 March 2006				
Mon, 6 Mar	Tue, 7 Mar	Wed, 8 Mar	Thur, 9 Mar	Fri, 10 Mar
Morning	Morning	Morning	Morning	Morning
Afternoon	Afternoon	Afternoon	Afternoon	Afternoon

SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME

Updated 06/09/2006

Week of 13-17 March 2006				
Mon, 13 Mar	Tue, 14 Mar	Wed, 15 Mar	Thur, 16 Mar	Fri, 17 Mar
Morning	Morning	Morning	Morning	Morning
		11 am-1 pm <b>Human Rights Council</b>	10 am-1 pm <b>General Assembly revitalization</b>	
Afternoon	Afternoon	Afternoon	Afternoon	Afternoon

**SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME**

Updated 06/09/2006

<b>Week of 20-24 March 2006</b>				
<b>Mon, 20 Mar</b>	<b>Tue, 21 Mar</b>	<b>Wed, 22 Mar</b>	<b>Thur, 23 Mar</b>	<b>Fri, 24 Mar</b>
<b>Morning</b>	<b>Morning</b>	<b>Morning</b>	<b>Morning</b>	<b>Morning</b>
<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>

**SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME**

Updated 06/09/2006

<b>Week of 27-31 March 2006</b>				
<b>Mon, 27 Mar</b>	<b>Tue, 28 Mar</b>	<b>Wed, 29 Mar</b>	<b>Thur, 30 Mar</b>	<b>Fri, 31 Mar</b>
<b>Morning</b>	<b>Morning</b>	<b>Morning</b>	<b>Morning</b>	<b>Morning</b>
	10am - 1pm <b>Development and ECOSOC reform</b>	10 am-1 pm <b>General Assembly revitalization</b>		
<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>
	3pm - 6pm <b>Development and ECOSOC reform</b>		3 pm-6 pm <b>Secretariat and management reform</b>	

SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME

Updated 06/09/2006

Week of 3-7 April 2006				
Mon, 3 Apr	Tue, 4 Apr	Wed, 5 Apr	Thur, 6 Apr	Fri, 7 Apr
Morning	Morning	Morning	Morning	Morning
			10 am-1 pm <b>General Assembly revitalization</b>	10 am-1 pm <b>Secretariat and management reform</b>
Afternoon	Afternoon	Afternoon	Afternoon	Afternoon

SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME

Updated 06/09/2006

Week of 10-14 April 2006				
Mon, 10 Apr	Tue, 11 Apr	Wed, 12 Apr	Thur, 13 Apr	Fri, 14 Apr
Morning	Morning	Morning	Morning	Morning
		10 am-1 pm <b>Secretariat and management reform</b>		
Afternoon	Afternoon	Afternoon	Afternoon	Afternoon

SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME

Updated 06/09/2006

Week of 17-21 April 2006				
Mon, 17 Apr	Tue, 18 Apr	Wed, 19 Apr	Thur, 20 Apr	Fri, 21 Apr
Morning	Morning	Morning	Morning	Morning
		10 am-1 pm <b>General Assembly revitalization</b>	10 am-1 pm <b>OEWG on Security Council Reform</b>	
Afternoon	Afternoon	Afternoon	Afternoon	Afternoon
		3pm - 4pm <b>Human Rights Council</b>  4pm - 6pm <b>Environment</b>	3.30pm - 6pm <b>OEWG on Security Council Reform</b>	

**SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME**

Updated 06/09/2006

Week of 24-28 April 2006				
Mon, 24 Apr	Tue, 25 Apr	Wed, 26 Apr	Thur, 27 Apr	Fri, 28 Apr
Morning	Morning	Morning	Morning	Morning
	10 am-1 pm <b>Secretariat and management reform</b>	10 am-1 pm <b>General Assembly revitalization</b>		
Afternoon	Afternoon	Afternoon	Afternoon	Afternoon
	3pm - 6pm <b>Environment</b>			



SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME

Updated 06/09/2006

Week of 1-5 May 2006				
Mon, 1 May	Tue, 2 May	Wed, 3 May	Thur, 4 May	Fri, 5 May
Morning	Morning	Morning	Morning	Morning
		10-11 am <b>HIV/AIDS</b>		
Afternoon	Afternoon	Afternoon	Afternoon	Afternoon

SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME

Updated 06/09/2006

Week of 8-12 May 2006				
Mon, 8 May	Tue, 9 May	Wed, 10 May	Thur, 11 May	Fri, 12 May
Morning	Morning	Morning	Morning	Morning
10 am-1 pm <b>Secretariat and management reform</b>			10 am-1 pm <b>Comprehensive UN Counter-terrorism strategy</b>	10 am-1 pm <b>Comprehensive UN Counter-terrorism strategy</b>
Afternoon	Afternoon	Afternoon	Afternoon	Afternoon
			3pm - 6pm <b>Comprehensive UN Counter-terrorism strategy</b>	

SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME

Updated 06/09/2006

Week of 15-19 May 2006				
Mon, 15 May	Tue, 16 May	Wed, 17 May	Thur, 18 May	Fri, 19 May
Morning	Morning	Morning	Morning	Morning
10 am-1 pm <b>Secretariat and management reform</b>	10 am-1 pm <b>Comprehensive UN Counter-terrorism strategy</b>	10 am-1 pm <b>Comprehensive UN Counter-terrorism strategy</b>		
Afternoon	Afternoon	Afternoon	Afternoon	Afternoon
3pm - 6pm <b>Comprehensive UN Counter-terrorism strategy</b>		3pm - 6pm <b>Secretariat and management reform</b>		

SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME

Updated 06/09/2006

Week of 22-26 May 2006				
Mon, 22 May	Tue, 23 May	Wed, 24 May	Thur, 25 May	Fri, 26 May
Morning	Morning	Morning	Morning	Morning
		10-11 am Environment		
Afternoon	Afternoon	Afternoon	Afternoon	Afternoon

SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME

Updated 06/09/2006

Week of 29 May-2 Jun 2006				
Mon, 29 May	Tue, 30 May	Wed, 31 May	Thur, 1 Jun	Fri, 2 Jun
Morning	Morning	Morning	Morning	Morning
	10 am-1 pm <b>Secretariat and management reform</b>			
Afternoon	Afternoon	Afternoon	Afternoon	Afternoon

SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME

Updated 06/09/2006

Week of 5-9 Jun 2006				
Mon, 5 Jun	Tue, 6 Jun	Wed, 7 Jun	Thur, 8 Jun	Fri, 9 Jun
Morning	Morning	Morning	Morning	Morning
10 am-1 pm <b>Secretariat and management reform</b>	10 am-1 pm <b>General Assembly revitalization</b>	10 am-1 pm <b>Secretariat and management reform</b>		
Afternoon	Afternoon	Afternoon	Afternoon	Afternoon

**SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME**

Updated 06/09/2006

<b>Week of 12-16 Jun 2006</b>				
<b>Mon, 12 Jun</b>	<b>Tue, 13 Jun</b>	<b>Wed, 14 Jun</b>	<b>Thur, 15 Jun</b>	<b>Fri, 16 Jun</b>
<b>Morning</b>	<b>Morning</b>	<b>Morning</b>	<b>Morning</b>	<b>Morning</b>
	10 am-1 pm <b>Environment</b>	10 am-1 pm <b>Comprehensive UN Counter-terrorism strategy</b>		
<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>
	3pm - 6pm <b>Environment</b>	3pm - 6pm <b>Secretariat and management reform</b>	3pm - 6pm <b>Comprehensive UN Counter-terrorism strategy</b>	

SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME

Updated 06/09/2006

Week of 19-22 Jun 2006				
Mon, 19 Jun	Tue, 20 Jun	Wed, 21 Jun	Thur, 22 Jun	Fri, 23 Jun
Morning	Morning	Morning	Morning	Morning
10 am-1 pm <b>Secretariat and management reform</b>	10 am-1 pm <b>Environment</b>		10 am-11 am <b>Secretariat and management reform</b>	
Afternoon	Afternoon	Afternoon	Afternoon	Afternoon



**SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME**

Updated 06/09/2006

<b>Week of 26-30 Jun 2006</b>				
<b>Mon, 26 Jun</b>	<b>Tue, 27 Jun</b>	<b>Wed, 28 Jun</b>	<b>Thur, 29 Jun</b>	<b>Fri, 30 Jun</b>
<b>Morning</b>	<b>Morning</b>	<b>Morning</b>	<b>Morning</b>	<b>Morning</b>
	11 am-1 pm <b>Environment</b>		10 am-1 pm <b>Comprehensive UN Counter-terrorism strategy</b>	
<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>
		3pm - 6pm <b>Comprehensive UN Counter-terrorism strategy</b>	3 pm - 6 pm <b>General Assembly revitalization</b>	

**SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME**

Updated 06/09/2006

Week of 3-7 Jul 2006				
Mon, 3 Jul	Tue, 4 Jul	Wed, 5 Jul	Thur, 6 Jul	Fri, 7 Jul
Morning	Morning	Morning	Morning	Morning
Afternoon	Afternoon	Afternoon	Afternoon	Afternoon

**SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME**

Updated 06/09/2006

Week of 10-14 Jul 2006				
Mon, 10 Jul	Tue, 11 Jul	Wed, 12 Jul	Thur, 13 Jul	Fri, 14 Jul
Morning	Morning	Morning	Morning	Morning
Afternoon	Afternoon	Afternoon	Afternoon	Afternoon

SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME

Updated 06/09/2006

Week of 17-21 Jul 2006				
Mon, 17 Jul	Tue, 18 Jul	Wed, 19 Jul	Thur, 20 Jul	Fri, 21 Jul
Morning	Morning	Morning	Morning	Morning
				10 am-1 pm <b>General Assembly revitalization</b>
Afternoon	Afternoon	Afternoon	Afternoon	Afternoon

**SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME**

Updated 06/09/2006

Week of 24-28 Jul 2006				
Mon, 24 Jul	Tue, 25 Jul	Wed, 26 Jul	Thur, 27 Jul	Fri, 28 Jul
Morning	Morning	Morning	Morning	Morning
Afternoon	Afternoon	Afternoon	Afternoon	Afternoon

**SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME**

Updated 06/09/2006

Week of 30 Jul - 4 Aug 2006				
Mon, 31 Jul	Tue, 1 Aug	Wed, 2 Aug	Thur, 3 Aug	Fri, 4 Aug
Morning	Morning	Morning	Morning	Morning
Afternoon	Afternoon	Afternoon	Afternoon	Afternoon

**SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME**

Updated 06/09/2006

Week of 7-11 Aug 2006				
Mon, 7 Aug	Tue, 8 Aug	Wed, 9 Aug	Thur, 10 Aug	Fri, 11 Aug
Morning	Morning	Morning	Morning	Morning
Afternoon	Afternoon	Afternoon	Afternoon	Afternoon

**SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME**

Updated 06/09/2006

<b>Week of 14-18 Aug 2006</b>				
<b>Mon, 14 Aug</b>	<b>Tue, 15 Aug</b>	<b>Wed, 16 Aug</b>	<b>Thur, 17 Aug</b>	<b>Fri, 18 Aug</b>
<b>Morning</b>	<b>Morning</b>	<b>Morning</b>	<b>Morning</b>	<b>Morning</b>
<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>



**SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME**

Updated 06/09/2006

<b>Week of 21-25 Aug 2006</b>				
<b>Mon, 21 Aug</b>	<b>Tue, 22 Aug</b>	<b>Wed, 23 Aug</b>	<b>Thur, 24 Aug</b>	<b>Fri, 25 Aug</b>
<b>Morning</b>	<b>Morning</b>	<b>Morning</b>	<b>Morning</b>	<b>Morning</b>
10 am-1 pm <b>Comprehensive UN Counter-terrorism strategy</b>	10 am-1 pm <b>Comprehensive UN Counter-terrorism strategy</b>			
<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>	<b>Afternoon</b>

**SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME**

Updated 06/09/2006

Week of 28 Aug - 1 Sep 2006				
Mon, 28 Aug	Tue, 29 Aug	Wed, 30 Aug	Thur, 31 Aug	Fri, 1 Sep
Morning	Morning	Morning	Morning	Morning
		10 am-1 pm <b>Comprehensive UN Counter-terrorism strategy</b>		10 am-1 pm <b>Comprehensive UN Counter-terrorism strategy</b>  11 am-1 pm <b>General Assembly revitalization</b>
Afternoon	Afternoon	Afternoon	Afternoon	Afternoon
	3 pm - 6 pm <b>ECOSOC reform</b>	3 pm - 6 pm <b>ECOSOC reform</b>	3 pm - 6 pm <b>ECOSOC reform</b>  10 am-1 pm <b>Comprehensive UN Counter-terrorism strategy</b>	3 pm - 6 pm <b>ECOSOC reform</b>

**SCHEDULE OF MEETINGS IN THE FOLLOW-UP PROCESS OF THE 2005 WORLD SUMMIT OUTCOME**

Updated 06/09/2006

Week of 4-8 Sep 2006				
Mon, 4 Sep	Tue, 5 Sep	Wed, 6 Sep	Thur, 7 Sep	Fri, 8 Sep
Morning	Morning	Morning	Morning	Morning
		12 noon - 1 pm <b>ECOSOC reform</b>		
Afternoon	Afternoon	Afternoon	Afternoon	Afternoon
	3 pm - 6 pm <b>ECOSOC reform</b>  3 pm - 4 pm <b>General Assembly revitalization</b>	3 pm - 6 pm <b>ECOSOC reform</b>		

# DESIGNATION OF CO-CHAIRS BY THE PRESIDENT OF THE 60<sup>TH</sup> SESSION OF THE GENERAL ASSEMBLY

## DEVELOPMENT AND ECOSOC REFORM

H.E. Mr. Johan C. Verbeke  
Permanent Representative of **Belgium** to the United Nations

H.E. Mr. Cheick Sidi Diarra  
Permanent Representative of the **Republic of Mali** to the  
United Nations

## ENVIRONMENT

H.E. Mr. Enrique Berruga  
Permanent Representative of **Mexico** to the United Nations

H.E. Mr. Peter Maurer  
Permanent Representative of **Switzerland** to the United Nations

## GENERAL ASSEMBLY REVITALIZATION

H.E. Mrs. Solveiga Silkalna  
Permanent Representative of the **Republic of Latvia**  
to the United Nations

H.E. Mr. Abdullah M. Alsaidi  
Permanent Representative of the **Republic of Yemen**  
to the United Nations

## **HIV/AIDS**

H.E. Mr. Christopher Fitzherbert Hackett  
Permanent Representative of **Barbados** to the United Nations

H.E. Mrs. Laxanachantorn Laohaphan  
Permanent Representative of **Thailand** to the United Nations

## **HUMAN RIGHTS COUNCIL**

H.E. Mr. Ricardo Alberto Arias  
Permanent Representative of **Panama** to the United Nations

H.E. Mr. Dumisani S. Kumalo  
Permanent Representative of the **Republic of South Africa** to the  
United Nations

## **PEACEBUILDING COMMISSION**

H.E. Ms. Ellen Margrethe Løj  
Permanent Representative of **Denmark** to the United Nations

H.E. Mr. Augustine P. Mahiga  
Permanent Representative of the **United Republic of Tanzania**  
to the United Nations

## **SECRETARIAT AND MANAGEMENT REFORM**

H.E. Mr. Allan Rock  
Permanent Representative of **Canada** to the United Nations

H.E. Mr. Munir Akram  
Permanent Representative of **Pakistan** to the United Nations

## **SECURITY COUNCIL REFORM**

H.E. Ms. Paulette Bethel

Permanent Representative of the **Bahamas** to the United Nations

H.E. Mr. Frank Majoor

Permanent Representative of the **Netherlands** to the United Nations

## **TERRORISM**

H.E. Mr. Juan Antonio Yáñez-Barnuevo

Permanent Representative of **Spain** to the United Nations

H.E. Mr. Vanu Gopala Menon

Permanent Representative of the **Republic of Singapore** to the United Nations