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SUMMARY REPORT OF THE HIGH-LEVEL PANEL CONSULTATION WITH CIVIL SOCIETY: GENEVA, 2 JULY 2006

The 2005 World Summit Outcome Document called for much stronger system-wide coherence across the various agencies, funds, and programmes of the United Nations. The Summit invited the Secretary-General to “launch work to further strengthen the management and coordination of UN operational activities.” In February 2006, the Secretary-General formally established the 15-member [High-Level Panel on System-wide Coherence in the fields of Humanitarian Assistance, Development and Environment](#). The Panel is expected to complete its work by the summer, to allow for the formal presentation of its recommendations to the next session of the General Assembly in September 2006, and possible implementation in 2007. In advance of the consultation, an [issues paper](#) was prepared by the Panel Secretariat to guide the discussions.

On Sunday July 2, the High-Level Panel held a day-long consultation with over 50 civil society representatives from around the world, mostly from Europe¹, in Geneva, Switzerland. The consultations focused on the cross-cutting themes including gender equality, human rights and sustainable development/environment. This report provides a summary of the civil society statements and interventions regarding [Topic I: Improving UN System-wide Coherence: Opportunities and Challenges](#) and [Topic II: Sustainable Development: Mainstreaming, Normative to Operational Linkages and Institutional Issues](#). The report also includes a brief overview of the consultations on [Topic III: Gender Equality: Mainstreaming and Institutional Architecture](#), as provided by the Women’s Environment and Development Organisation. The report further includes a section on key resources from the Panel and civil society organisations.

Editor’s Note: Stakeholder Forum’s coverage of the Civil Society Consultations was limited to Topic I and II. A section on the Gender Dialogues has been included for information purposes.

This report was written by Jennifer Peer and Richard Sherman, and edited by Erin Stewart. Stakeholder Forum, in cooperation with the UN Non-Governmental Liaison Service and the Brazilian Forum of NGOs and Social Movements for the Environment and the Development, managed the dialogue on sustainable development. Funding for NGO participation and preparation for the Civil Society Consultations was provided by the UN Foundation and the Government of Norway.

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¹ Participation of developing country representatives was limited due to visa and funding constraints and timing.

BACKGROUND ON THE HIGH-LEVEL PANEL

The World Summit 2005 Outcome Document notes that the strengthening of system-wide coherence among the various UN agencies, funds and programmes should ensure that the UN maximises its contribution in achieving the internationally agreed development goals. This includes proposals for 'tightly managed entities' in the field of the environment, humanitarian assistance and development. The Outcome Document also calls for greater coordination between the governing boards of various operational agencies to ensure a more coherent policy in assigning mandates and allocating resources throughout the system.

In November 2005, the UN Secretary-General circulated his proposal for the establishment of a High-level Panel on System-wide Coherence in the fields of Humanitarian Assistance, Development and Environment, including the draft terms of reference for the Panel's work. In February 2006, the Secretary-General formally established the 15-member Panel of eminent persons, which is co-chaired by Luisa Dias Diogo, Prime Minister of Mozambique; Jens Stoltenberg, Prime Minister of Norway; and Shaukat Aziz, Prime Minister of Pakistan. According to the Secretary-General, the overarching aim of the Panel's work is to seek recommendations on a process of rationalisation that will maximise the available resources for relief and development programmes in the UN system, while minimising overhead and administrative costs. The Panel is expected to explore ways of fully exploiting synergies between the normative and analytical institutions and departments of the UN, such as the Department of Economic and Social Affairs, the UN Conference on Trade and Development (UNCTAD), and operational agencies. The Panel is also expected to address how the UN system works and can best exercise its comparative advantages with international partners—including the Bretton Woods Institutions (BWIs), the European Commission and other regional actors, donors, civil society and the private sector. While the Panel's primary focus will be on increasing the UN's impact at the country level and making concrete proposals for improved management, coordination and effectiveness, it will also examine findings with regards to work at both regional and country-level. The Panel complements other major reform initiatives currently under way in the UN, including the proposal for comprehensive management reform, the mandate review, consultations on international environmental governance and reform of the Economic and Social Council (ECOSOC).

To fulfil the mandate of the High-level Panel, Secretary-General Kofi Annan encouraged the improvement of both synergies within the system and the UN's ability to work with a number of partners—including civil society organisations and the private sector. He outlined that consultations on environment should cover two specific areas. First, in the normative area, 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, including the development of stronger scientific and analytic capacity in monitoring, assessing and reporting on critical environmental trends. Second, 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 Panel is expected to complete its work by the summer of 2006 so that it can present its recommendations at the September session of the General Assembly, and allow for possible implementation of those recommendations in 2007.

Regarding the environment component, the Secretary-General's [Terms of Reference](#) for the Panel noted that the Panel will address “a full assessment of how the UN can best provide more comprehensive and coherent management and monitoring of the growing range of multilateral environmental agreements,” and “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”.

In addition to the two environmental components of the Panel’s work, the World Summit also committed the General Assembly to strengthening the UN’s coordination of humanitarian and disaster relief assistance. The Secretary-General proposed that the Panel’s study focus on ways of developing and improving mechanisms for the use of emergency standby capacities for a timely response to humanitarian emergencies.

Regarding development, the Summit 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 Panel’s study will 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 for the Panel to consider how to strengthen links 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.

The Terms of Reference also propose that in all three areas, the Panel will need to encompass both organisational 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. It also notes that the broad issue of more predictable financing of the UN system and its impact on existing systems and proposed reform will need to be a central element.

The High-Level Panel is co-chaired by Shaukat Aziz, Prime Minister of Pakistan, Luisa Dias Diogo, Prime Minister of Mozambique, and, Jens Stoltenberg, Prime Minister of Norway. Other members are: Gordon Brown, UK Finance Minister; Ricardo Lagos, former President of Chile; Mohamed El-Ashry, former Chairman and CEO of the Global Environment Facility; Robert Greenhill, President of the Canadian International Development Agency; Ruth Jacoby, Director-General for Development Cooperation of Sweden; Benjamin W. Mpaka, former President of Tanzania; Jean-Michel Severino, Director-General of the French Development Agency; Keizo Takemi, former Secretary of State for Foreign Affairs of Japan; and Josette Shiner, Under-Secretary for Economic, Business and Agricultural Affairs, US Department of State. Ex-officio members include Kemal Dervis, Administrator of the UN Development Programme (UNDP) and Lennart Båge, President of the International Fund for Agricultural Development (IFAD). The Panel’s Secretariat is headed by Adnan Amin.

CONSULTATION WITH CIVIL SOCIETY

The High-Level Panel requested a dialogue with Major Groups and stakeholders on three cross-sectional issues: Sustainable Development, Human Rights, and Gender. The formal dialogue took place on July 2 at the headquarters of the International Labour Organisations in Geneva, Switzerland. The objectives of the consultation were to:

- Exchange views between Panel members and representatives of civil society organisations who are actively engaged on UN issues, and with specific expertise on gender, human rights and sustainable development.
- Enhance understanding among Panel members of civil society views, perspectives and proposals with regard to (i) the opportunities and challenges of improving UN system-wide coherence in the context of UN reform; (ii) the policies and measures that are needed to ensure that the main horizontal policy themes - sustainable development, human rights and gender - are taken into account in decision-making throughout the United Nations.
- Develop understanding among Panel members with respect to the type of proposals that they could put forward that would be ambitious and bold, yet practically realisable within the current intergovernmental context and consistent with the general framework of system-wide coherence.

OPENING REMARKS

The meeting was opened by the former President of the Republic of Chile Ricardo Lagos Escobar. He said the Secretary-General's Panel was established in order to review of the UN system and stressed that with globalisation increasing at a rapid pace it was up to the multilateral organisations to define rules and norms for a better world. He said the Panel would focus on how to make important improvements in the work of the UN system and that the current consultation represented an effort by the Panel to listen to NGOs who have played such an important role during the last two decades. Panel member Mohamed El-Ashry underscored the important role of non-governmental civil society organisations in addressing global challenges. He recalled that since the UN Conference on Environment and Development (UNCED), the UN has recognised the role of civil society in supporting the implementation of sustainable development. Panel member Robert Greenwood said the goal of the Panel was to improve the UN by proposing practical solutions and practical ideas. He said the Panel had adopted a pragmatic approach, and rejected those that reject the UN as well as those that reject change. He welcomed concrete suggestions to improve the UN and the overall coherence of the system. On behalf of Prime Minister Stoltenberg, a representative of Norway welcomed the role of NGOs in setting goals and providing inputs on concrete programmes to help governments achieve the goals. She said the international community would not meet its goals without support from NGOs and civil society.

TOPIC I: IMPROVING UN SYSTEM-WIDE COHERENCE: OPPORTUNITIES AND CHALLENGES

ISSUES PAPER

The Issue Paper prepared by the Panel Secretariat notes that while the UN continues to retain complex structures and processes to address a large number of development issues, there is an emerging consensus that constrained and unpredictable funding; lack of coherence in policy and operational activities; the UN's role and relationship with other international development actors such as International Financial Institutions (IFIs), bilateral and regional agencies; and institutional fragmentation have combined to severely restrict the UN system's ability to play a more effective role in assisting Member States achieve their national development objectives. The questions posed by the Secretariat included:

- What are the key challenges to the role of the UN at the country level (policy advice, capacity-building, operational activities) and global level (governance, policy coherence, effectiveness) with regard to development, humanitarian assistance and the environment?
- How should the UN interface with the rest of the development system – BWIs, regional development banks, bilateral aid flows, global funds and particularly NGOs?
- How can decision-making by governments in different intergovernmental fora and governing bodies of international organisations be better coordinated? How should conflicting policy advice by different international organisations be addressed in order to ensure policy convergence to achieve national development objectives and goals?

KEY-NOTE ADDRESSES

Martin Khor, Third World Network, said that while the UN had grown over the last 60 years, now was the time look at improving the work of the system. Regarding the UN's work at the country level, he welcomed the Panel's focus on making the UN system more effective, and stressed the need to consider how to improve regional institutions. He said the world was in an increasing crisis, and in dire need for international cooperation based on the principles of multilateralism and peoples' participation—not just intergovernmental cooperation. He said that many look to the UN as unique and special, and given its universal and multilateral nature, however flawed, it stands the best chance among international organisations to discuss and avert major global crisis. He said that compared to other intergovernmental organisations that influence development policy, such as the Bretton Woods Institutions (BWI) and the World Trade Organisation (WTO), the UN was by far the most democratic and transparent, particularly when it comes to the participation of civil society in intergovernmental decision-making.

He declared that civil society organisations are knocking at the UN's doors to increase participation. While there had been some improvements since UNCED, he said much more can be done, noting that some agencies are civil society friendly, while others need to catch up. He questioned the need to define what kinds of reform are needed, what principles the reform should be based on, and how such reforms could be implemented. Khor said that there was no doubt regarding the need to strengthen the UN, and the reform process should stress the principles of development, addressing the following issues: what is wrong with the current structure; what changes are needed; and how do we ensure that marginalised countries are given a better and stronger voice when it comes to socio-economic and environmental issues.

Khor stressed that the Panel see reform through a development lens and assess what kinds of reforms needs to be carried out in the UN and other international bodies. Regarding UN agencies, he urged the Panel to consider the strengths and weaknesses, and strengthen the good things by

participation and to criticise the bad things, address the absent issues, such as global financial imbalances, new financial crises, and the UN's limited control over the flow of funds. Khor noted that the early proposals from developed countries should be viewed with concern, particularly the radical proposal of collapsing agencies into three centralised bodies. He said the Panel should seriously and carefully study these proposals, and suggested these proposals will lead to the wrong type of reform. He suggested that the Panel strengthen the UN system, rather than deplete it. Khor said that the BWI/WTO have tried to take over the legitimacy of the UN's decision-making processes, and noted that these bodies have weak decision-making structures, such as the "one dollar, one vote." He explained that the UN with the right principles and development content is the best hope for all, and urged the Panel to identify the deficiencies in development and how to reform them. Khor cited the case of World Intellectual Property Organisation (WIPO), where there has been an imbalance for the past 20 years towards the single goal of intellectual property, without the lens of development. He said the reform of WIPO does not receive due credence by the international community. He cited a similar situation in the UN Conference on Trade and Development, noting that one country in particular has denied developing countries the right for policy space, which was a core component of the UNCTAD's mandate. In fact, he said there was a struggle for development in each UN body. Khor urged the Panel to focus on strengthening the UN Development Fund for Women (UNIFEM), and said that strengthening the UN's environment work stood a much greater chance when environment problems are tackled within the context of sustainable development and the Rio Principles, and not solely on environmental and technical grounds.

On the issue of funding, Khor indicated the need to address the tension between donors and recipients, who want a greater view in the use of funds. He said that the control of funds through structural adjustment programmes and poverty reduction strategy papers have led to unfortunate consequences. He urged the Panel to consider fair mechanisms through which all sides can have a say in the use of international funding, including NGOs and peoples' organisations. Regarding the UN Economic and Social Council (ECOSOC), he said that it was supposed to coordinate and lead to coherence, however, he noted that ECOSOC has not lived up to the task. The Secretariat was not strong enough and it was not playing a sufficient coordinating role, particularly when it came to following-up the results of UN conferences and summits. He said implementation and coordination was lacking, and while the foundation was there, there needs to be a new role for ECOSOC that is not purely a bureaucratic one.

Lene Schumacher, World Federalist Movement said that the UN's decision-making processes bare a unique legitimacy, but noted that often the UN's greatest weakness is also its greatest strength. Noting the imbalance of global governance, she said the UN must democratise further, but said that UN reform is not a zero-sum game. She stressed that a holistic and democratic approach is the most viable solution for addressing UN reform and the North-South divide. She said the fourth crosscutting issue for the UN—in addition to development, peace and security, and human rights—was the need for enhanced mechanisms for collaborating with civil society at the country level. Given that the international community has WTO, World Bank, International Labour Organisation, and the World Health Organisation, it was a moral and legal travesty that the global environment has only the status of a voluntary-funded programme, and she supports the creation of a World Environment Organisation. On gender, she said the UN system lacks an authority for implementation and proposed the creation of an Under-Secretary-General for Gender. She said there was a need to improve the work of civil society in the work of the UN at the global and country level. On the role of hearings, she said these processes should not replace the effective and inclusive process of the prep meetings of the 90.

Charlotte Bunch, Centre for Women's Global Leadership, emphasised the importance of the United Nations as an arena for solving global problems. She noted that the three themes under discussion—sustainable development, gender equality, and human rights—are three fields where the UN does have a comparative advantage. She said that the challenge is to move from the normative level to implementation of norms on the ground. She explained that in the area of human rights, this shift has been achieved with greater success, as demonstrated by the foundation of the Human Rights Council. She said that in the area of Gender, the UN has developed a normative framework and achieved mainstreaming through the integration of gender rights into other rights frameworks. The remaining challenge is gender-mainstreaming at the level of implementation, namely the realisation of gender standards in the field. Bunch called for an institutionalisation of commitment by establishing a high-level body or entity specific to gender equality, with an operational focus. Such an entity would overcome the current fragmentation within the UN system and promote system-wide responsibility, pulling together capacity in norms and operations, with the authority to work with other agencies. She said that such an organisation will not only ensure adequate financing, but also adequate human resources and commitment to gender equality in a common and coordinated fashion.

Concerning civil society engagement and inclusiveness, Bunch emphasised that women are one of the strongest constituencies for UN, through their participation in civil society movements, governments, and the UN itself. She noted, however, that the UN has not developed a mechanism for bringing together civil society, while recognising diversity. She emphasised that civil society is a collection of multiple voices with varied positions. She urged that it is important that coherence not further marginalise excluded groups, and that civil society is one means through which the UN can be reminded that there are always marginalised groups in the world. Bunch stated that coherence must not reinforce the concentration of power, but appreciate the diversity of civil society, and reminded that every process of coherence needs to keep minds open. She said that donors have played a critical role in bringing gender onto the international agenda, and have been critical to the advancing of women's rights. She cautioned that donors also have the power to decide new strategies and undermine such work. She urged that donors must work closely with NGOs in developing strategies. Bunch said that when advancing effectiveness and coherence, the UN must ensure that it is not leaving more people out. She underlined that the UN is where the human rights of all are recognised, and if this is lost, so would the heart and soul that has brought the reputation of UN to the world.

GENERAL DISCUSSION

The Chair thanked presenters, emphasising that all issues raised have also been discussed among the members of the High-Level Panel. He noted in particular the issues of the role of donors, the need to strengthen environment (which is the weakest of the three pillars of sustainable development), and the need to move from the normative level to the operational level in gender. The Chair then welcomed comments from the floor.

Felix Dodds, Stakeholder Forum, supported the comments made by Martin Khor concerning the need to place environment within the context of sustainable development and supported calls for the creation of an agency for women headed by an Under-Secretary-General. He said that there is a need to strengthen the involvement of stakeholders in the UN system, and urged the Panel to include in its recommendations a call for a higher status for the UN Non-Governmental Liaison Service (UN-NGLS), noting that it could also play an important role in facilitating more coherent approaches to civil society engagement across UN agencies and bodies. He underlined that effective engagement of civil society in the UN has regressed, highlighting the Rio Conference in 1997 as a good example of engagement, contrasting it with the poor example of the 2005 World

Summit. Dodds called for a movement back to the “conference approach” of engagement, allowing space and involvement of experts and stakeholders, which is lost in the General Assembly process.

Renate Bloem, Conference of NGOs in Consultative Relationship with the United Nations, informed the Panel of the outcomes of the Civil Society Forum to the ECOSOC High-Level Segment, held on 29-30 June 2006. She supported Khor’s call to place the sustainable development agenda firmly at the centre of the UN, noting that the current development agenda is dividing developed and developing countries. She said that civil society is the largest and best supporter of the UN, and emphasised that engagement is necessary to achieve the development agenda. She urged for the strengthening of ECOSOC and the realignment of its mandate with that dictated in the charter, ensuring a policy-setting function for ECOSOC, as well as a coordinating function. She called for the development of institutional arrangements to ensure civil society engagement in the General Assembly. She supported the call to strengthen UN-NGLS, and underscored the diversity of civil society. She emphasised that increased engagement would strengthen the UN, enhancing its relevance and legitimacy. Victoria Tauli-Corpuz, UN Permanent Forum on Indigenous Issues and Tebtebba (Indigenous Peoples' International Centre for Policy Research and Education), stressed the important role of civil society within the UN. She urged the Panel to reflect in their recommendations the need to address inequalities and give a voice to the powerless. She noted that the UN played a crucial role in setting norms, and applauded the adoption of the UN Declaration on the Rights of Indigenous Peoples. She underscored the need to move towards action and accountability, as the UN has been poor at implementation and encouraging compliance among governments. She said that this gap is strongly felt at the country level, where violations of human rights are increasing. She called on the UN to recognise and work with existing civil society formations at the country level.

Margarita Pacheco, International Rainwater Harvesting Alliance, highlighted the fragmentation of UN bodies addressing water and sanitation issues, noting that there is no interlocutor for this issue within the UN. She called on the Panel to consider how coherence on sustainable development could be built up and how participation can be increased. She urged the invitation of specialised NGOs to contribute to the development of such a body. She pointed to a gap between development programmes and humanitarian aid, and called for a review of how humanitarian agencies are implementing development programmes and how development organisations can intervene. A Business and Industry representative introduced the Global Marshall Plan Initiative, which aims to develop improved and binding frameworks for the global economy, creating a balance between economy, environment, society and culture. He called for states to engage in the Initiative to enlarge the work. He emphasised that the UN must take the constructive voices within civil society more seriously, resulting in positive results for all.

Cyril Ritchie, Environmental Liaison Centre International, stressed that the Panel must ensure that their recommendations are implemented and are not forgotten about. He also stressed the importance of financing the UN, and said that financing coherence is essential. A NGO representative from Morocco called for institutionalising the participation of NGOs, noting that NGOs often do the best job of broadcasting the principles of the UN. A representative of the International Committee for the Rights of Women and Children in Africa emphasised the need for the contribution and place of women in the reform process to be strengthened. She called for ECOSOC to support actions in the field, and supported a strengthened UNIFEM and enhanced involvement of civil society in the UN’s work.

A representative of Geriatrics International said there was a need for coherence of the UN—in the areas of human development and human aid—from a psychological point of view. She said that the intergovernmental process does not think about the psychological dimension of people, and the ways to address traumatised people in post-conflict and post-disaster situations. She stressed that development is not only economic, but also human, and should be mainstreamed. She called for a re-think of the UN's population architecture, and noted that several NGOs have called for a UN programme on aging. Gemma Adaba, International Confederation of Free Trade Unions, said the environment pillar was the weakest leg, but noted that the social pillar was also fairly weak. She said the system lacks a focus on sustainable livelihoods, enjoyment of human rights, and workers rights. She noted that despite a strong normative framework in the UN, outside of the UN organisations driving the development agenda, such as IFI and BWI, have policies that undermine the social pillar. She said there was a lack of accountability by the IMF, World Bank (WB) and WTO, which has exacerbated poverty and conflicts, and urged the panel to address the coherence of the economic agenda outside of the ECOSOC. Adaba said that the right kind of coherence within the social, environment and economic pillars could be achieved through a stronger ECOSOC, particularly an ECOSOC that acts as a forum for accountability for the WB and IFIs. She proposed a peer-review mechanism within ECOSOC to ensure that governments and global institutions are accountable and to ensure their work is compatible with the UN.

A NGO representative based in Switzerland stressed that NGOs should be accepted as players who can make a contribution to development. He suggested that ECOSOC manage civil society relations with the UN in general. He said that in the humanitarian sphere, ECOSOC needs to account for rural and urban dynamics, as well as the marginalised—the people donors don't see. He urged ECOSOC to review NGO accreditation processes to make them more flexible and less bureaucratic. He also suggested that WSIS accredited NGOs have easier access to ECOSOC. A representative of the International Women's Tribune Centre urged the Panel to address the role of media in the UN. Its representative said that many women's organisations claim space in the media, but noted that the UN's media accreditation process was dominated by a preference for mainstream or corporate media. She said many NGOs are doing legitimate media work and called on the UN Department of Public Information to recognise the role of NGOs involved in media-related activities. She also called for the recognition of the role of media work in meeting the UN's development agenda. A representative of International Women's Rights Action Watch (Malaysia) identified two areas of coherence: addressing the proliferation of institutions with similar mandates, thereby reducing duplication; and ensuring substantive coherence—such as consistency in work and ensuring that the important normative standards are being implemented. She said the normative standards regarding post-disaster and conflict situations are often not known to the entire UN system, a problem further compounded by the high number of consultants used. She urged the Panel to address procedures for accountability and ensuring normative standards are applied, particularly by consultants. A representative of Oxfam International endorsed the need for a women's agency, and identified the need to focus on gaps in humanitarian issues, such as emergency responses and the link between development and conflict; the need for a better international response to global warming; the lack of a single UN body for Internally Displaced Persons; and the insufficient quality of aid.

In closing the discussion on Theme I, Chair Largos highlighted the need for accountability and an up-to-date plan of actions. He stressed the important role of ECOSOC in the founding pillars of development, and noted that the IFIs were meant to report to ECOSOC. He supported the need to address the donor-recipient relationship, and said there was an urgent need to advance gender and environment-related institutions. He said that many Panel members agree on the need for major coherence and mainstreaming, but noted that the question was how to move from the issue to action.

TOPIC II: SUSTAINABLE DEVELOPMENT: MAINSTREAMING, NORMATIVE TO OPERATIONAL LINKAGES, AND INSTITUTIONAL ISSUES

CIVIL SOCIETY PREPARATORY MEETING

The sustainable development dialogues aim to contribute to the work of the Panel by broadening the input to the Panel's work and soliciting actionable proposals that the Panel could take forward. Stakeholder Forum, in cooperation with the UN Non-Governmental Liaison Service (UN-NGLS), and the Brazilian Forum of NGOs and Social Movements for the Environment and the Development (FBOMS), is managing the dialogue on sustainable development. To ensure a broad input by Major Groups and stakeholders to the Panel's work and the sustainable development consultation, Stakeholder Forum and its partners initiated a process to solicit submissions from Major Groups and stakeholders. A total of 15 submissions from 16 organisations were received, including: Brazilian Forum of NGOs and Social Movements for the Environment and the Development; Centro De Estudios Ambientales (Argentina); Local Government International Bureau (United Kingdom); Greenpeace International; The Norwegian Forum for Environment and Development; Organisation for Social Development of Unemployed Youth (Bangladesh); World Information Transfer, Inc; ANPED-Northern Alliance for Sustainability; WWF, ANPED, and Greenpeace; International Rainwater Harvesting Alliance; World Business Council for Sustainable Development and International Chamber of Commerce; IUCN-World Conservation Union; International Confederation of Free Trade Unions; International Council for Local Environment Initiatives; and Stakeholder Forum for a Sustainable Future. The preparatory meeting of Major Groups and stakeholders on the Sustainable Development Consultations with High-Level Panel on System-wide Coherence took place on 1 July 2006 at International Environment House in Geneva, Switzerland. The meeting—organised by Stakeholder Forum for a Sustainable Future, the UN Non-Governmental Liaison Service and the Brazilian Forum of NGOs and Social Movements for the Environment and the Development—focused on coordinating Major Group inputs to the sustainable development consultations with the Panel which took place on 2 July 2006.

ISSUES PAPER

The 2005 Summit Outcome Document reaffirmed that development is a central goal by itself and that sustainable development, in its economic, social and environmental aspects, constitutes a key element of the overarching framework of UN activities. The Document also stressed, in the section entitled “Sustainable Development: Managing and Protecting Our Common Environment,” that “poverty eradication, changing unsustainable patterns of production and consumption and protecting and managing the natural resource base of economic and social development are overarching objectives of an essential requirements for sustainable development.” It further stipulated the need for stronger system-wide policy coherence by strengthening linkages between the UN’s normative work and its operational activities and the need to ensure that sustainable development, as one of three main horizontal policy themes, is taken into account in decision-making throughout the UN. The questions posed by the Secretariat included:

- What are the requirements to ensure that sustainable development is mainstreamed effectively into policy frameworks and taken into account in decision-making at national, regional and global levels (norm-setting, capacity-building and operational activities)?
- How can the normative, technical and scientific expertise of the UN system be brought to bear on policy development and capacity-building to achieve sustainable development objectives at the country and regional levels? How can best practice be captured and deployed more effectively?

- There is still a need for better integration of the environmental perspective within the broad principle of sustainable development in UN country-level activities. How should environmental issues best be managed within the context of the UN system country operations?
- What would constitute an effective institutional framework for the UN system's sustainable development activities? In this context, what should the future role of the Commission on Sustainable Development be?
- How can the UN system better strive for greater integration, efficiency and coordination of the economic, social and environmental dimensions of sustainable development, ensuring that a balance is struck between these three pillars of sustainable development?

OPENING REMARKS

The Sustainable Development segment was chaired by Mohammed El-Ashry. In his opening remarks, Chair El-Ashry said that at UNCED the international community agreed to pursue the goal of sustainable development focusing on the so-called three pillars: economic, social and environmental sustainable development. He said that years later, however, the international community would be hard-pressed to find successful examples of sustainable development, stressing that natural resources continue to be degraded. He said the UN system has an important role to play in implementing sustainable development, with a particular focus on global issues management. On the operational level, he underscored the UN's role in supporting implementation within development frameworks at the national level. He also stressed the importance of translating rules and norms into action plans, particularly at the country level.

KEY-NOTE ADDRESSES

Meena Raman, Third World Network, emphasised the need to tackle environmental crises in the context of international equity. Underlining the importance of the "common but differentiated responsibility" principle, she said that greater priority must be given to the environment, while at the same time allowing environmental space for developing countries to implement the rights of local communities and peoples in the South. She called for a strengthening of the Commission on Sustainable Development (CSD), UN Environment Programme (UNEP), and multilateral environment agreements (MEAs) and secretariats, based on the principle of "common but differentiated responsibility" and the "precautionary principle." She urged for more frequent negotiations of MEAs and called on the Panel to list the issues where an absence of action exists and advocate the establishment of new MEAs. She said that there should also be many more health-related multilateral agreements. Regarding UNEP, she said its mandate should be expanded and its role in liaising with MEAs should also be strengthened. She highlighted the need for institutions in sustainable development to open up more to civil society participation in the design and planning of decisions. She emphasised the importance of the UN's role in sustainable development, noting that the country level work of the UN should accord much greater priority to the environment and sustainable development.

The Chair asked the speaker to give some specific examples of areas where new multilateral environment agreements are needed, and questioned what the role of the Food and Agriculture Organisation would be if UNEP's mandate was expanded to include forests and agriculture.

Jacqueline Coté, World Business Council for Sustainable Development and the International Chamber of Commerce, underlined that a strong, efficient and effective UN is in the interest of the business community. She underscored the unique contribution of business to society and urged this to be taken into account in the UN system. She said that the principles of trust and

accountability should permeate all levels of the UN. She emphasised that the diversity of the business community is a resource of innovation for the UN, and that business organisations should be invited to engage in UN consultations and initiatives. With regard to mainstreaming sustainable development at the UN, she said that a balanced approach to economic, social and environmental issues is more important than ever, noting that environment and development go hand-in-hand. Coté emphasised that for the business community, the UN Commission on Sustainable Development is the single most important body within the UN. She said that the Commission must be strengthened, and be supported not only by environmental ministers, but also those concerned with finance, habitat and development cooperation in order to balance the three pillars of sustainable development. At the local level, she highlighted the need for the UN to promote sound, predictable, and enabling frameworks through transparency, impartiality and arbitration. She noted the role for the UN in contributing to the development and implementation of national development agendas, coherent with international agendas.

The Chair asked the speaker to elaborate further on the unique contribution of business to the work of the UN.

Esther Neuhaus, Brazilian Forum of NGOs and Social Movements for the Environment and the Development, highlighted the many problems with the current architecture of international environmental governance (IEG), including the prioritisation by developed countries of the trade agenda over multilateral environmental agreements and the tendency for conditions imposed by International Financial Institutions to undermine efforts to protect the environment in developing countries. She called for a strengthening of UNEP, while respecting the principle of “common but differentiated responsibility,” and simultaneously enhancing the environment, social and development components in other UN institutions. Neuhaus highlighted the need for adequate financing for the national implementation of multilateral environmental agreements (MEAs), urging developed countries to promote technology transfer and designate 0.7% of Gross National Income for Official Development Assistance. She welcomed a discussion on a centralised umbrella structure for MEAs, noting that centralisation should not be dominated by the stronger Northern countries. She also emphasised the need for South-South cooperation on IEG to share resources, exchange technologies and defend the specific needs and interests of developing countries. She said that as a central component of IEG, the implementation of Principle 10 of the Rio Declaration should be promoted in order to ensure public participation, access to information and environmental justice. Neuhaus then called for urgent capacity-building for civil society in the South in order to ensure that NGOs and grassroots movements are able to engage in discussions on UN reform, system-wide coherence and IEG.

Gordon Shepard, WWF International, spoke on behalf of WWF International, Greenpeace International, and the ANPED- Northern Alliance for Sustainability. He explained that the Millennium Ecosystem Assessment provided a clear view of the environmental problems the world is facing, and that it has been clearly shown that the poor suffer more when ecosystems are degraded. He noted that while there are many responses to environmental degradation, including Agenda 21, the Millennium Development Goals (MDGs), the Johannesburg Plan of Implementation (JPOI) and the 2010 Biodiversity Target, many fail to recognise the “precautionary principle.” He emphasised that the UN needs to shift its general practice from using reactive tools to using compelling evidence of damage to anticipate and prevent problems, as well as to integrate solutions into development action. Stressing the need to monitor progress in the UN’s operational activities, he said there was a need to review progress in the UN’s norm- and policy-making body for the environment, particularly with regard to examining results on the ground and providing ‘swift, direct and effective’ responses at the national level. Shepard said that many recommendations are included in the WWF-Greenpeace-ANPED submission paper to

the Panel, including a proposal that by 2008, UN Member States must fully finance and effectively implement UNEP's Bali Strategic Plan for Technology Support and Capacity-building.

Laura Martin, SustainLabour, emphasised the reinforcement of the UN for the multilateral environment, and urged coherence at the national level. She said the reform process needs to ensure an energised UN, with a renewed commitment to the primacy of norm-setting and rule-making. She stressed the importance of standard-setting, giving higher priority to technical cooperation and finance for MEAs, ratification of convention instruments and addressing the lack of accountability of the IFIs. She said that international standards and MEAs must be promoted as the keys to coherence. While urging for a greater link/coherence between the UN system and the WTO, she noted that the WTO was inconsistent with the MDGs and JOPI. She called on the Panel to analyse and address the incoherence of the intergovernmental system, urged enhanced engagement and involvement of relevant actors, and proposed the radical transformation of the CSD into a body that can guide national action. Among the structural issues, she emphasised a higher priority on target-setting, enforcing reporting obligations, and ensuring national sustainable development goals are consistent with sustainable and consumption production measures, workplace and occupation health and safety. Noting that the First Trade Union Assembly held in January 2006 provided a good example of the UN system collaboration with stakeholders, she called for the strengthening of the link between poverty, environment and decent work. Martin said that the mainstreaming of sustainable development will provide the framework for democratic governance, accountability and the regulation of the law. She suggested that UNEP be strengthened to contribute to a coherent global sustainable development agenda, of which ECOSOC could be the central coordinating point.

Felix Dodds, Stakeholder Forum, urged the Panel to “dare to dream” and be bold in their suggestions. He said that despite 15 years and several reform measures, the Commission on Sustainable Development (CSD) remains a weak global authority on sustainable development; the two-year process has highlighted inherent flaws in its mandate; the secretariat is very weak; and it continues to be dominated by the Ministries of the Environment who are, in most cases, the weakest in governments with inadequate funding. Despite being the high-level forum on sustainable development, the CSD has struggled to appropriately address the three pillars of sustainable development, and as a functional commission of the Economic and Social Council (ECOSOC), it often lacks the appropriate political decision-making powers of the General Assembly or its subsidiary organs. In September 2005, Stakeholder Forum organised a workshop on the CSD. Participants expressed concern that the CSD is losing what little political traction it once had, and that ineffective processes are weakening its ability to focus and carry out its mandate. The workshop made 18 recommendations which could improve the present CSD within its present mandate.

Despite its weaknesses, the Commission has, over the years, proved to be an important ‘home’ for keeping the broad sustainable development agenda under active review, and has been instrumental in launching a number of new initiatives and securing intergovernmental cooperation. The UN system's follow-up to Johannesburg has been encouraging. Most, if not all, multilateral environmental agreements and UN agencies, programmes and funds have engaged in the process of integrating their work with the goals set out in the JPOI. Sustainable development has become a priority of the intergovernmental system. However, the CSD and its parent body ECOSOC are currently failing to effectively oversee the system-wide coordination of sustainable development, as well as the balanced integration of economic, social and environmental aspects of United Nations policies and programmes. Attempts to reform both bodies have provided limited remedial benefits, and the renewed focus on system-wide coherence in light of the World

Summit 2005 and the urgent need to meet the MDG and JPOI targets in itself points to a problem with the current system. The lack of an operative function, particularly at the country level, for sustainable development within the UN system and the fragmented coordination of the UN's work has led to overlap, duplication, and confused priorities. Stakeholder Forum's proposal was to close the present CSD down and set it up as a Sustainable Development Council in the General Assembly with the same status as the Human Rights Council. Dodds underlined that if human rights has been elevated to the General Assembly, then sustainable development should be.

In the environment area, Dodds called for the secretariats of the MEAs to be brought under UNEP and to continue the process of clustering the conventions. He also called for a strengthening of the Environment Management Group (EMG) taking a similar role to the UN Development group with a long-term target of merging the two inter-agency groups into a UN Sustainable Development Group.

GENERAL DISCUSSION

Bowdin King, International Council for Local Environmental Initiatives, urged the Panel to examine and make recommendations on the important role played by local governments in the implementation of international agreements. He said the UN needs to know how it works with local governments and vice versa. Regarding the UN Advisory Committee on Local Authorities, he said that while it was a good mechanism to engage with the UN, it needs to become more democratic, have a broader mandate, and be used to share information and experiences with other UN agencies. In regards to the Commission on Sustainable Development, he urged governments to include local government representatives on official delegations. Victoria Tauli-Corpuz, UN Permanent Forum on Indigenous Issues and Tebtebba (Indigenous Peoples' International Centre for Policy Research and Education), underscored the importance of addressing the rights of indigenous peoples, particularly in the CSD. She said the CSD doesn't use many of the UN human rights instruments, particularly in relation to the right to food and water. She expressed scepticism of creating new bodies and agencies in the field of the environment/sustainable development and suggested that bodies like the CSD report to the Permanent Forum on how their work impacts indigenous peoples.

A representative of the World Conservation Union-IUCN expressed concern with the state of affairs and the lack of effectiveness in the UN's work. She said the environment was the weakest of all the systems, and noted that General Assembly resolution 57/253 and the World Summit 2005 both declared that sustainable development should be a part of the UN's activities. She said that in order to make these resolutions operational, there was a need to strengthen the environment pillar, mainstream sustainable development and avoid the separation of environment and development. She identified the main functions of the environment pillar as mainstreaming; coordination; strengthening the science-base; ensuring capacity-building; mobilising financial resources; and providing political guidance. She also stressed the need for a restructured Environmental Management Group (EMG), and proposed that the EMG and the UN Development Group be merged to form a UN Sustainable Development Group. She called for the strengthening of UNEP's knowledge base and capacity, including increased financial resources. She further suggested that the CSD be more integrated into the work of ECOSOC, and urged the enhancing of the UNEP Governing Council/Global Ministerial Environment Forum (GC/GMEF) as the main political body providing guidance on the environmental pillar of the UN's work.

June Zeitlin, Women's Environment and Development Organisation, said the lack of gender integration into environment is a clear example of the failure to streamline the system. She said that no women's agency takes up the environment and vice versa—neither UN Development

Programme nor UNEP have integrated gender and environment nexuses into their policies and programmes. She also noted a lack of attention to gender equality in relation to MDG Goal 7, particularly in relation to water and sanitation. However, she welcomed the UNEP GC/GMEF resolution on gender and environments, and UNEP's work on mainstreaming gender and environmental issues, both internally and in their projects. Zeitlin said that gender mainstreaming was a lengthy process and required the securing of predictable resources. Susan Brown, WWF International, stressed that the reform process leads to environmental sustainability and sustainable development at the local level if supported at the international level

Daniel Mittler, Greenpeace International supported the proposals made by the Third World Network on the need to address equity, sustainability and precaution. He urged the Panel to address the impacts of trade liberalisation, ensure compliance and recognise the need for dispute settlement mechanisms. He also called for the Panel to address how the WTO undermines MEAs, declaring that the WTO is driving a development model that increases poverty. In order to ensure compliance for IFIs and TNC, he called for a complete social and environment review of the consequences of trade policies on the environment and urged the need to question the paradigm of trade liberalisation. Mittler urged strengthening the environment institutions by building on what is good in UNEP, and said this should include support for developing countries to implement MEAs, stronger authority for compliance and dispute settlements; and incremental steps such as coordination with MEAs. He also suggested that UNCTAD be strengthened. Margarita Pacheco, International Rainwater Harvesting Alliance, noted that while the ILO's tripartite system has often been praised as a good model to incorporate stakeholders into decision-making, NGOs don't have a seat in the ILO and neither is the informal economy represented. Jan-Gustav Strandenaes, ANPED- Northern Alliance for Sustainability, said that mainstreaming has been used many times to obliterate issues, particularly the integration of environment into development. He said there is a need for a strong driver to support integration, and called on the Panel to be considerate in using the language of mainstreaming. He said the reform process should aim to strengthen, not weaken, the system, noting that some feel reform processes have weakened the UN's role and mandate in the past. Finally, he called on the Panel to make bold suggestions.

Jacqueline Coté, World Business Council for Sustainable Development, underscored the importance of market-based solutions, noting that the setting of standards often gets in the way of finding solutions. She stressed the importance of voluntary measures such as the carbon trade and global certification processes, such as the Marine Stewardship Council and the Forest Stewardships Council. She highlighted the importance of partnerships and the creation of framework conditions to encourage the private sector to act responsibly. A representative of civil society highlighted the ecological footprint methodology as an attractive means of encouraging behavioural change, and suggested that perhaps this methodology could be extended to assess equality within businesses and organisations. He also highlighted the role of the Diaspora in development, citing a financial contribution of up to \$US 300 billion. He called on the UN Economic and Social Council to explore how the Diaspora can be involved in financing development in recognition of this considerable contribution. The role of education in implementing sustainable development was also mentioned, noting that basic education should start at the age of three, or earlier.

In response to a question by Chair El-Ashry, Meena Raman, Third World Network, said the areas lacking attention or not addressed by existing MEAs include: sustainable consumption; production; energy; sustainable agriculture; radioactive substances; the shifting of toxic industries from North to South; and the JPOI mandate on corporate accountability. Regarding the Food and Agriculture Organisation (FAO), she said there was a need for MEAs to address agriculture and

fisheries, and noted that the FAO has favoured a shift towards chemically-based agricultural practices, the widespread use of genetically modified organisms, and the promotion of aquaculture. She said that NGOs favour an environment organisation, such as UNEP or perhaps MEAs to address these issues, rather than FAO.

Jacqueline Coté, World Business Council for Sustainable Development, responded to the Chair's question about the unique contributions of business to the work of the UN. She noted that not all businesses are alike. She emphasised that legislations are necessary and that voluntary actions do not work where there is no possibility for governments to assert control. She noted that the majority of medium-sized businesses would not object to rules for behaviour. Wendy Harcourt, Network Women in Development Europe emphasised that the environment and natural resources are highly politicised, and at the centre of many ongoing conflicts. Highlighting the role of developed countries in such conflicts, she explained that many people are losing access to their lands due to unsustainable consumption and production patterns in the North and the oil crisis. She said that developments "on the ground," such as conflicts over natural resources, need to be taken into account in discussions about the UN's role in sustainable development.

Aruna Rao, Gender at Work, responded to the question put forward by Robert Greenhill, noting that there is a need to rethink the concept of "mainstreaming." She said that there is an urgent need to shift focus from the process of mainstreaming to the ultimate goals or outcomes that are being aimed for, noting that we need to connect work to deliverable results, such as capacity-building. A representative of GRACE noted that her organisation had developed a model sustainable energy statute, which will be submitted to the Panel for consideration. She said that this provides an example of the development of institutional approaches to address sustainable development. Lawrence Bloom, EcoCities plc, called on the High-Level Panel to be bold in its recommendations, urging that there is a need for leadership in environment and that many businesses and corporations support stronger rules and environmental standards. Richard Sherman, Stakeholder Forum, urged the Panel to address the specific system-wide concerns related to the lack of support for small islands developing states (SIDS) and least developed countries (LDCs). Regarding SIDS, he said there was an urgent need to address the lack of coherence between the Office of the High Representative for LDCs, LLDCs and SIDS, and the SIDSUnit of the Department of Economic and Social Affairs.

A representative from the academic community emphasised the importance of science as a basis for action, particularly in the field of the environment. She highlighted the critical link between science and ethics, explaining that science without ethics is not sustainable. She noted the example of the World Health Organisation's Research Ethics Review Committee, and called on the High-Level Panel to consider the integration of such approaches within the UN to ensure scientific practices are ethical. Cyril Ritchie, Environment Liaison Centre International, underscored the importance of UN International Decades as educational tools for the general public. He called for the consideration of how to use International Decades more effectively and ensure greater coherence within the themes chosen.

A representative of Women's International League for Peace and Freedom noted that diversity within the UN system can be a strength, as well as a weakness. She called on the High-Level Panel to be very clear about the goals of coherence, where promoting coherence is useful, and where it is not. She said that proposals to promote coherence, such as folding UNEP, UNDP, and UN Habitat into one organisation, could have dangerous implications. She noted that these three organisations are all voluntarily funded by rich countries, and in joining them the implication could be that sustainable development is a problem in developing countries, but not developed countries. A representative of the Third World Network cautioned that the drive for efficiency

and coherence could undermine the diversity of views within the UN, noting that the uniform application of structure may lead to arbitrary results that could undermine the principle of special and differential treatment. He outlined the failure of WIPO to agree on a development agenda as an example of the development struggle within UN bodies, and suggested that the Panel look at issues of technology monopolisation.

The Chair assured participants that increasing coherence within the UN system would not result in merging all UN bodies into one, and that such proposal have not been considered by the High-Level Panel. Jan-Gustav Strandenaes, ANPED-The Northern Alliance for Sustainability, proposed that to strengthen the governance of UNEP, Rule 69 (Rules of Procedure of the Governing Council, Rule 69, Chapter XIII: Observers of International Non-governmental Organisations, paragraph 2) should be abolished and the Committee of Permanent Representatives reformed.

TOPIC III: GENDER EQUALITY: MAINSTREAMING AND INSTITUTIONAL ARCHITECTURE

ISSUES PAPER

Despite international and national efforts, the goal of gender equality is still far from being realised. The 2005 Summit Outcome Document reaffirmed Member States' commitment to fully and effectively implement the goals and objectives of the Beijing Declaration and Platform for Action. It also recognised the importance of gender mainstreaming as a tool for achieving gender equality, and undertook to actively promote the mainstreaming of a gender perspective in the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and social spheres, and to strengthen the capabilities of the UN system in the area of gender. Various parts of the UN system play a role on gender equality, or are part of gender mainstreaming efforts. There is, however, a sense that UN action could be more strategic and coherent, especially considering the immense challenges entailed in supporting country-level efforts to achieve gender equality. The questions posed by the Secretariat included:

- How can gender equality, including gender mainstreaming, be better and more fully addressed in the work of the United Nations, given its roles in standard setting, advocacy, analysis and operational activities? Where do you see the clear added value of the UN vis-à-vis other development partners (in particular civil society organisations)? And are there areas in which the UN in your view does not have sufficient comparative strength and should withdraw?
- Do you see gender equality issues as effectively integrated into UN agencies' policy frameworks and programmes? Why or why not? If you've had experience working with UN agencies on these issues – either at the country level or policy development – what lessons would you draw to improve the UN's performance in this area?
- To what degree have gender mainstreaming initiatives been successful? Which aspects (or enabling factors) of gender mainstreaming are in place within the UN system, and what constraints still hinder the implementation of effective mainstreaming?
- What measures need to be taken to achieve clarity throughout the UN system with respect to institutional responsibilities and concerted action on gender equality? What specific role do you see in this for the UN's gender-specific entities? What lessons should be drawn from progress across the system to date? What gaps and challenges remain, and how can outcomes be improved?

GENDER CONSULTATIONS

The segment on Gender Equality was attended by panellists Ruth Jacoby and Robert Greenhill (focal points for gender equality), Mohammed El-Ashry (focal point for sustainable development), several representatives of the Norwegian Foreign Ministry and various representatives of other Panel members. There were more than twelve representatives from women's organisations, from global organisations in Europe, several from Asia and one representative from Latin America and from North Africa. (Last minute visa problems and other complications prevented several people, particularly those from Africa, from attending.).

The gender equality segment opened with a panel led by [Stephen Lewis, UN SG Special Envoy to Africa on HIV/AIDS](#), who gave a powerful and passionate plea for bold recommendations for a strong, new international agency for women. He was followed by [Patricia B. Licuanan, Co-Chair of the Southeast Asia Women Watch President, Miriam College](#) and Maria Rashid (ROZAN, Pakistan), who addressed the dysfunctional aspects of the current gender equality architecture at the national and local level. June Zeitlin (WEDO) closed the Panel by presenting the key recommendations of the paper submitted by CWGL and WEDO entitled [“Gender equality architecture and UN reforms.”](#) The next two hours was a discussion where both Ruth Jacoby and Robert Greenhill raised questions and all of the women present were able to make interventions. According to the Women’s Environment and Development Organisation, the “consultation represents a victory for women's rights groups, which have strongly urged that the Coherence Panel have a process so that women's concerns and perspectives can be heard. The consultation was very successful. The panellists definitely got the point about the inadequacies of the current gender equality architecture and the need for an independent agency, highly positioned, well-resourced and with field staff.”

PANEL RESOURCES

General Assembly Follow-up: <http://www.un.org/ga/president/60/summitfollowup/swc.html>

Panel Website: <http://www.un.org/events/panel/>

Panel Discussion Paper on Environment:

<http://www.un.org/events/panel/resources/pdfs/Discussion%20Paper1.pdf>

Panel Discussion Paper on Regional Consultations (Africa):

<http://www.un.org/events/panel/resources/pdfs/Discussion%20Paper2.pdf>

Panel Discussion Paper on Resident Coordinators System:

<http://www.un.org/events/panel/resources/pdfs/Discussion%20Paper3.pdf>

Panel Discussion Paper on Transition from Relief to Development & Ongoing Issues Related to Humanitarian Assistance:

[http://www.un.org/events/panel/resources/pdfs/Issues%20Paper%20\(8May06%20FINAL\).pdf](http://www.un.org/events/panel/resources/pdfs/Issues%20Paper%20(8May06%20FINAL).pdf)

Panel Discussion Paper on Rome-based Agencies:

[http://www.un.org/events/panel/resources/pdfs/Annotated%20Agenda%20\(20%20May\).pdf](http://www.un.org/events/panel/resources/pdfs/Annotated%20Agenda%20(20%20May).pdf)

Panel Discussion Paper on Regional Consultations (Asia):

<http://www.un.org/events/panel/resources/pdfs/Discussion%20Paper-Islamabad.pdf>