



implementation. This is one of the many reasons why its role in coping with the financial and economic crisis is elusive and why the G-20 constituted itself outside the UN framework in order to take quick action with great impact. A fundamental shift in this regard is difficult to imagine – the UN's strengths will remain its legitimacy, convening power, normative frameworks, and value orientation.

5. There are useful concepts which could inform our efforts to strengthen the UN and its role in Global Governance:
  - a. Recent developments have broadened our understanding of the international system as a network and the UN as a hub of such a network. The idea of “world government” or any hierarchy of institutions are not promising concepts for the future. Rather, we should look at network governance and try to define the role of the UN under such a concept;
  - b. Global multilateralism can very well go hand in hand with “minilateralism” (the minimum number of countries necessary to get things done), clubs, and alliances of like-minded countries; in fact, they must be made complementary. The UN should not be the last hold-out for minimal consensus and resistance to change but the test-lab for new approaches, experiments, pilot projects, and the like. It should then also act as a catalyst for scaling up successful and validated experiences.
  - c. In order to strengthen the UN's role in the international system, it is important to work on a political alliance for modernizing the organization. In the past, trans-regional alliances have proven successful and have also been the source of new issues coming to the UN agenda;
  - d. The link between governance and management reform tends to be underestimated. Successful governance reform is less a question of design but of the necessary support structures for change such as shared operating systems (CAP, CERF, ERP, etc.) and shared awareness platforms (Caring for Climate, UN-Aids, etc.).
  - e. The combination of investment in knowledge, fact-based decision-making and political validation of facts is crucial for consensus-building. The IPCC model is important in this context. Filling knowledge gaps is often the first step towards better governance. The UN provides an important arena where information can be pooled, examined and debated.
  - f. The UN will continue to be the premier forum for the emergence of universal norms and standards, both political and legal. The UN's role has been crucial in codifying norms, be it in the form of resolutions or treaties. This asset puts the UN at an advantage over informal groups such as the G-20, and should continue to be the UN's core business.
  - g. The future of the UN is in expanding the circle of those to be included in decision-making: it is important for the UN to partner with business, academia, and civil society.

### **III. Global Economic Governance: Strengthening ECOSOC's role in GEG**

6. The current Global Economic Governance arrangements are highly fragmented, with a variety of institutions having their own specific mandate and often pursuing conflicting objectives. The result

#### **IV. Global Economic Governance: Towards a more transparent interaction between the G-20 and the wider UN membership**

9. The G-20 has established itself as premier center for global economic policy-making. This represents a challenge and a wake-up call for the UN. As outlined above with regards to ECOSOC, one way of responding to the creation of the G-20 would be to reform the UN in key areas of its mandate, so that major economies find the political interest to work within the UN framework. Another way would be to strengthen the economic competence of the UN, i.e. through the establishment of a Panel of experts on systemic risks whose mandate could be inspired by the IPCC.
  
10. There are also many ways to build bridges between the UN system and the G-20, some of which have been proposed by the 3G (Global Governance Group) in a letter (A/64/706) to the Secretary-General. These proposals include:
  - a. Consultations between the G-20 and the wider UN membership through more predictable and regular channels before and after G-20 Summits;
  - b. Formalization of the participation of the Secretary-General and his Sherpa at G-20 Summits;
  - c. A “variable geometry” approach allowing non-G-20 States to participate in Ministerial gatherings and other working groups involving senior officials/experts on issues of specific concern to them.
  
11. The informal meetings in the General Assembly organized before and after the G-20 Summit in Seoul provide excellent models of how institutional links and dialogue between the G-20 and the UN can be strengthened. In order to formalize such meetings, which so far have been convened at the discretion of the President of the General Assembly, they could become a standing item on the agenda of ECOSOC, for example within the framework

