



Chief Executives Board for Coordination

11 November 2013

English only

Report of the High-level Committee on Programmes on its twenty-sixth session

(Headquarters of the Office of the United Nations High Commissioner for
Human Rights, Geneva, 17 and 18 October 2013)

I. Introduction

1. The High-level Committee on Programmes of the United Nations System Chief Executives Board for Coordination (CEB) held its twenty-sixth session at the headquarters of the Office of the United Nations High Commissioner for Human Rights (OHCHR) in Geneva on 17 and 18 October 2013. The agenda of the meeting and the list of participants are contained in, respectively, annexes I and II to the present report.

2. In welcoming the participants, the United Nations High Commissioner for Human Rights, Navi Pillay, observed that the rapid and radical transformation of the United Nations human rights programme was among the most significant developments in recent United Nations history. Today, the centrality of human rights to the quest for sustainable development, sustainable peace and principled international cooperation across all United Nations fields was recognized as axiomatic. Member States from all regions insisted on attention to civil, political, economic, social and cultural human rights.

3. The High Commissioner stated that, true to its Charter, the United Nations was today a human rights organization. She credited that transformation to the organizations and their staff, both at headquarters and in the field, who had insisted on a United Nations system that was true to its values and had recognized that the promotion and protection of human rights was one of the three principal purposes of the Organization. She stressed that the very reputation of the system rested on the extent to which it stood for those principles in its work. Indeed, staff were gratified that those issues were being addressed in CEB and the Committee and had high expectations for the leadership of the United Nations system organizations.

4. The Chair, on behalf of the Committee, thanked the High Commissioner for her statement and for so generously hosting the session.



II. Agenda item 1: Centrality of human rights in the work of the United Nations system

5. The Committee recalled that, at its twenty-third session, it had agreed to include human rights policy coherence as a regular agenda item, as and when required. At its current session, the Committee took up its first in-depth consideration of human rights under the leadership of OHCHR.

6. Introducing the item, the Chair recalled the important statement (the “Tunis Imperative”) delivered by the United Nations High Commissioner for Human Rights at the second CEB session of 2011 on “Human Rights in Development Cooperation in the Wake of the Arab Spring” in which she recalled that development could not be reduced to only growth rates, market expansion and private investments but needed to be based on equality, civil, political, economic and social rights. The Chair also noted that the Deputy Secretary-General was leading work to develop a common United Nations system response to human rights crises, including operational guidance for both headquarters and the field.

7. In his presentation, Craig Mokhiber, Chief, Development and Economic and Social Issues Branch, OHCHR, reminded the Committee that human rights was one of the three pillars of the United Nations. While for many years those pillars had been treated as silos, there was now a concerted effort under way to mainstream and integrate human rights into the development and the peace and security work of the United Nations system. In that regard, recent years had seen the adoption of an unprecedented number of policy developments in the field of human rights, which was transforming the way the United Nations did business and placing new expectations and demands on the United Nations system as a whole. Political support for the human rights agenda had been reflected in various conferences since the 1990s. Most recently, the outcome document of the United Nations Conference on Sustainable Development, held in Rio de Janeiro, Brazil (General Assembly resolution [66/288](#), annex) issued a strong call for human rights-based policy coherence in the post-2015 agenda.

8. Mr. Mokhiber further pointed out that the current Secretary-General and High Commissioner had made it a priority to translate human rights principles into action. That was reflected in a number of developments, including the 2011 policy on human rights in United Nations peace operations and political missions; the 2012 policy on human rights screening of United Nations personnel, aimed at ensuring that no United Nations personnel had been involved in the violation of human rights; efforts to reduce the risk that recipients of United Nations support might commit serious human rights violations through the 2011 human rights due diligence policy; and the integration of human rights in the Resident Coordinator System through the insertion of human rights in the Resident Coordinator job description, training and an accountability framework, as well as through a comprehensive programme of the United Nations Development Group human rights mainstreaming mechanism. CEB was now receiving a human rights briefing by the High Commissioner at every session (alongside the political and economic briefings, respectively), and it was a standing item on the Committee’s agenda. Essentially, all the elements of the Tunis Imperative, with the exception of the issuance of a joint CEB statement to recommit to human rights norms and standards, had been implemented, reaffirming the commitment of the United Nations system, Mr. Mokhiber hoped that such a statement could yet be issued. Finally, the most

recent and potentially most significant development with major implications for the United Nations system approach to human rights, as would be outlined by the next speaker, was the follow-up to the independent review panel on the management of the crisis in Sri Lanka.

9. On that matter, Paul Akiwumi, Chief of Staff, Office of the Deputy Secretary-General, Executive Office of the Secretary-General, explained that in 2010, the Secretary-General had established a panel of experts to review the United Nations response to the Sri Lankan crisis. The panel's report concluded that the United Nations system had failed to meet its responsibilities. Mr. Akiwumi informed members that the Secretary-General, determined that the United Nations should draw lessons from the incident, had appointed a team in the Office of the Deputy Secretary-General to suggest a way forward. The resulting "Rights up front" action plan report contained 64 follow-up recommendations, including on embedding human rights in the United Nations culture. The report was to be seen in the wider context of the United Nations reinvigorating its role in advocating and protecting human rights as one of its core purposes. It would be launched at the Senior Management Group meeting on 21 October. The Secretary-General would subsequently issue a statement committing the United Nations to its founding purposes, especially human rights, with an associated action plan, followed by a complete roll-out plan. It was expected that CEB would discuss it at its upcoming meeting, the second regular session of 2013. The Deputy Secretary-General would continue to work with the United Nations system organizations to implement the action plan over the coming years. Mr. Akiwumi recognized that the High-level Committee on Programmes was a unique system-wide forum with an important role to play in the implementation of the action plan, and in that context, suggested that it might consider establishing a working group to support that effort.

10. The Committee welcomed the progress made on mainstreaming human rights in the work of the United Nations system and thanked OHCHR for its leadership. In the subsequent discussion, members suggested that in addition to mainstreaming, stronger accountability mechanisms were necessary to ensure adherence to human rights principles across the United Nations system, as well as efforts to embed a human rights-centred culture among staff.

11. Members underscored the inextricable link between the human rights agenda and development. Indeed, advancement of the human rights agenda would lead to greater human security and to enhanced overall peace and security. Human rights standards added an important qualitative dimension to norms in such areas as education, shelter, water and others to which Member States could agree to adhere. In the context of the post-2015 development agenda, OHCHR pointed out that the objective was not to have a free-standing sustainable development goal on human rights, but instead to develop a human rights-based framework for sustainable development that integrated the right to access to adequate housing, education, health care, justice and so forth.

12. Members noted that human rights were addressed in numerous declarations across the whole body of normative and legally binding instruments of the United Nations system. Linkages should be sought between the human rights agenda and the broader body of legal obligations, norms and rights of citizens as embodied in a whole range of conventions. The recently signed Minamata Convention on Mercury was cited as a good example. That provided ample opportunity for greater coherence

and convergence of frameworks in order to enhance the human rights-based approach. Given the close and mutually reinforcing relationship among human rights, development and peace and security, the question was raised as to whether the three-pillar concept might be revisited.

13. In advancing the human rights agenda, members highlighted the need to focus on such groups as refugees, women, children, people living with HIV and others, who were particularly vulnerable to human rights violations. With regard to refugees and displaced people, it was noted that they tended to be forgotten in the debate on human rights, which was also related to the limits of humanitarian actors' ability to apply a rights-based approach. That was another reason to link humanitarian and development efforts.

14. Another aspect that the discussion on human rights had to cover was human rights in the virtual world, where many abuses occurred, such as the violation of freedom of expression, association or privacy. Members noted the close linkages between cybercrime and human rights violations, the virtual world being a platform for racism, human trafficking and other crimes and violations.

15. In advancing the human rights agenda at the country level, the United Nations system needed to find better ways to support those Resident Coordinators and country teams who were facing enormous challenges with regard to human rights violations that were not being acknowledged by national authorities and the international community. Clear channels of information between country teams and United Nations leadership were mentioned as key in that regard. The provision of information that would allow Member States to take action and support a preventative approach was also highlighted.

16. The fact that 40 strategic United Nations Development Assistance Framework planning processes were scheduled to take place in 2014 was seen as a good opportunity for ensuring that human rights were central in United Nations system support to Member States at the country level. It would also allow for greater emphasis on culture change and for closer collaboration among agencies in certain areas. Members were also encouraged to consider the potential for the United Nations system to support "ground up" work on human rights by supporting Member States in strengthening the rule of law and their judiciary systems. It was also suggested that the United Nations could place greater emphasis on demonstrating the potential of the human rights-based approach to advance the development agenda, thus creating incentives for Member States to embrace the approach.

17. With regard to United Nations system support to human rights at the country level, members cautioned not to duplicate the work of the United Nations Development Group human rights mainstreaming mechanism. The Committee should request a report on the activities of the mechanism, and, based on that, identify potential gaps and the role the Committee could play in supporting the advancement of the human rights agenda at the country level.

18. The Committee welcomed the briefings. Following its consideration of human rights as a dedicated agenda item, the Committee recommends that:

(a) CEB reaffirm its commitment to the human rights principles of the United Nations, as established in the Charter and codified in the human rights conventions and declarations adopted under United Nations auspices and as

contained in the Secretary-General's "renewed commitment to the United Nations founding purposes";

(b) CEB recognize the responsibility of the United Nations system as a whole to uphold international human rights norms and standards in its dialogue with Member States, and in cooperation with all other partners, to the extent permitted under the respective mandates, powers and responsibilities entrusted to United Nations system entities by their membership;

(c) This include a commitment to take all necessary action to prevent widespread war crimes, crimes against humanity, ethnic cleansing, genocide and other serious violations of human rights; ensure that all that is done in the fields of development, economic, social and environmental affairs, peace and security, humanitarian affairs or diplomacy, is directed to advancing the United Nations human rights mission or, at the very least, does nothing to undermine it; and commit to due diligence in the exercise of official duties and in the implementation of mandates;

(d) CEB consider and support the "Rights up front" action plan of the Secretary-General, to strengthen the Organization's role in protecting people in crises;

(e) CEB task the High-level Committee on Programmes with remaining seized of the "Rights up front" action plan and its implementation;

(f) CEB endorse the Secretary-General's call for a post-2015 development agenda built on the principles of human rights, equality and environmental and social sustainability;

(g) CEB take up the issue of human rights in order to address these and related human rights questions.

III. Agenda item 2: Migration and development

19. CEB, at its first regular session of 2013, endorsed a set of outcomes and recommendations prepared by the High-level Committee on Programmes, under the leadership of the International Organization for Migration (IOM) and the United Nations Population Fund (UNFPA), that was shared with Member States in advance of the High-level Dialogue on International Migration and Development (3 and 4 October 2013). A special event was held on 27 September 2013 to launch the joint CEB publication *International Migration and Development: Contributions and Recommendations of the International System*.

20. On behalf of the Committee, the Chair expressed appreciation to IOM and UNFPA for their leadership in this exercise and noted that the process served as an outstanding example of United Nations system organizations coming together around an issue of common concern. He invited the Committee to take stock of the outcome and assess how the contribution of the Committee and CEB was received.

21. Thomas Gass, Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs, United Nations Department of Economic and Social Affairs, briefed the Committee on the outcome of the Dialogue. He observed that the 2013 High-level Dialogue represented an advancement in relation to the previous Dialogue, held in 2006. Notably, it was evident that trust among Member States had

grown, leading to agreement on an outcome document.¹ Mr. Gass brought the salient points of the Declaration to the Committee's attention and highlighted the extent and level of participation by a variety of stakeholders in the plenary and round-table sessions.

22. With respect to the follow-up to the Dialogue, Mr. Gass stated that it would be a priority to integrate migration and the special needs of migrants in the post-2015 development agenda and indicated that there might be benefit in CEB making a recommendation in that regard. Furthermore, the United Nations Secretariat would advance its substantive work on international migration and development. Specifically, the Department of Economic and Social Affairs of the Secretariat would continue to analyse global migration levels, trends and the links between migration and development, involving partners in the United Nations system in the relevant reports, such as the report of the Secretary-General on international migration and development to be submitted to the sixty-ninth session of the General Assembly. Mr. Gass expected that cooperation among United Nations system entities would continue primarily through the Global Migration Group.

23. Ingo Piegeler, Humanitarian Coordination Adviser, Humanitarian and Fragile Contexts Branch, Programme Division, United Nations Population Fund Geneva Liaison Office, spoke of the importance of collaboration in the area of international migration. He recalled the fruitful collaboration among members of the Committee and the Global Migration Group in preparing the set of recommendations in preparation for the High-level Dialogue, which had resulted in a comprehensive report that brought together the thinking and experience of the United Nations system in the area of international migration, as well as the joint CEB publication, *International Migration and Development: Contributions and Recommendations of the International System*. That process was an excellent example of organizations with diverse mandates coming together around a common issue and working as one.

24. At the High-level Dialogue, the proposed recommendations and outcomes endorsed by CEB had been echoed by both Governments and civil society. The importance of human rights, a solid evidence base, factoring migration into development, and partnerships and collaboration were highlighted in particular, including in the Declaration of the High-level Dialogue. Looking forward, Mr. Piegeler emphasized the importance of pursuing a holistic, comprehensive, whole-of-government approach to international migration and stressed the need for collaboration among all stakeholders, including civil society and migrants themselves. He concluded with a call to ensure that international migration feature prominently in the post-2015 development agenda.

25. William Lary Swing, Director General, IOM, shared his views on the outcome of the High-level Dialogue and outlined a way forward for the Committee's consideration. Echoing earlier speakers, Mr. Swing observed that the 2013 High-level Dialogue was a milestone in the history of the Organization's consideration of migration. It demonstrated the impact that the Global Forum on Migration and Development had had in promoting international cooperation and dialogue and proved that multilateral dialogue and consensus on migration issues were possible. The 2013 Dialogue had greater and higher-level participation than in

¹ Declaration of the High-level Dialogue on International Migration and Development (General Assembly resolution 68/4).

2006 and saw a remarkable convergence of views, including with those contained in the recommendations endorsed by CEB. Action was now needed to implement the Declaration.

26. The inclusion of migration in the post-2015 development agenda was one of the unequivocal calls at the Dialogue. The role and place of migration in the future sustainable development framework must be determined rapidly. Mr. Swing expressed the view that if it were to be treated solely as a cross-cutting issue, it would be lost. On that matter, he would welcome the Committee's support. The Global Migration Group would continue to work with other actors to ensure that migration was appropriately reflected in the post-2015 development agenda. It was important to ensure that the views of the United Nations system were provided to Member States before the Open Working Group on Sustainable Development Goals issued its report.

27. Mr. Swing noted that the outcome included a clear call to the Global Migration Group to continue to enhance collaboration between United Nations system organizations and IOM and to advance substantive work on the issue. The Secretary-General had asked his Special Representative on International Migration and Development to assist in meetings between the Global Migration Group and the Global Forum on Migration and Development, and the Global Migration Group to present a follow-up plan to his eight-point agenda on migration.²

28. Although the Deputy Secretary-General and the Special Representative of the Secretary-General had roles to play in moving that work forward, Mr. Swing noted that there was no specific mechanism for implementing either the outcome of the High-level Dialogue or the Secretary-General's eight-point agenda on migration. IOM would be prepared to lead a group of Committee members to form a bridge between the 16-member Global Migration Group and the wider membership of the High-level Committee on Programmes, with a view to informing recommendations of the Committee and, subsequently, CEB. Other suggestions to stimulate the Committee's thinking included inviting IOM to assist with implementation at the country-level in the light of its migration mandate and extensive field presence; encouraging Member States to volunteer to lead consultations on each of the thematic areas in the Declaration; suggesting that the World Economic Forum take on a follow-up role through its Global Agenda Council on Skills and Talent Mobility; and welcoming civil society's thoughts on the way forward.

29. In the ensuing discussion, the Committee expressed appreciation for the work of the Department of Economic and Social Affairs, UNFPA and IOM on international migration and development. Members concurred that the Declaration was a landmark achievement, demonstrating that the United Nations, as a convening forum, was relevant in advancing the migration agenda. The outcome identified a clear set of priorities that were germane to the entire United Nations system.

30. Several members indicated the efforts that their organizations had made in recent years to integrate migration into their work and committed to continue to cooperate on the issue to further both policy and operational coherence. Speakers stressed, in particular, the need to build the capacity of Governments, including local authorities; strengthen the rights-based approach to migration; and increase

² See the report of the Secretary-General on international migration and development (A/68/190, sect. V).

focus on the most vulnerable groups of migrants, including children born to migrants or “left behind” in countries of origin. With respect to the post-2015 development agenda, a number of members lent their support to the views of the presenters that migration must feature more prominently. It was also observed that there was now an opportunity to use the development of new United Nations Development Assistance Frameworks to mainstream migration in United Nations system activities at the country level.

31. The appropriate follow-up mechanism was discussed by members. Several speakers supported the proposal to form a working group to link the work of the Committee and the Global Migration Group; however, a number of other interventions stressed the preference to use existing coordination mechanisms. In that regard, the Global Migration Group, the Policy Committee of the Secretary-General, the United Nations Development Group and the Executive Committee on Humanitarian Affairs were cited as appropriate entities to contribute to the follow-up process. It was suggested that the incoming Chair of the Global Migration Group, International Labour Organization (ILO), be charged with ensuring regular coordination with the High-level Committee on Programmes. It was further offered that the Global Migration Group could organize a strategic retreat at the working level with experts to build consensus for clear milestones in 2014 and 2015, including the possibility of a meeting of dedicated Global Migration Group principals. As the broadest system bodies, it was acknowledged that the Committee and CEB had important roles in advancing the work of the United Nations system on international migration and development.

32. The representative of ILO noted that the agency looked forward to holding the chairmanship of the Global Migration Group and informed the Committee that she would share the result of its November 2013 tripartite technical meeting on labour migration, which would assess the outcome of the High-level Dialogue and consider possible areas for follow-up.

33. It was concluded that the Committee and CEB should keep the implementation of the outcome of the High-level Dialogue on International Migration and Development under review. To that end, CEB may wish to request the Global Migration Group to formulate a synthesis of follow-up action to be taken by the United Nations system, to be presented to the High-level Committee on Programmes at its twenty-seventh session and for the consideration of the Board at its first regular session of 2014.

IV. Agenda item 3: Implementation of decisions by the High-level Committee on Programmes and the United Nations System Chief Executives Board for Coordination

A. United Nations activities in combating drugs and organized crime

34. At its first regular session of 2013, further to a briefing by the Executive Director of the United Nations Office on Drugs and Crime (UNODC) on the work of the United Nations system task force on transnational organized crime and drug trafficking, CEB requested the High-level Committee on Programmes to further address system-wide coherence on drug policies.

35. Mr. Sandeep Chawla, Deputy Executive Director, UNODC presented an issues note on United Nations system-wide coherence on drug policy, which was primarily aimed at clarifying the nature of the drug control system and the specific role of the United Nations within it, as custodian of the three international drug conventions regulating drug use.³ He recalled that those conventions were based on the principle that the health and welfare of mankind should be safeguarded by ensuring the availability of drugs for medical purposes.

36. Mr. Chawla stressed that the multilateral drug control system had been very successful in containing illicit drug use to about 5 per cent of the global adult population. By contrast, the annual prevalence rate of tobacco consumption was 22 per cent and alcohol consumption 55 per cent. Illicit drugs caused about 210,000 deaths annually, while the use of alcohol and tobacco caused 2 and 5 million deaths, respectively, every year. In that context, he noted that legalization was not the silver bullet many considered it to be.

37. He noted that the drug control system continued to be overwhelmingly focused on law enforcement to reduce supply, in spite of repeated calls for a balanced approach that also comprised prevention and other aspects of demand reduction. The issues note before the Committee therefore called upon the United Nations system to support Member States in addressing that imbalance by supporting a humanitarian health-centred approach based on prevention programmes and integrated services for drug dependence treatment.

38. The United Nations system was also encouraged to develop a coherent approach and actively participate in the special session of the General Assembly on the world drug problem in 2016, and to provide inputs to discussions and events leading to the special session. Those included the Commission on Narcotic Drugs high-level review of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem and the high-level segment of the Economic and Social Council. In the run-up to 2016, UNODC would also seek written contributions from United Nations bodies as well as non-governmental organizations working on drugs and make those contributions available to Member States.

39. The Committee agreed with the need to rebalance the drug control system. In that regard, participants underlined the importance of providing evidence of the economic and social costs of excessive use of criminal prohibition, such as overflowing prisons, and the impact of criminalization on communities. At the same time, the United Nations could play a role in demonstrating the benefits of a human rights-centred approach that emphasized demand reduction. The dropping rates of tobacco consumption were used as an example for effective drug control without criminal prohibition. Participants asked about the role of taxation and were informed that it could be a very powerful instrument, but that it also bore risks (as the illegal trade in cigarettes demonstrated) and in any case needed to be complemented with other measures.

40. Building capacities within Governments and civil society as well as providing analysis and data on the drivers of illicit drug use were highlighted as other

³ Single Convention on Narcotic Drugs, 1954 as amended by the 1972 Protocol; Convention on Psychotropic Substances, 1971; United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances, 1988.

important roles of the United Nations. Participants pointed out that poor people, particularly young people in urban areas, were highly vulnerable to becoming victims of illicit drug use. They also pointed to severe human rights violations on the supply side, for example, women being used as drug carriers.

41. The Committee thanked Mr. Chawla for his briefing and took note with appreciation of the issues note. The Chair encouraged members of the High-level Committee on Programmes to support the preparations towards the 2016 special session of the General Assembly.

B. Cybersecurity and cybercrime

42. The Committee recalled that it had been engaged in the issue of cybercrime and cybersecurity since its twentieth session when, in response to a request by CEB, it set up the United Nations Group on Cybercrime and Cybersecurity to address programme policy aspects of the work and to foster coordination and collaboration within the United Nations system. Since its inception, the Group had been co-led by the International Telecommunication Union (ITU) and UNODC.

43. At its twenty-fourth session, the Committee tasked the Group with developing a draft policy on cybercrime and cybersecurity that focused on the external dimension of the issue, in particular on how the United Nations system could mainstream cybercrime and cybersecurity issues into programmes delivered to Member States. At its twenty-fifth session, the Committee asked the Group to further develop the framework.

44. Doreen Bogdan-Martin, Chief of Strategic Planning and Membership Department, ITU, introduced the revised draft framework for endorsement by the Committee. Cybersecurity and cybercrime were a real and growing problem around the world. Joint action at the national and international levels was required, as well as a coherent and coordinated approach by the United Nations system. For that reason, she stressed the extensive consultation and collaboration among focal points that had taken place to finalize the framework. She explained that the principles listed in the document provided a framework to enable enhanced coordination among United Nations system organizations in addressing concerns of Member States regarding cybercrime and cybersecurity, so that Governments could develop more efficient and effective response mechanisms. That initiative was to be distinguished from the work presented to the High-level Committee on Management that addressed internal aspects of United Nations cybersecurity, including management and administrative aspects of cybercrime and cybersecurity risks to the United Nations.

45. Gillian Murray, Chief, Public Affairs and Policy Support Branch, UNODC, highlighted the seven proposed basic principles for programme development related to cybercrime and cybersecurity, guiding United Nations entities towards better cooperation in delivering products and services to Member States. Committee members were encouraged to urge partners, including civil society organizations and vendors, to adopt the principles as the basis for public and private sector collaboration on cybersecurity strategies, using the framework as the means to establish sharing of information and good practices. Members were also requested to contribute to the compendium of United Nations mandates on cybersecurity and cybercrime to maintain its relevance over time. It was further proposed that ITU and

UNODC should continue to consult with Committee members and report, in one year, on the progress made in implementing the framework into programme policy strategies.

46. The Committee recognized the importance of the issue and expressed appreciation to ITU and UNODC for leading that work and providing the revised draft for consideration. The need for harmonization with the work on cybercrime and cybersecurity being executed under the auspices of the Information and Communication Technology Network and the High-level Committee on Management was stressed, and in that context the Committee was reminded that CEB would consider both together at its second regular session of 2013. It was also proposed that the issue of cybercrime and cybersecurity be taken up at a joint meeting of the two CEB Committees to ensure coherence between both the external and internal aspects. The benefit of developing “One United Nations” guidance on the subject of cybercrime and cybersecurity was also noted.

47. Some speakers made note of the relevance of the subject to particular sectors, including public health, gender equality and women’s empowerment and rights. To that end, it was observed that the risks of information and communication technologies needed to be balanced against their positive impacts.

48. With respect to the compendium of mandates, the Committee was reminded that it was a living document and was invited to provide any additional input expeditiously so that any issues falling outside of existing organizational mandates could be brought to the attention of CEB at its second regular session for 2013.

49. The Committee endorsed the draft framework, subject to the incorporation of a number of minor amendments which would be reflected in the final paper transmitted with its report to CEB (see annex III). It requested the United Nations Group on Cybercrime and Cybersecurity to report back to the Committee at its twenty-eighth session on progress made in implementing the framework into programme policy strategies.

C. Climate change

50. The Committee recalled that the mandate of the Working Group on Climate Change would be reviewed at the Committee’s twenty-seventh session. However, the issue had been taken up at the current session given the need to catalyse United Nations system support to Member States in their efforts to reach a climate agreement in 2015 and the 2014 Climate Summit under the leadership of the Secretary-General.

51. In her briefing to the Committee, Elena Manaenkova, Chair of the Working Group, highlighted the historic opportunity provided by the convergence and culmination of major interrelated policy processes in 2015, namely the negotiation of a climate treaty under the United Nations Framework Convention on Climate Change, a (post Hyogo) framework for action on disaster risk reduction and the sustainable development goals. Climate change and disaster risk reduction were broadly recognized as cross-cutting issues in the future sustainable development agenda; yet, there was a role for the United Nations system in helping Member States to identify action areas and prioritize investments. Summarizing the key findings of the recently released contribution of Intergovernmental Panel on Climate

Change Working Group I to the Panel's fifth assessment report, Ms. Manaenkova underscored that current pledges under the Framework Convention were insufficient to contain global warming below 2 degrees Celsius. She also stressed the importance of the economic dimension of climate change and, in particular, the linkages with the green economy, sustainable energy and water agendas.

52. Ms. Manaenkova provided an overview of progress made on a number of joint initiatives under the auspices of the Working Group. Those included the climate-smart agriculture partnership, under the leadership of the Food and Agriculture Organization of the United Nations (FAO), which had published a comprehensive *Climate-Smart Agriculture Sourcebook*, the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD), an FAO, United Nations Development Programme (UNDP) and United Nations Environment Programme (UNEP) initiative, launched in 2008 in nine pilot countries and today supporting 48 nationally led REDD-plus processes; the Global Framework for Climate Services, a global partnership of Governments and organizations that produce and use climate information and services, which is the first Working Group initiative to evolve into an intergovernmental process; the Climate Finance Options Platform, a web-based knowledge platform on potential sources of climate finance, jointly developed by UNDP and the World Bank; and the One United Nations Training Service Platform on Climate Change (UN CC: Learn) supporting five pilot countries in establishing national learning strategies on climate change. She also introduced two new joint initiatives: the Task Team on Urban Risk Management and Climate-Smart Cities led by the United Nations Human Settlements Programme (UN-Habitat) and the UNFPA-led effort on spatial data for adaptation planning.

53. With regard to the 2014 Climate Summit, Ms. Manaenkova explained that its aim was to provide a public platform for leaders at the highest level to mobilize political will for an ambitious global legal agreement by 2015 and to catalyse ambitious climate action on the ground. She reiterated the Working Group's commitment to extend its full support to the event, in close collaboration with the Secretary-General's Climate Change Support Team. As an example, she referred to the high-level CEB event at the forthcoming nineteenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, in Warsaw, which would bring together United Nations Executive Heads and high-level representatives of key stakeholders under the leadership of the Secretary-General to showcase feasible, cost-effective and sustainable solutions for transitioning to low-carbon climate-resilient development. In addition to the CEB event, 11 joint United Nations system side events would highlight the economic, social and environmental benefits of climate action in a range of action and thematic areas.

54. In the ensuing discussion, participants thanked Ms. Manaenkova for her presentation and her leadership as Chair of the Working Group. Several members emphasized the importance of the Working Group as a platform for fostering collaboration within the United Nations system. With reference to evidence on the urgency for action, the UNEP *Emissions Gap Report* was highlighted as another important input. Regarding future focus areas of the Working Group, participants suggested that more emphasis should be placed on the energy-water-food nexus in the context of climate change; further promotion of the gender aspects of climate change; increased advocacy on the feasibility and benefits of climate action; and

stronger linkages with the post-2015 sustainable development goals. Participants were also looking forward to the proposals of the Working Group regarding the strategic role of the United Nations system in addressing the climate challenge and welcomed the development of a Working Group strategy.

55. In developing its strategy, the Chair of the Committee encouraged the Working Group to reflect on how to best use the High-level Committee on Programmes/CEB nexus to refine tactical and strategic discussions leading up to and beyond 2015. To help make the 2014 Climate Summit a success and to support climate action, the United Nations system should shift its focus to addressing the key question of how to reduce emissions without undermining development. He pointed to the numerous climate actions that had actually been taken by countries, even in the absence of a climate agreement. Given the unrivalled capacity of the United Nations system to showcase solutions and stimulate change, he requested the Working Group to help to gather the evidence of those success stories, which would build confidence among Member States that the benefits of climate action outweighed the costs.

56. He suggested that the Committee should focus on identifying the areas where the leadership of the United Nations system could have the greatest impact. In that regard, he encouraged the Working Group to further synthesize and connect the strands among the numerous initiatives on climate change within and outside the United Nations system. That could be done in a joint publication by 2014-2015 that demonstrated how the individual United Nations system members could consolidate their support for climate action. The Working Group was further requested to produce two to three advocacy pieces over the next 24 months that would empower United Nations system leaders to deliver positive messages and examples from all sectors.

57. The Committee welcomed and took note of the briefing. It recommended that the Working Group on Climate Change continue the development of a strategy on United Nations system support for climate action. The Committee would revert to that issue and review the mandate of the Working Group at the Committee's twenty-seventh session.

D. Review by the United Nations System Chief Executives Board for Coordination of the implementation of the Millennium Development Goals

58. The Committee recalled that CEB, at its second regular session of 2012, had agreed to include a review of the implementation of the Millennium Development Goals at the country level as part of its semi-annual meetings through 2015. The inaugural review was held at its first regular session of 2013, where it examined progress in the fight against hunger and poverty (Goal 1) in the Niger and the United Republic of Tanzania and in reducing maternal mortality (Goal 5) in Ghana.

59. Noting that the Secretary-General attached great importance to that initiative, Simona Petrova, Director, CEB secretariat, stated that CEB members had embraced the review as an important opportunity for the United Nations system to help to accelerate progress towards the Millennium Development Goals in the remaining two years before the 2015 deadline. The exercise focused in particular on where United Nations organizations could fill gaps or overcome obstacles in countries that

were lagging behind, working within existing mechanisms. The following countries would be part of the next review: Nepal (on Goal 7, focusing on sanitation); Burkina Faso (on Goal 1, hunger); and El Salvador, Indonesia and Kyrgyzstan, (on Goal 5, maternal health). The Philippines might also be reviewed on Goal 5.

60. Lessons learned from the first CEB Millennium Development Goal review had informed an improved structure for the second review. Specifically, the changes included moving the review into the formal session in order to broaden participation to include sherpas; organizing the presentations by Goal rather than by country; and utilizing a succinct, standard presentation format for each Goal to facilitate more interaction. It was foreseen that having the United Nations resident coordinators and World Bank country directors interact with the principals and sherpas would be important for follow-up. Another improvement over the previous Millennium Development Goal review was that the country-level findings would be distributed in advance to facilitate preparation by the principals and to provide organizations the opportunity to identify specific inputs or engagement that could be announced at the CEB meeting.

61. Dominique Bichara, Special Representative of the World Bank to the United Nations, informed the Committee that the feedback received from the field had been very positive, confirming that the exercise had been useful for taking a fresh look at strategies to achieve the Millennium Development Goals at the country level. She recalled that the intention was to examine obstacles hindering the achievement of the Goals and, where applicable, to directly address issues of coordination and collaboration that could help to accelerate progress. She suggested that, at the upcoming review, members should aim to identify two or three actionable measures that could stimulate tangible progress. She stressed that that was not a one-off exercise, but rather that CEB would continue to receive updates on prior commitments at each session to ensure that the United Nations system followed through on its commitments. She reminded members to be mindful of the limitations of the exercise: while not a magic bullet, it remained a simple, critical tool to provide a “big push” before 2015.

62. Paolo Galli, Chief, Multilateral Affairs and United Nations Coherence Cluster, UNDP, observed that the CEB Millennium Development Goal review had encouraged even greater cooperation between the United Nations development system and the World Bank at the country level. A number of commitments to assist the first set of countries had already been submitted by CEB member organizations; additional commitments were welcomed ahead of the status update to be considered by CEB at its upcoming session. Echoing the importance of preparation to the success of the second review, Mr. Galli stated that the sherpas would be engaged before the CEB meeting and would also be integral to the follow-up to the review. Concurring that while the initiative was never meant to be a panacea, he expressed the hope that some real impact on the acceleration of the Goals could be measured at its completion.

63. In the discussion that followed, the Committee welcomed the changes to the review format to create more space for interaction with country representatives, generate more ownership in the review process, and ensure that the session led to additional actionable commitments. A number of speakers expressed strong support for the initiative and conveyed the intention of their organizations to offer commitments at the second review. It was noted that the co-benefit of having the

country directors and resident coordinators come together had already been visible at the first review.

64. The close collaboration among the United Nations system entities at the country level was positively received; indeed, it was recognized by the Chair that that closely aligned partnership was a historic achievement in which the leaders convened around a global agenda and spoke with one voice. He emphasized that CEB members felt strongly about maintaining that relationship. One Committee member observed that the partnership could be leveraged to realize even greater strategic cooperation, a process that both the Chair and the UNDP representative acknowledged was ongoing.

65. The Committee discussed how to ensure that genuine value added was achieved through the CEB Millennium Development Goal review. It was stressed that the review should bring out critical issues and obstacles and that members should approach them head-on. A few Committee members mentioned that to do so would require going beyond the existing Millennium Development Goal Acceleration Framework and toolkit. Executive Heads should use the opportunity to make high-level interventions that would deliver the “big push” to 2015. The Committee recognized that the review process was not intended to be a systematic approach to reaching the Goals worldwide, but rather to have a catalytic effect in specific country cases. The review should yield solutions to bottlenecks that were constraining progress at the level of the United Nations system. The World Bank and UNDP welcomed suggestions for further improvement.

66. The Committee took note of preparations for the second CEB review of the implementation of the Millennium Development Goals.

E. United Nations system-wide implementation of the Istanbul Programme of Action

67. The Committee recalled that at its twentieth and twenty-first sessions, it had considered means of supporting the Fourth United Nations Conference on the Least Developed Countries, held from 9 to 13 May 2011 in Istanbul, Turkey. At its spring 2011 session, CEB endorsed a statement of support to the Conference that underscored the system’s commitment to the least developed countries and to the implementation of the Istanbul Programme of Action. At its twenty-second session, in fall 2011, the Committee agreed to consider the progress made by the United Nations system in mainstreaming the Istanbul Programme of Action at the five-year review mark, in 2016.

68. In December 2012, the General Assembly adopted its resolution [67/220](#), in which the Secretary-General was invited to appropriately integrate the work of the Inter-Agency Consultative Group for least developed countries led by the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States within the framework of the High-level Committee on Programmes in order to ensure the necessary coordination and monitoring of the implementation of the Istanbul Programme of Action on a system-wide basis, and to include implementation of the Istanbul Programme of Action as a standing item on the agenda of the Board. Subsequently, CEB, at its first regular session of 2013, requested the Committee to work with the Office of the High Representative for the Least Developed Countries, Landlocked Developing

Countries and Small Island Developing States and the Inter-Agency Consultative Group to develop ideas for furthering the implementation of the Istanbul Programme of Action.

69. In introducing this item, the Vice-Chair expressed appreciation for the leadership role of the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, as the entity tasked with the mobilization and coordination of all parts of the United Nations system, through the Inter-Agency Consultative Group, to facilitate coherent and coordinated implementation of the Istanbul Programme of Action.

70. Khalil Rahman, Chief, Policy Development and Coordination, Monitoring and Reporting Service for Least Developed Countries, Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States reported on the functioning of the Inter-Agency Consultative Group and on the system's progress in mainstreaming the Istanbul Programme of Action in the respective work programmes of the United Nations system organizations. He introduced an issues note containing a set of recommendations for the Committee's endorsement that responded to the General Assembly resolution.

71. Members expressed support for the proposals in the light of the importance of delivering on the implementation of the Istanbul Programme of Action and further to the earlier fruitful collaboration of CEB in the lead-up to the Fourth Conference. Given its experience in developing the United Nations system-wide action plan on gender equality and the empowerment of women, the United Nations Entity on Gender Equality and the Empowerment of Women (UN-Women) offered to work with the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States to contribute to the development of a toolkit to further mainstream the Istanbul Programme of Action throughout the United Nations system.

72. A number of interventions highlighted the nature of the support members had been extending to least developed countries. UN-Women emphasized that it was supporting the implementation of gender equality and women's empowerment as a priority area of the Istanbul Programme of Action. ITU reported that it had a dedicated least developed countries programme with an emphasis on providing access to the Internet and stressed that it was committed to implementing the Istanbul Declaration and Programme of Action, particularly in the light of the reference to information and communication technologies as a development driver. The International Monetary Fund (IMF), ILO and the World Bank stated that, although they did not use the designation of least developed countries, they provided significant support to that group.

73. During the discussion, it was also observed that least developed countries as a group wished to retain space to address their concerns in the post-2015 development paradigm. In that context, it would be important for the United Nations system to ensure that that group's unique needs were not subsumed or lost in a universal agenda.

74. The Committee endorsed the following:

(a) In conducting its work, the Inter-Agency Consultative Group will continue to utilize the analytical, technical and operational capabilities and resources of the High-level Committee on Programmes;

(b) To assist organizations that have not yet been able to mainstream the Istanbul Programme of Action in their work programmes, the Office of the High Representative for the Least developed countries, Landlocked Developing Countries and Small Island Developing States will develop, with the advice of the High-level Committee on Programmes and the support of interested organizations, a set of guidelines and best practices as a toolkit for mainstreaming the Istanbul Programme of Action for consideration by the Committee at its twenty-seventh session;

(c) The members of the Inter-Agency Consultative Group will take steps to ensure senior-level representation of their respective organizations at the Group's meetings;

(d) The Inter-Agency Consultative Group will continue efforts to harmonize its agenda with that of the High-level Committee on Programmes. This will contribute to creating greater synergy between the work of the two bodies and ensuring focused treatment of least developed country-related matters in the deliberations and reports of the High-level Committee on Programmes, as appropriate. Accordingly, the Office of the High Representative for the Least developed countries, Landlocked Developing Countries and Small Island Developing States will propose to the Inter-Agency Consultative Group that it consider at its next session the integration of the Istanbul Programme of Action into the post-2015 development agenda and that the Group transmit its recommendations to the High-level Committee on Programmes with a view to helping to ensure that the Committee provides appropriate focus on least developed countries in its own consideration of the post-2015 agenda;

(e) The Inter-Agency Consultative Group will continue to make available to the High-level Committee on Programmes its reports, as well as its recommendations on major thematic issues before the Committee and CEB. As necessary, the Committee will consider and reflect these in its reports to CEB to help the Board to maintain the appropriate spotlight on least developed countries in considering these issues;

(f) In line with the decision at its twenty-second session to consider progress made by the United Nations system in mainstreaming the Istanbul Programme of Action at its five-year mark, the High-level Committee on Programmes will take up this matter prior to the midterm review of the Istanbul Programme of Action and subsequently consider the role of the United Nations system in the light of the outcome of that review.

V. Agenda item 4: Briefings by UN-Water and UN-Energy

75. The Committee recalled that the High-level Committee on Programmes had last reviewed the work of UN-Water and UN-Energy at its fourteenth session, in 2007. At the current session, the Committee received briefings from UN-Water and UN-Energy on the scope of their activities and future plans that had a bearing on

system-wide policy coherence, including in the context of preparations for the post-2015 development agenda.

76. Federico Properzi, Chief Technical Adviser, UN-Water, presented a note by UN-Water, focusing on its work related to the post-2015 development agenda. He stressed that UN-Water was strongly supporting the acceleration of activities towards the achievement of the Millennium Development Goals. In support also to the initiative “Sustainable sanitation: the five-year drive to 2015” and to the Deputy Secretary-General’s Call to Action on Sanitation, UN-Water was paying special attention to basic sanitation, one of the Millennium Development Goal targets most off-track. He added that UN-Water supported Member States by contributing to the development of the United Nations technical support team’s issues brief on water and sanitation; facilitating the United Nations Development Group Global Thematic Consultation on Water; and providing technical advice on all aspects linked to the possible inclusion of water in the post-2015 framework.

77. Mr. Properzi underscored that, in developing its technical advice, UN-Water was paying special attention to the interlinkages with other major issues, such as energy and climate change. With regard to energy, he highlighted the excellent collaboration with UN-Energy and pointed out that the theme of 2014 World Water Day and the *United Nations World Water Development Report* would be “Water and Energy”. With respect to climate change, Mr. Properzi informed participants that the issue was a UN-Water thematic priority area. UN-Water had recently facilitated the climate change water-related part of the Global Thematic Consultation on Water and strengthened collaboration with the Global Framework for Climate Services.

78. Susan McDade, Director, Sustainable Energy For All, on behalf of UN-Energy, opened her briefing to the Committee by stressing the importance, within the post-2015 development agenda, of communicating that energy was not a sector. The relevance of energy was primarily in the delivery of the services that it enabled, such as access to health, education, food, social inclusion and other aspects of sustainable development. Ms. McDade explained that the Secretary-General’s initiative “Sustainable Energy For All” was advocating for one sustainable development goal on energy with seven targets, some of which would reflect global aspirations and others reflecting primarily developing country aspirations. Several of the proposed targets would address nexus issues, including the linkages among energy, water and health. Several of the proposed targets would address nexus issues, including the linkages among energy, water, women and health, in addition to the core targets of universal access to energy, doubling the global share of renewable energy and doubling the rate of energy efficiency. She stressed that given its cross-cutting nature, it was very important to include energy in the sustainable development agenda, a view that had been shared by many Member States at the last General Assembly.

79. The Committee thanked Mr. Properzi and Ms. McDade for their briefings. Members highlighted the cross-cutting nature of both water and energy, pointing to linkages with food, health, environment, disaster resilience, the empowerment of women, protection and other issues, and gave examples of their organizations’ entry points and contributions to UN-Water and the issue of water more broadly. The importance of access and quality of water, the need to focus on the urban dimension of water and energy and the need to consider the energy-protection nexus in the humanitarian context were also highlighted. Some members expressed concern

about the decision by UN-Water Senior Programme Managers that all publications produced under the UN-Water umbrella should carry only the UN-Water visual identifier on their front and back covers and that logos of contributing organizations would be printed on the inside cover or at the end of the report. That would require further consultation in order to ensure that the unique contributions of United Nations system organizations were duly acknowledged, and it was recommended that further discussions be held within UN-Water before the CEB session to try to reach an agreement in that regard.

80. In the subsequent discussion that evolved around the question of sustainable development goals and targets, the representative of the Department of Economic and Social Affairs expressed concern that a stand-alone goal on energy could contradict the notion of energy not being a sector and rather reinforce silos. He also proposed that it would be more appropriate to subsume energy targets and several goals. Ms. McDade explained that the alternative — focusing first on targets, which would then be clustered under various goals — bore the risk of losing on some ends of the energy agenda, hence the proposal for an “energy package”. In the case of water, Mr. Properzi added that breaking up water targets under different goals would indeed foster a silo approach, since different sectors tended to see the targets under “their goals” as “their territory”.

81. The Committee requested UN-Water to reflect on whether the United Nations system should call for a goal on water. While the role of the United Nations system might not be to propose goals, but rather to support the negotiations on the goals by helping Member States to define targets, it was suggested that the United Nations system should speak with one voice on the question of sustainable development goals. Members were reminded that CEB played a critical role in establishing system-wide coherence. In that regard, UN-Water and UN-Energy were encouraged to help the High-level Committee on Programmes to achieve that coherence. It was pointed out that the United Nations Technical Support Team’s issues briefs on water and energy had been useful in establishing a coherent position within the United Nations system.

82. The Committee took note of the briefings of UN-Water and UN-Energy and thanked Ms. McDade and Mr. Properzi for their presentations.

VI. Agenda item 5: Post-2015 development agenda

83. The Chair recalled that CEB, at its first regular session of 2013, had requested the Committee to prepare an issues paper on the challenges and opportunities faced by the United Nations system in defining its role and contribution within a changed development policy environment, for consideration by the Board at its second regular session of 2013. He welcomed the participation of Amina J. Mohammed, Special Adviser on Post-2015 Development Planning, who was again joining the Committee for the discussion on that topic. He noted that the Committee’s comments on the work of UN-Water and UN-Energy, as well as issues considered earlier in the session, provided an important segue into the discussions under the agenda item on the post-2015 development agenda.

84. During the consideration of the item, the Chair encouraged the Committee — by serving as a synthetic and catalytic body and thinking as a system and not as separate entities — to better prepare CEB to play its role in contributing to the post-

2015 development agenda. The Executive Heads would need to take strategic decisions to prepare for the critical, transitional 18 to 24 months ahead. The Chair thanked the Vice-Chair and other members of the small drafting group for their work in developing the think piece prepared as background for the item.

85. Introducing the issues paper, the Vice-Chair recognized the contributions of the drafting group members. He explained that the paper had been written against the backdrop of the larger effort to find a coherent approach to integrating sustainable development across the economic, social and environmental dimensions, while also promoting human rights, peace and security, democratic governance and the rule of law. The think piece addressed two topics: first, the conceptual framework, describing what the post-2015 framework could be — a discussion that he recalled was being led by Member States — and how the United Nations system could fit into that definition; and, second, rendering the United Nations system “fit for purpose” in the context of the new expectations and requirements that could arise from the post-2015 framework.

86. Elaborating on the first section of the paper, the Vice-Chair highlighted four areas of concern that the United Nations system should consider in helping to define the conceptual framework for the post-2015 agenda: re-establishing the primacy of the core mandates of the United Nations; leveraging normative work on systemic issues; connecting poverty eradication and the sustainable development agenda; and translating the global agenda into national self-interest.

87. With respect to the core United Nations mandates, the Committee had recognized the resurgence in attention to human rights in its discussion on the first agenda item; however, the Vice-Chair posited that, in the formulation of the post-2015 development framework, the centrality of the peace and security and development pillars also must be reasserted. He stressed the need to approach development in the broader, more transformative sense in order to correct the economic, social and environmental imbalances that had resulted from a growth-centric approach, including with regard to the Millennium Development Goals. A measure of achievement of the post-2015 goals would be the progress towards realizing the human rights agenda, which would inherently serve to redress the existing imbalances.

88. On the normative work of the system, the Vice-Chair expressed the view that the norms set by the system should inform the choice of global goals and determine how the compatibility of national policy with those goals would be assessed. The United Nations could help to strengthen the institutions and governance arrangements that would facilitate the realization of those norms, as well as promote the coherence of policies, which would not happen intrinsically. Cross-cutting issues, such as climate change, gender and sustainable consumption and production, could best be addressed through a multidimensional normative approach. The Vice-Chair emphasized that the United Nations also had a role in encouraging Member States to provide greater access to information to other stakeholders, who were increasingly influencing the formulation, execution and monitoring of policies.

89. Regarding the connection between poverty eradication and the sustainable development agenda, the Vice-Chair emphasized that the post-2015 development agenda must be universal and that the derived goals must address the challenges of today and provide for the resiliency needed to face future challenges. In his view, sustainable development, which encompassed the objective of eradicating poverty,

was about transformative shifts. The United Nations system had a responsibility to facilitate the understanding that there was no disconnect between those two objectives and to help to build political support for such an approach.

90. On the fourth issue, translating the global agenda into national self-interest, the Vice-Chair noted that there was an absence of global governance mechanisms with the power to enforce compliance with agreed global goals and norms. Therefore, the only reason for countries to act in a manner consistent with the global goals would be that they saw it as being in their national interest. In the case of some global public goods, Member States could find it complicated to meet norms if they perceived a trade-off with their development objectives, such as in the case of emissions reduction. The United Nations system could play an important role in formulating a conceptual framework that motivated national self-interest and action, fleshing out modalities of cooperation, ensuring that the concerns of Member States were appropriately reflected in the global discussions, and facilitating a fair and balanced discussion on the means of implementation. He added that the United Nations system could contribute to strengthening governance arrangements for global public goods where possible, for example, by helping to improve, through its normative work, the functioning of the international financial system, global health and technology transfer.

91. Moving on to the “fit for purpose” section of the paper, the Vice-Chair observed that the world had changed dramatically in the past 40 years and that the pace of change was accelerating. In that context, the support Member States needed had evolved; they no longer required the type of development cooperation that the international system had been set up to deliver. Instead, Member States were seeking guidance based on the system’s experience in addressing particular issues and identifying successful policies. They looked to the United Nations system to facilitate a cooperative, multilateral approach to the provision of global public goods. The challenge to the system had been further exacerbated by the fact that there were now other actors operating in the space, many of which were better-resourced or had more access to policymakers. The Vice-Chair wondered how the United Nations system could maintain its relevance in that environment. Normative standards would have to be formulated in such a way as to be relevant to countries in a wide range of different circumstances. The United Nations system would need to be able to adapt the support and services offered to each country as that country’s needs evolved. In the view of the Vice-Chair, the system was presently not equipped to address those realities under its existing governance structures.

92. Also key to the discussion on fitness for purpose was governance. The Vice-Chair highlighted some of the challenges inherent in the siloed nature of the international system. Current arrangements did not encourage policy integration across institutional lines. On that theme, the Committee members could discuss possible ways of bringing issues beyond their respective mandates into deliberations of their governing bodies and the General Assembly, strengthening compliance and accountability within each entity, and deepening inter-agency collaboration within existing governance arrangements.

93. On funding, the Vice-Chair noted that the reliance of most United Nations organizations on non-core, donor-provided funding resulted in organizations having to position themselves favourably in the eyes of donors, sometimes at the expense of

broader and more efficient inter-agency collaboration. Earmarked funds could limit the flexibility of United Nations system organizations to adapt their policies and programmes to the changing environment. Moreover, under the current funding model, it was difficult to raise and report on funds for pooled inter-agency programmes and projects.

94. With respect to the relevance of the United Nations system, the Vice-Chair suggested that it needed to create and preserve flexibility to evolve with countries' needs. However, he observed that the United Nations system was not currently set up to provide the type of "whole-of-government" policymaking that the integrated approach presumed. To maintain relevance in the normative sphere, the system would have to be perceived as a constructive partner in the policy dialogue, but there was increasingly significant competition in that space. The Vice-Chair suggested that the United Nations system would be able to positively influence the efforts of Member States to achieve sustainable development only if it could create a "brand" that also resonated with advanced economies and upper-middle-income countries, which would be a significant change from the past three decades. To do that, the system would need to be seen as a source of expert advice with the flexibility to adjust the policies and programmes offered to meet changing requirements. The Vice-Chair offered the view that the most obvious value-added of the United Nations system was in the focus on global public goods since those tended to require a multilateral approach.

95. The Vice-Chair also brought the subject of data and monitoring and evaluation to the attention of the Committee as it related to the fitness for purpose of the United Nations system. He posited that the system had an important role to play in contributing to the definition of indicators and an accountability system that would underpin the post-2015 framework. It could support the necessary disaggregation of data; help to drive indicators towards broader measures of progress and prosperity taking into account the social, environmental and human rights dimensions of that progress; and take the lead in developing "composite" indicators needed to measure progress towards sustainable development across the three pillars.

96. In the post-2015 paradigm, the United Nations system effectiveness would depend on how well it could provide support for policy integration and coherence at the national level. To meet expectations, the United Nations system would need to develop capacity to formulate sustainable development policies, which required multidimensional policymaking.

97. Lastly, the Vice-Chair proposed that the United Nations system had to change its approach and working methods to enable more effective interactions with non-State actors, in particular the private sector, especially on issues of financing for sustainable development.

98. Ms. Amina Mohammed commended the drafting group for the think piece. She stressed that it was time to begin the discussion on fitness for purpose and that CEB was best placed to pursue that. She underscored the importance of the Committee's work in supporting CEB to lead the system towards greater coordination and coherence, an outcome expected by Member States. The United Nations system must take the lead in helping nations to frame the post-2015 development agenda, with human rights as the fabric. It must prepare itself to effectively support the future agenda or risk being supplanted by other actors. There was a need to rebuild trust and confidence in the United Nations system as an honest broker. In the past

year, both expectations and ambitions had been raised but, she stressed, the challenge of shifting from a poverty eradication agenda to a universal sustainable development agenda should not be underestimated. Effective implementation of the post-2015 agenda was further complicated by severe funding constraints faced by the United Nations system.

99. Ms. Mohammed emphasized that the outcome document of the Special Event to follow up on efforts made towards achieving the Millennium Development Goals (General Assembly resolution [68/6](#)), hosted by the President of the General Assembly on 25 September 2013, should be the system's starting point for the next phase of work on the post-2015 development agenda. She observed that the outcome provided some significant opportunities to move the fitness for purpose discussion forward.

100. Acknowledging the present transitional period, she stressed the importance of the conceptual framework and urged the Chief Executives to begin sowing the seeds of change. She noted that Governments would need support in order to make structural changes to switch from a poverty-focused agenda; the concept of universality would have to be understood, defined and agreed; and the dynamic among sustainable development, poverty eradication and environmental protection would have to be better articulated. Sustainable development was a means to eradicate poverty. To meet future challenges, the United Nations system would have to move away from pilots and implement at scale, which had implications with respect to means of implementation.

101. Citing partnerships as one of the biggest challenges facing the United Nations system, Ms. Mohammed echoed the Vice-Chair in stressing that ways of working with new actors, especially the business community, would have to be developed. That would become particularly critical in identifying means of implementation. To achieve the needed data revolution, especially establishing country-level baselines, the United Nations system would have to engage in new relationships to access technology and reduce transaction costs.

102. Ms. Mohammed saw similarities between the Committee's discussion on fitness for purpose and the United Nations system's experience in implementing "Delivering as one", where it had also struggled with governance structures, mandates and funding. Lessons learned could inform the transition to a system better prepared to support a universal sustainable development agenda. In that regard, she also noted that "fitness" at both the global and national levels had to be considered.

103. Mr. Thomas Gass, Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs, Department of Economic and Social Affairs, set out the major United Nations system events and processes feeding into the elaboration of the post-2015 agenda. With respect to the Department's role, he committed to bringing the views and perspectives of the members into the debate, while at the same time citing the need to respect the intergovernmental nature of the process. He stressed that the report of the Secretary-General entitled "A life of dignity for all: accelerating progress towards the Millennium Development Goals and advancing the United Nations development agenda beyond 2015" ([A/68/202](#)) should be the common "song sheet" for the system. He also reiterated the point that the outcome document of the Special Event to follow up on efforts made towards achieving the Millennium Development Goals formed the foundation for next steps. Some of the

difficult issues that had been debated during the negotiation of that outcome document included the extent of applicability of the concept of common but differentiated responsibilities, how to adapt the intergovernmental process to make space for the global partnership for development; and the integration of other issues, such as peace and security, democratic governance, the rule of law, gender equality and human rights, into the development agenda.

104. With respect to the timeline, Mr. Gass drew the Committee's attention to the multiple parallel tracks of the complex intergovernmental processes under way that would culminate in a negotiation process to conclude the final agenda. A report of the Secretary-General, coordinated by the Department of Economic and Social Affairs, synthesizing the full range of inputs available from the ongoing processes, was aimed for completion by mid-October 2014 to form the basis of those negotiations. A timeline for the development of the report would soon be shared with United Nations organizations through the United Nations System Task Team on the Post-2015 United Nations Development Agenda. The Department would also assist the President of the General Assembly with the consultations on the modalities of a 2015 United Nations summit. Open and inclusive participatory discussions on the process would continue in the regions, with civil society. The United Nations system would continue to provide support through the United Nations Task Team, which would be moving closer to the intergovernmental process in the next phase of its work. Mr. Gass informed the Committee that ideas on how the High-level Political Forum on Sustainable Development would provide input were still evolving.

105. Mr. Gass added that the United Nations system had to become the main vehicle for policy integration. That shift should be initiated now so that the system would be ready for the implementation of the sustainable development goals. He drew attention to the proposal made by Colombia with respect to adopting a module approach by defining targets and then subsuming those under goals. Mr. Gass observed that it would be a useful tool for promoting integrative approaches and thinking.

106. The High-level Committee on Programmes thanked Ms. Mohammed and Mr. Gass for their presentations and commended the Vice-Chair for providing the Committee with an insightful and well-structured paper that helped to advance thinking and facilitated the discussion on the challenges and opportunities faced by the United Nations system in defining its own role and contribution within a changed development policy environment. Committee members agreed that CEB, as the pre-eminent and highest-level coordination mechanism, had an intellectual and institutional leadership role and responsibility in the preparations for a post-2015 development agenda from a United Nations system perspective. It was incumbent on the Committee to lay out for Executive Heads the key strategic issues to be considered to ensure that the United Nations system remained fit for purpose and was equipped to optimally support Member States in the implementation of the post-2015 development agenda and the integrated approaches that would be required. CEB needed to develop clarity on the common agenda, and a shared understanding both of the current realities facing the United Nations system and of the reorientation and changes required.

107. CEB was seen as essential to establishing the required shared system-wide commitment to coherence and fostering the organizational culture to support it. The

commitment of CEB to system-wide policy coherence and to a nexus approach that brought together the various thematic and sectoral focuses of the United Nations system's work was urgently needed, in particular in the light of the multitude of ongoing intergovernmental and inter-agency processes. There was a need to strategically align the United Nations system in support of the development of the post-2015 agenda, including through the contributions of different inter-agency mechanisms; CEB was best placed to ensure the level of coordination and discipline required. The next 18 to 24 months would be a critical period for the United Nations system to assert its leadership in providing guidance and advice to the Member States-led process of crafting a future development agenda and in reaffirming the United Nations system's relevance and readiness in supporting Member States in the implementation of that agenda.

108. Institutional discipline, conceptual clarity, system-wide unity and a healthy dose of self-confidence were seen as indispensable elements for overcoming the perceived dichotomy between functional specialization and thematic/substantive integration. CEB had a critical role to play in clarifying a common agenda and managing change towards a fully integrated sustainable development framework, bearing in mind the issue of individual mandates, funding modalities and governance structures of United Nations system organizations. A conceptual convergence of the poverty eradication and sustainable development agendas was emerging among Member States and United Nations system organizations.

109. The High-level Committee on Programmes had the important task of aiding CEB in identifying nexus issues, catalysing strategic alliances and clarifying conceptual aspects of the post-2015 debate in order for CEB Executive Heads to assume its system-wide coordination and leadership role. In preparing for an in-depth discussion by CEB at its fall session on key aspects of a transformative post-2015 development agenda and its institutional and policy implications for the United Nations system, the Committee addressed the following issues:

(a) The importance of international standards and norms had been receiving increasing attention within the post-2015 context. Issues of human rights, equity, equality, including gender equality, social inclusion and freedom from want and fear had moved to the centre of the debate on the fundamental principles underpinning the development agenda of the future. There was growing recognition that ultimately, development success was linked to progress on those issues as much as to economic growth rates. Knowledge, expertise and operational experience in those areas were an important comparative advantage of the United Nations system;

(b) The role of United Nations organizations in developing and upholding global standards and norms set it apart from alternative political groupings and alliances. The body of international norms and standards (Charter of the United Nations, treaties, conventions and declarations) was essential in providing legitimacy to and enhancing the effectiveness of United Nations actions;

(c) Within that context, it was noted that with the rise of issues-based multi-stakeholder coalitions, the normative processes had been changing over the past decade, enabling the United Nations system to strengthen its collaboration with a variety of like-minded partners in the pursuit of the shared goal of strengthening global norms and standards in respect of women's rights, children's rights, migrants and disabled persons;

(d) Questions of improving monitoring and accountability had received heightened attention within the post-2015 debate. The role of data, data disaggregation and benchmarking had frequently been highlighted by Committee members in that context. The need for accountability measures and social responsibility benchmarks also extended to industry and the private sector, which in recent times had shown a greater openness to engaging with the United Nations system on norms and standards governing the conduct of private businesses, for example, in the context of the Global Compact;

(e) Regarding the question of the comparative advantage and continued relevance of the United Nations, many participants saw the Organization's role as an honest broker as critical and unique even in today's crowded multilateral environment. Equally important, the United Nations continued to provide a forum for participation of diverse groups of countries where a multitude of views could be voiced and differences between countries of the South and the North could be addressed and resolved. A particular strength of the United Nations was its focus on countries with special needs and vulnerable populations, which was also reflected in the people-centred approach of the Millennium Development Goals. The focus on people and their livelihoods needed to be retained in the future set of sustainable development goals;

(f) Within a universal development agenda, the organizing principle of subsidiarity needed to be upheld to ensure that national and local challenges could be addressed at the national and local levels with reference to a set of global norms and standards. The regional dimension was also important in that context since it served as a bridge between the local, national and global levels. The shaping of regional post-2015 agendas was already ongoing with considerable work having been undertaken to reflect regional development priorities within sets of regional sustainable development goals;

(g) On the issues of governance of United Nations system organizations, it was proposed that CEB should focus on a few specific issues, including leadership, "managing across", creating a flexible, adaptable, results-focused organizational culture, and funding issues. Members were reminded that the intergovernmental nature of the United Nations set it apart from other international or non-governmental organizations that shared similar values, mandates and operational activities but had very different governance structures. For CEB and the United Nations system as a whole, the intergovernmental nature of the work offered the opportunity to converge and to convey common messages to Member States;

(h) It was stressed that governing bodies of most United Nations entities operated largely independently, and there was a need to build linkages among them to support effective integration of policy for sustainable development. The implementation of the quadrennial comprehensive policy review was expected to provide guidance in that context and aid operational coherence and coordination. The strengthening of the Economic and Social Council and the establishment of the High-level Political Forum on Sustainable Development were also seen as important and encouraging developments in that regard.

110. In concluding the debate on this item, the Chair emphasized the need for Committee members to prepare their principals well for the forthcoming CEB session, at which the issue would be taken up.

111. The Committee endorsed the proposal to prepare a pragmatic two-page paper with a few targeted questions, on the basis of the discussion and the background note prepared by the Vice-Chair for consideration by CEB at its fall 2013 session. The paper would invite principals to reflect on the constituent elements of a United Nations system that was fit for purpose in serving the world and its peoples in the rapidly changing environment of the twenty-first century, with discipline, clarity and unity.

VII. Agenda item 6: Other matters

A. UN-Oceans

112. The Chair recalled that as Chair of the High-level Committee on Programmes, he had been asked by the Secretary-General to manage the process related to the Oceans Compact initiative. He reminded participants that the Oceans Compact was envisioned to strengthen coherence among United Nations specialized agencies, funds and programmes in implementing existing activities as mandated over time by their respective governing bodies. The intent and objective of the initiative was implementation and not a policy-setting instrument.

113. He further noted the concerns of Member States regarding the initiative, which they had conveyed in a series of briefings, as well as in certain intergovernmental meetings and in communications sent to the Secretary-General. In view of those concerns, the Secretary-General had decided neither to establish the Oceans Compact Advisory Group nor to undertake other actions in relation to the Oceans Compact. The Secretary-General had communicated that in letters to Chairs of the regional groups in New York. He had also stressed that supporting intergovernmental deliberations relevant to ocean affairs as well as strengthening United Nations system-wide coherence on ocean-related mandates remained a priority for him.

114. Members considered it appropriate for the Committee to clearly articulate the lessons learned from that experience in reporting to CEB. They also stressed that cooperation on oceans was increasingly important, for example, in the area of ocean acidification. The Chair expressed appreciation for the considerable time and effort that Committee members had devoted to this matter.

B. Twenty-year review of the Beijing Declaration and Platform for Action

115. Lakshmi Puri, Deputy Executive Director, Intergovernmental Support and Strategic Partnerships Bureau, UN-Women, briefed the Committee on the 20-year review and appraisal of the implementation of the Beijing Declaration and Platform for Action, to be undertaken at the fifty-ninth session of the Commission on the Status of Women in 2015, as decided by the Economic and Social Council at its 2013 substantive session. The Commission would also assess opportunities for strengthening gender equality and the empowerment of women in the post-2015 development agenda. Member States had been asked to undertake comprehensive national-level reviews of the implementation of the Platform for Action and regional commissions had been encouraged to undertake regional reviews. To prepare for the

review, UN-Women had developed a strategy and sought to actively engage the United Nations system in the process.

116. UN-Women would launch a year-long campaign in April 2014 for coordinated advocacy, support and technical inputs and to further accelerate implementation of the Beijing Platform for Action. Activities would include a monthly thematic focus on the 12 critical areas of concern in the Platform, aimed at the development of common positions and substantive contributions to the global review.

117. Ms. Puri encouraged members to support the campaign by organizing events, supporting Member States in the review and implementation of the Beijing Platform, engaging with civil society, and identifying champions in their respective areas of work. Linkages with the post-2015 development agenda would need to be highlighted. Since the Fourth World Conference on Women, the entities of the United Nations system had supported the accelerated implementation of the Beijing Platform for Action as well as gender mainstreaming in the normative and operational work of the United Nations. In that regard, the High-level Committee on Programmes and CEB could play a vital role in rallying the commitment and active involvement of the United Nations system around the 20-year review process. At its 2014 second regular session, the Board might consider transmitting a statement for the 20-year review to the fifty-ninth session of the Commission on the Status of Women in 2015.

118. The Committee thanked Ms. Puri for her briefing and expressed support for the campaign.

C. Ten-year high-level review conference on the implementation of the outcomes of the World Summit on the Information Society

119. The Committee took note with appreciation of the note on the ten-year high-level review conference on the implementation of the outcomes of the World Summit on the Information Society (2014) prepared by ITU.

D. Sustainable maritime transportation system

120. Jesper Loldrup, Head, Policy and Planning Unit, IMO provided the Committee with an overview of a recent IMO publication entitled *World Maritime Day: A Concept of a Sustainable Maritime Transportation System*. The think piece was aimed at raising the profile of maritime transport, contextualizing shipping as part of the larger transport system, and discussing the concept of a sustainable maritime transport system. The publication identified the various goals that had to be met to implement such a system as well as the activities that would need to be undertaken to achieve them. IMO was now waiting for the reactions of Member States to its proposals.

121. The Committee thanked Mr. Loldrup for his presentation. It welcomed and took note of the IMO initiative on sustainable maritime transport systems. The Chair thanked IMO for its leadership on that important matter, stressing that it was an excellent example of follow-up to the United Nations Conference on Sustainable Development.

E. Vice-Chairmanship

122. The Chair informed the Committee that its current Vice-Chair, Elliott Harris, had taken up the assignment of Director of the UNEP New York Office and therefore could not continue his role as Vice-Chair. He congratulated Mr. Harris on his new assignment and thanked him for his stellar service during his tenure. Gunilla Olsson, Director, Governance, United Nations and Multilateral Affairs Division, United Nations Children's Fund (UNICEF), was warmly endorsed as incoming Vice-Chair.

123. The Committee expressed its appreciation to Mr. Harris for his outstanding leadership as Vice-Chair.

F. Dates and location of the twenty-seventh session of the High-level Committee on Programmes

124. The CEB secretariat will revert on the date and location of the next session of the Committee.

125. The Committee expressed thanks to Sandeep Chawla, Deputy Executive Director, UNODC, who would be retiring at the end of November, for his many accomplishments and valuable contribution to the Committee and wished him all the very best.

Annex I

Agenda

1. Centrality of human rights in the work of the United Nations system.
2. Migration and development.
3. Implementation of decisions by the High-level Committee on Programmes and the United Nations System Chief Executives Board for Coordination:
 - (a) United Nations activities in combating drugs and organized crime;
 - (b) Cybersecurity and cybercrime;
 - (c) Climate change;
 - (d) Review by the United Nations System Chief Executives Board for Coordination of the implementation of the Millennium Development Goals;
 - (e) United Nations system-wide implementation of the Istanbul Programme of Action.
4. Briefings by UN-Water and UN-Energy.
5. Post-2015 development agenda.
6. Other matters:
 - (a) UN-Oceans;
 - (b) Twenty-year review of the Beijing Declaration and Platform for Action;
 - (c) Ten-year high-level review conference on the implementation of the outcomes of the World Summit on the Information Society;
 - (d) Sustainable maritime transportation system;
 - (e) Vice-Chairmanship;
 - (f) Dates and location of the twenty-seventh session of the High-level Committee on Programmes.

Annex II

List of participants

Chair: Achim Steiner

Vice-Chair: Elliot Harris

Secretary: Phyllis Lee

United Nations

Executive Office of the Secretary-General

Amina J. Mohammed

Kim Won-soo, Secretary of CEB

Paul Akiwumi

Joe Colombano

Department of Economic and Social Affairs

Thomas Gass

Navid Hanif

Office of the United Nations High
Commissioner for Human Rights

Navi Pillay

Craig Mokhiber

Regional commissions

Amr Nour

Office for the Coordination of Humanitarian
Affairs

Antoine Gérard

Office of the High Representative for the Least
Developed Countries, Landlocked
Developing Countries and Small Island
Developing States

Khalil Rahman

International Labour Organization

Telma Viale

Ana Teresa Romero

Food and Agriculture Organization of the
United Nations

Nina Sreenevasan

Silvano Sofia

United Nations Educational, Scientific and
Cultural Organization

Jean-Yves Le Saux

World Health Organization

Daniel López-Acuña

Ivana Milovanovic

World Bank

Dominique Bichara

International Monetary Fund

Axel Bertuch-Samuels

International Telecommunication Union	Doreen Bogdan-Martin Mario Castro Grande Anders Norsker
World Meteorological Organization	Elena Manaenkova Christian Blondin Paul Egerton
International Maritime Organization	Jesper Loldrup
World Intellectual Property Organization	Victor Owade Muhammed Enayet Mowla
International Fund for Agricultural Development	Luis Jiménez McInnis
United Nations Industrial Development Organization	Sarwar Hobohm
International Atomic Energy Agency	Margit Bruck-Friedrich
World Trade Organization	Said El Hachimi Tatiana Prazeres
World Tourism Organization	Marcio Favilla Lucca de Paula Zoritsa Urosevic
United Nations Conference on Trade and Development	Dong Wu Alexey Vikhlyayev Mina Mashayekhi
United Nations Development Programme	Paolo Galli Petra Lantz
United Nations Environment Programme	Jan Dusík Maaïke Jansen
Office of the United Nations High Commissioner for Refugees	Henrik Nordentoft Amare Gebre Egziabher
United Nations Relief and Works Agency for Palestine Refugees in the Near East	Robert Hurt
United Nations Children's Fund	Gunilla Olsson

United Nations Population Fund	Ingo Piegeler
	Kanako Mabuchi
World Food Programme	Joyce Luma
United Nations Office on Drugs and Crime	Sandeep Chawla
	Gillian Murray
United Nations Human Settlements Programme	Yamina Djacta
United Nations Entity for Gender Equality and the Empowerment of Women	Lakshmi Puri
	Sharon Taylor
Joint United Nations Programme on HIV/AIDS	Miriam Maluwa
United Nations System Staff College	Maria Hutchinson
United Nations Office for Project Services	David Shimkus
UN-Water	Federico Properzi
UN-Energy	Susan Mc Dade
International Organization for Migration	Ambassador William Lacy Swing
	Jill Helke
	Michele Klein-Solomon
CEB secretariat	Simona Petrova
	Remo Lalli
	Cheryl Stafford
	Catherine Zanev

Annex III

United Nations-wide framework on cybersecurity and cybercrime

Introduction

1. The purpose of the present document is to provide a framework for enhanced coordination among United Nations entities in response to concerns of Member States regarding cybercrime and cybersecurity. Based on the proposed framework, the High-level Committee on Programmes could consider the possibility of developing further United Nations-wide guidance in the area, which may, for example, take the form of guidance notes, a repository of best practices in the delivery of technical assistance or a full policy based on the framework.

2. For the purposes of the present document, an important distinction is made between the internal and external efforts undertaken by United Nations entities to enhance cybersecurity and combat cybercrime. The focus is solely on the external efforts of United Nations entities concerning Member States. Internal aspects of cybersecurity, including management and administration aspects of cybercrime and cybersecurity risks to the Organization, are addressed by the work of the High-level Committee on Management.^a

3. The purpose of the framework is:

(a) To highlight the intersections between United Nations entity mandates and activities related to cybercrime and cybersecurity areas, with a view to strengthening support to Member States across a range of technical assistance areas, including information and communications technology (ICT) development, governance, education, health, child protection, financial systems, criminal justice and crime prevention;

(b) To facilitate programme development and technical assistance within the United Nations system, to promote increased efficiency and effectiveness in the early warning, detection and analysis of cyberthreats and the investigation, prosecution, and adjudication of cybercrime acts, leading to more effective prevention, greater deterrence and more just outcomes for suspected persons, in line with international human rights standards;

^a The United Nations Chief Executives Board for Coordination special interest group on information security has developed guidelines, including information security measures and controls, to help United Nations agencies that are owners and operators of critical infrastructure to identify, assess and manage cyberrisk. In accordance with those guidelines, actions taken to mitigate cybercrime risk should identify those areas for improvement that could be addressed through future collaboration with particular sectors and standards-developing organizations. To enable technical innovation and account for differences within the United Nations Organization, competent bodies should provide guidance that is technology neutral and that enables United Nations agencies to benefit from a competitive market for products and services that meet the standards, methodologies, procedures and processes developed to address cyberrisks. The guidelines should include methodologies to identify and mitigate the impacts of cybercrime and associated information security measures or controls on business confidentiality and to protect individual privacy and civil liberties.

(c) To incorporate into the United Nations system technical assistance the importance of cyberthreat risk mitigation in using ICT and the adoption of cyberattack prevention mechanisms by Governments, private-sector organizations and end users, leading to reduced victimization in cyberspace;

(d) To emphasize the importance of best practices and standards that could be adopted in the delivery of technical assistance, aimed at improving cybersecurity management;

(e) To harmonize existing United Nations efforts to encourage effective long-term “whole-of-government” responses to cyberthreats and cybercrime, including national policies, strategies, governance structures, coordinating mechanisms, capacity-building, global standards, data collection systems and effective cybercrime and cyberthreat legal frameworks, leading to a sustainable response and expected greater deterrence;

(f) To promote the delivery of United Nations assistance that strengthens communication between government agencies in cyberthreat, cyberterrorism and cybercrime matters; such assistance should be between the concerned national stakeholders, including ICT policymakers and regulators, judicial systems, civil society, law enforcement bodies, private-sector organizations, civil society and the public, and in international cooperation, leading to increased efficiency and effectiveness of crime prevention and criminal justice response, as well as more effective investments in ICT for sustainable development;

(g) To develop subsidiary specialized frameworks that address different categories of cyberthreats and allow the development of further policies for the delivery of assistance to Member States on particular cybersecurity and cybercrime issues.

4. Section I of the present document establishes common definitions and includes a brief description of the complex scope of cybercrime and cybersecurity. It also provides a conceptual baseline that is referenced throughout the framework document. Section II includes a summary of the intersections between the responsibilities of United Nations entities for cybercrime and cybersecurity and sets out the relevance of mandates and activities of the various entities. Section III establishes the basic principles for programme development related to cybercrime and cybersecurity. It also contains guidance on how United Nations entities could better cooperate in order to deliver products and services to Member States. Section IV contains further elaboration on the core areas for cybercrime and cybersecurity assistance that could be provided to Member States, on the basis of the basic principles in section III. It also contains guidance on some of the topical areas that should be considered for inclusion in related programmes of Member States.

I. Establishing a common understanding of cybercrime and cybersecurity

5. There exists a range of varying definitions of cybercrime.^b However, common themes include crimes against the confidentiality, integrity and availability of computer data and ICT systems as well as ICT-supported critical infrastructure; computer-related acts for personal or financial gain or harm; and computer content-related acts.

6. Definitions of cybersecurity also vary. In its recommendation X.1205, the International Telecommunication Union (ITU) establishes an agreed definition of cybersecurity as the collection of tools, policies, laws, regulations, security concepts, security safeguards, guidelines, risk management approaches, actions, training, best practices and technologies that can be used to protect the cyberenvironment and organization and user's assets. Organization and user's assets include connected computing devices, personnel, infrastructure, applications, services, telecommunications systems and the totality of transmitted and/or stored information in the cyberenvironment. Cybersecurity strives to ensure the establishment and maintenance of the security properties of the organization and user's assets against relevant security risks in the cyberenvironment. The general security objectives comprise the following:

- Availability
- Integrity, which may include authenticity and non-repudiation
- Confidentiality
- Resilience
- Incident prevention

7. In its standard ISO 17799, the International Organization for Standardization states that information security is the protection of information from a wide range of threats in order to ensure business continuity, minimize business risk, and maximize return on investments and business opportunities. In its standard ISO/IEC 27002, it defines information security as the preservation of confidentiality, integrity and availability of information. Many Governments that have developed specific cybersecurity frameworks have expanded those definitions (e.g. the Cybersecurity Act of 2012 of the United States of America).

^b A 2013 comprehensive study on cybercrime prepared by the United Nations Office on Drugs and Crime (UNODC) for the open-ended intergovernmental expert group on cybercrime defined cybercrime as including the following acts: illegal access to a computer system; illegal access, interception or acquisition of computer data; illegal interference with a computer system or computer data; production, distribution or possession of computer misuse tools; breach of privacy or data protection measures; computer-related fraud or forgery; computer-related identity offences; computer-related copyright or trademark offences; sending or controlling sending of "spam"; computer-related acts causing personal harm; computer-related solicitation or "grooming" of children; computer-related acts involving hate speech; computer-related production, distribution or possession of child pornography; and computer-related acts in support of terrorism offences.

II. Intersections between United Nations entity mandates in cybercrime and cybersecurity

8. The United Nations Office on Drugs and Crime (UNODC) is the lead entity within the United Nations system on drug control, crime prevention and criminal justice matters, and the guardian of the United Nations Convention against Corruption and the United Nations Convention against Transnational Organized Crime and the Protocols thereto. The mandates of UNODC related to cybercrime therefore relate to the crime prevention and criminal justice domain. That includes the delivery of technical assistance to Member States through its global programme on cybercrime in the areas of digital forensics for law enforcement officers; electronic evidence for criminal justice professionals; international cooperation in cybercrime matters; legislation, strategies and government coordination against cybercrime; as well as awareness-raising and cybercrime prevention.

9. ITU is the specialized agency for ICT. It has been identified by the World Summit on the Information Society as the sole facilitator for its action line C5, on building confidence and security in the use of ICT. As one of the outcomes of the World Summit, in its role as facilitator, ITU launched the ITU Global Cybersecurity Agenda to provide a framework within which the international response to the growing challenges to cybersecurity could be coordinated and addressed among various stakeholders (e.g. Governments, the private sector, international organizations, civil society and academia).

10. In May 2011, UNODC signed a memorandum of understanding with ITU for the purposes of cooperation in the delivery of technical assistance in the area of cybercrime and cybersecurity, within the respective mandates of each organization. Pursuant to that memorandum of understanding, UNODC works with ITU in the delivery of technical assistance at the request of Governments. In that context, and as indicated above, the focus of UNODC is on the crime prevention and criminal justice aspects of preventing and combating cybercrime, while the focus of ITU is on enhancing cybersecurity through, inter alia, the protection of critical infrastructure from computer-based attacks.

11. The regional commissions address such issues at the regional level. For example, the Economic and Social Commission for Western Asia (ESCWA), in its regional plan of action for building the information society, identified a need for significant work in the area of cyberlegislation and cybercrime. The plan of action was endorsed by the member countries of ESCWA in its resolution 273. Under that mandate, ESCWA has worked closely with its member countries in those areas. Other organizations also provide similar services in their respective regions.

12. Intersections also exist between the activities and mandates of other United Nations entities regarding cybercrime and cybersecurity. Many wider development programmes, for example, are dependent upon the implementation of available and resilient computer infrastructure within the institutions of Member States. United Nations entity-specific intersections therefore include:

(a) The Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development and the World Food Programme (WFP), at which cybersecurity ensures the availability of critical information collection and dissemination in rural areas, including alerts regarding damaging weather effects and the collection of information in rural areas;

(b) The International Atomic Energy Agency (IAEA), at which cybersecurity is used to safeguard the safety and security of nuclear installations, equipment and staff, the integrity and availability of incoming data and information from Member States and other parties related to emergency situations and the confidentiality of data and information related to the safeguards programme. The work of IAEA on cybersecurity has previously focused on building awareness and Member State capacity, primarily for the protection of nuclear material. IAEA is currently broadening that scope to include projects related to crime scene investigation and forensics at nuclear/radiological facilities following a cyberattack;

(c) The Office of the United Nations High Commissioner for Refugees (UNHCR), which collaborates with WFP, the International Federation of Red Cross and Red Crescent Societies, the United Nations Children's Fund (UNICEF), the World Health Organization and other agencies in the provision of integrated humanitarian support for refugees and other affected populations using smart identification card technology based on international standard public-key infrastructure for identification, cash management, medical, schooling, non-food items and other purposes;

(d) The Office of the United Nations High Commissioner for Human Rights which monitors computer-related acts involving advocacy of national, racial or religious hatred that constitutes incitement to discrimination, hostility or violence; child pornography; the protection of the right to privacy, freedom of expression, information and association; the prohibition of sexual exploitation and abuse and of incitement to racial discrimination; and advancement of the fair administration of justice and redress for victims;

(e) UNICEF, which is the lead agency within the United Nations system for child protection and which monitors the protection of children from all forms of violence, abuse, exploitation and discrimination facilitated through information and communications technology;

(f) The United Nations Development Programme and the World Intellectual Property Organization, which monitor activities with regard to computer-related acts for personal or financial gain or harm, e-governance and corruption;

(g) The United Nations Conference on Trade and Development (UNCTAD), which is the lead capacity-building provider within the United Nations system to support the preparation of legal frameworks for e-commerce in developing countries, in accordance with its mandate since 2000. UNCTAD has a long history of supporting developing countries and regions. Through its e-commerce and law reform programme, policymakers and lawmakers (including parliamentarians) from about 30 developing countries in Africa, Asia and Latin America have benefited from capacity-building workshops that have enabled them to prepare and enact e-commerce frameworks. Comparative studies for cyberlaw harmonization have been conducted for the East African Community, Latin America, Central America and the Association of Southeast Asian Nations. Key issues include electronic transactions, electronic signatures and authentication, data protection and privacy, consumer protection, computer crime, intellectual property, competition, taxation and information security at large;

(h) The United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) promotes the benefits of ICT for the empowerment of women

and girls while simultaneously raising awareness of the need to combat new threats, including online violence against women. Through its partnership with public, private and civil society actors, UN-Women promotes the incorporation of gender perspectives and the participation of women in ICT policies, Internet governance, social responsibility in the use of ICT, the establishment of regulations, codes of conduct and legislation and complaint and monitoring mechanisms;

(i) The World Bank supports Member States in the areas of investment in ICT infrastructure and providing technical assistance in developing policy, legal and regulatory enabling environments, training and capacity-building.

13. A detailed list of the mandates of United Nations entities is provided in a compendium on United Nations mandates on cybersecurity and cybercrime, prepared for the benefit of all United Nations entities. The compendium should be considered a living document and United Nations entities are requested to provide regular updates to it by e-mail.

III. Basic United Nations-wide principles applicable to cybercrime and cybersecurity

14. The first United Nations-wide principle on cybercrime and cybersecurity is that cyberincidents should be dealt with in a holistic manner through the delivery of technical support for criminal justice and the strengthening of international cooperation in prevention, identification, investigation response, prosecution and recovery. Cybercrime and cybersecurity concerns should be addressed as a continuum that integrates both cybersecurity as an important approach to cybercrime prevention and a robust criminal justice response to cybercrime that supports effective cybersecurity. United Nations entities, where possible, should therefore aim to strengthen cybersecurity by establishing prevention mechanisms through capacity-building and awareness-raising and by offering technical support for enhancing response capabilities and for ensuring data recovery and business continuity.

15. The second principle is that United Nations entities should aim to respond to cybercrime and cybersecurity needs in Member States within their respective mandates. In connection with defining specific interventions, they should assess and review possible cybercrime and cybersecurity elements within relevant technical support programmes and country requests for assistance and, where such elements are identified, United Nations entities should consider whether needs should be addressed in coordination and cooperation with other relevant entities.

16. The third principle is that all cybercrime and cybersecurity-related programming by United Nations entities should respect the principles of the rule of law and human rights, the rights to privacy, freedom of expression, information and association, the prohibition of sexual exploitation and abuse and of incitement to racial discrimination, and the advancement of the fair administration of justice and redress for victims. Human rights are at the core of all work of the United Nations system and, together with peace and security as well as development, represent one of the three, interlinked and mutually reinforcing pillars of the United Nations, as enshrined in its Charter. A human rights-based approach should be mainstreamed into the approach of Member States to cybercrime and cybersecurity-related issues.

17. The fourth principle is that cybercrime and cybersecurity programming by United Nations entities should focus on assisting Member States to take evidence-based action, supported by a crime and risk assessment of a potential threat, taking into consideration particular responses to regional or national risk factors.

18. The fifth principle is that, where possible, cybercrime and cybersecurity-related programming should foster a “whole-of-government” response. Such responses may include training and human capacity-building for key national stakeholders, such as law enforcement officers, criminal justice officials, ICT regulators, policymakers, legislators and cybersecurity experts, as well as creating policies, infrastructure and procedures aimed at strengthening cybersecurity. Training and capacity-building activities should also include non-State actors such as non-governmental organizations, academia and the technical community.

19. The sixth principle is that support to Member States should, where possible and bearing in mind the sovereign rights of Member States, aim to strengthen relevant formal and informal mechanisms for international cooperation in cybercrime and cybersecurity matters, with a view to taking into account the global cross-border nature of cybercrime and cybersecurity threats.

20. The seventh principle is that cybercrime- and cybersecurity-related programming should include efforts to strengthen cooperation between government institutions and private-sector enterprises, including suppliers of electronic communication networks and services and financial services institutions. Such cooperation is important in order to properly manage backbone infrastructure, including such issues as resilience, industrial control systems, identity management, Internet root name server administration and spam regulation. Harmonization and the adoption of technical policy and security standards and guidelines at the regional and international levels should be supported.

IV. Assistance areas relevant to cybercrime and cybersecurity

A. Legal measures

21. The establishment of appropriate legal structures is an integral component of national cybersecurity and cybercrime strategies. Initiatives to combat cybercrime and strengthen cybersecurity should be placed within a strong legal framework compatible with the rule of law and international human rights standards.

22. Assistance should be provided to Member States, especially developing and least developed countries, consistent with their maturity levels and local needs, to establish a sound legal basis for a robust cyberregulatory environment (e.g. personal data protection, e-transactions, e-signature and e-commerce). A selected legislative approach should be harmonized with relevant regional and global mechanisms, and consistent with the principles of bilateral legal cooperation among and between Member States.

23. With respect to cybercrime laws, assistance can be delivered by taking into account different legal approaches with regard to substantive criminal law, procedural law, jurisdiction, international cooperation and the responsibility of Internet service providers, including examples of international approaches, as well as examples of best practices from national solutions. United Nations entities should

share and benchmark existing comprehensive and holistic legislative frameworks in order to facilitate national approaches to cybercrime and cybersecurity and facilitate building blocks for organizing national cybercrime and cybersecurity efforts.

24. Assistance should focus on supporting a crime prevention and criminal justice framework that is holistic, technology neutral and flexible. The objective should be to strengthen the rule of law through the prevention of cybercrime and the promotion of fair, humane and accountable criminal justice systems in line with the United Nations standards and norms in crime prevention, criminal justice and human rights.

B. Policy and strategy measures

25. Cybercrime and cybersecurity policies and strategies may form part of a wide range of policy initiatives at the national level, ranging from overall ICT policies and strategies to national security or infrastructure policies and strategies, as well as crime prevention policies and strategies. Where possible, United Nations entities offering support to the development of a national policy or strategy should seek opportunities for the inclusion of cybercrime and cybersecurity perspectives, where appropriate, in close cooperation with other relevant United Nations entities.

26. National cybercrime and cybersecurity policies and strategies should take into account the obligations of government and private-sector institutions in order to achieve a balanced and comprehensive approach to cybersecurity and the prevention and combating of cybercrime. On the basis of the present framework, United Nations entities should engage in further research and analysis with a view to further identifying possible best practices in this respect, with the public interest as paramount.

27. With respect to cybersecurity, United Nations entities should support the development of national policies and strategies that establish a model of governance for cybersecurity purposes, including defining a common security baseline. United Nations entities should help Member States to create a common legal and regulatory framework, including the criminalization of cybercrime, and to establish a system for the regular updating of policies and strategies to address the changing nature of security threats. Such strategies should also include the establishment of related standards and best practices.

28. In particular, with respect to cybersecurity, policy considerations that should be incorporated into national strategies should include active steps to prevent cybercrime by reinforcing the security of existing critical infrastructure systems. Those steps should include proactively designing systems with principles of cyberattack prevention and resiliency in mind. The integration of applicable global standards for information system security should be considered as a matter of priority at the national, regional and global levels. Relevant stakeholders may also wish to carefully evaluate the value of policies for establishing preventative measures at the consumer level, through programmes that promote safer computing practices, educational campaigns and the provision of anti-malware software packages.

29. With respect to cybercrime strategies, a critical component of the response to cybercrime involves building trust both between national law enforcement and criminal justice authorities and between law enforcement authorities, the private

sector and the public. National cybercrime strategies should include, as appropriate, strategies on awareness-raising, international cooperation, the development of law enforcement and criminal justice capacity, cybercrime legislation, cybercrime prevention and the strengthening of public-private partnerships.

30. Effective cooperation at the international level can be improved by:

- National and regional legal frameworks that approach the criminalization of cybercrime acts in harmonized ways and provide for specialized law enforcement investigative measures
- The application of model legislation that can assist in achieving the harmonization and interoperability of legislative approaches
- International and regional treaties, conventions and agreements, which Member States should consider being party to as part of their multi-lateral cybersecurity and cybercrime efforts
- Information exchange, specifically in relation to sharing major incident reports through a cooperation platform that allows fast and effective exchange of relevant critical information related to cyberthreats and cyberattacks

C. Technical measures

31. Compared with conventional crimes, the involvement of a computer, mobile phone or computer data in a crime event presents some key challenges, such as access to evidence (since cybercrime is in electronic form, lifetime and location may vary); handling evidence (maintaining necessary standards for use in court); and identifying the perpetrator (collaboration among investigation authorities, if the perpetrator is located in a different country).

32. Technical assistance on cybercrime prevention and cybersecurity should be delivered in response to specific individual country needs and based on the results of a comprehensive in-country assessment completed prior to commencement of any activities.

33. United Nations agencies should support the harmonization of technical cybersecurity policy and security standards on an international scale. In that regard, standard development bodies have a vital role to play in addressing security vulnerabilities and greater participation of the private sector and Governments in their work should therefore be encouraged.

34. United Nations agencies should establish an information-sharing mechanism through the creation of a common repository of cybercrime and cybersecurity best practices, which would help other organizations to undertake their mandates. Pursuant to resolution [22/8](#) of the Commission on Crime Prevention and Criminal Justice, a UNODC central data repository on cybercrime legislation, case examples, best practices and lessons learned is currently under development.

35. Support should be given to the development of technical publications on issues such as comprehensive assessments of the capacity of countries to prevent and combat cybercrime and improve cybersecurity; international cooperation in cybercrime and cybersecurity; the role of digital computer forensic evidence in the prosecution and adjudication of cybercrime and statistical approaches to measuring and monitoring

cybercrime; the level of maturity and readiness of countries, as well as guides and toolkits on relevant legal frameworks, technical measures and standards; the establishment of national cybersecurity policies and strategies, including the development of related incident response capabilities (such as computer incident response teams); and the provisions of international, regional and national human rights law applicable to the prevention of and criminal justice response to cybercrime.

36. United Nations entities should develop programmes to help law enforcement work with ICT service providers in order to obtain relevant digital computer forensic evidence in a timely manner using appropriate methodologies. This may include the establishment of online reference databases on matters of private-sector cooperation to support best practices in searching for and obtaining computer forensic evidence, as well as standard formats for the submission of requests for electronic evidence in the process of international cooperation in criminal matters.

37. United Nations entities should develop programmes designed to assist policymakers and government officials with developing comprehensive strategies and measures addressed at protecting government data, systems, networks and critical infrastructure.

38. United Nations entities should also engage in supporting recovery efforts by Member States after a cyberattack, as dictated by their specific mandates.

D. Capacity-building

39. A comprehensive and holistic approach to cybercrime requires preventive capacity-building in human development. The concept of prevention is grounded in the notion that crime and victimization are driven by many causal or underlying factors. Those are the result of a wide range of circumstances that influence the lives of individuals and families and of local environments, situations and opportunities that facilitate victimization and offending. Good crime-prevention practice starts with basic principles, such as leadership, cooperation and the rule of law, suggests forms of organization, such as a crime prevention plan with clear priorities, targets and goals, and leads to the implementation of methods, such as development of a sound knowledge base and approaches, including reducing criminal opportunities and target hardening.

40. Within that context, particular preventative strategies for addressing cybercrime can include:

(a) Awareness-raising among potential victims and enforcement authorities regarding online dangers and initiatives that can be implemented to minimize risks. User education to achieve high levels of security-conscious behaviour is a critical measure. Recommendations may include helping users to choose secure but memorable single sign-on passwords at a convenient time; emphasizing that passwords will never be requested in a telephone call or e-mail or after clicking on a link in e-mail messages; and campaigns directed at women who are subjects of online or computer facilitated violence and threats;

(b) Cooperation between Governments, police authorities and the private sector, such as Internet service providers and domain name system service providers, to explore technical steps that can be taken to minimize threats. Internet service providers have a privileged view of all traffic passing to and from their

clients' hosted services and have the technical ability to prevent the illegal use of services. Restrictions are usually placed on the nature of services through service agreements, which often cover the most significant types of abusive behaviour. Internet service providers can thus play a role in cybercrime prevention in two main areas: through the storage of user data that can then be accessed and used by law enforcement in cybercrime investigations; and through appropriate measures regarding Internet content and communications, taking into account national and international laws and standards on data protection and human rights with a view to preventing cybercrime acts;

(c) Research and profiling of cybercrime markets and the nature of individuals and organized criminal groups involved, with a view to early intervention;

(d) Increased research and understanding of the underlying economics of cybercrime, including both direct and indirect costs. Direct costs can relate to money withdrawn from victims' accounts, time and effort to reset account credentials or repair computer systems and secondary costs, such as charges for overdrawn accounts. Indirect costs are the monetary equivalent of losses imposed on the society by cybercrime, such as loss of trust in online banking and "defence costs" of cybersecurity products and services. Research on economic and monetary flows associated with cybercrime, such as illicit markets for the sale or rent of computer misuse tools or stolen financial information, may also offer important starting points for law enforcement investigations.

41. Consistent with the above-mentioned second principle on cybercrime and cybersecurity, all cybercrime technical assistance, including the areas of prevention, capacity, frameworks and cooperation, at the international, regional and subnational levels, should be delivered in a collaborative manner by different United Nations entities, according to their respective mandates, in response to specific individual country needs and based on the results of a comprehensive in-country assessment completed prior to commencement of any activities.

42. Approaches to increasing digital investigation capacity should be guided by a focus on team-building between investigators and prosecutors, emphasizing the handling of all evidence in a forensically sound manner that preserves the integrity of evidence for later admission in legal proceedings. Where possible, cybercrime investigation training should follow a train-the-trainer format that begins with providing training to key cybercrime unit members who can then develop a long-term and sustainable programme for developing local capacity. Training, specifically when addressing such fundamental topics as data acquisition and analysis, should be delivered using teaching methodologies that engage participants in an interactive format with hands-on practical exercises that require participants to demonstrate an understanding of key concepts and apply basic skills. Fictional case evidence and fact patterns may be utilized as a teaching methodology to test participants' ability to apply their new skills in potential real world case problems. Core skills for cybercrime training should be adapted to address the most common forms of cybercrime encountered by law enforcement in the specific region and may include, desktop, mobile and network forensics as well as basic core analog skills, necessary for seizing evidence and presenting it effectively in legal proceedings. All training should be delivered in partnership with committed local organizations that provide local facilitation, support and ownership, and should be designed as a sustainable,

ongoing effort that builds local capacity through continuing local management, long-term partnerships and collaboration.

43. Similarly, capacity-building needs to be promoted in order to develop a sustainable and proactive culture of cybersecurity. Within this context, strategies include the following:

(a) The promotion of cybersecurity culture for all stakeholders who develop, own, provide, manage, service or maintain information networks, whereby those stakeholders understand cybersecurity issues and take action appropriate to their roles in order to protect networks. Such efforts could be done through the development of appropriate guidelines on how to raise awareness on cybersecurity issues for small and medium-sized enterprises, consumers and end users. Governments should take a leadership role in promoting cybersecurity culture and in supporting the cybersecurity and cybersafety efforts undertaken by other stakeholders;

(b) Encouragement of national Governments to lead national efforts to carry out regular self-assessments of their existing national policies, procedures, norms, institutions and relationships in the light of national needs to enhance cybersecurity, including critical information infrastructure protection. Cybersecurity, including critical information infrastructure protection, are responsibilities that are shared by Government, business, other organizations and individual users, who develop, own, provide, manage, service or use information systems and networks. Managing inherent security risks requires the active cooperation of all participants, addressing the security concerns relevant to their roles. The collective goal is to prevent, prepare for, respond to and recover from any incidents rapidly, while minimizing damage;

(c) Support for training and for building and deploying the technical capabilities of national computer incident response teams, for them to serve as trusted, central coordination points of contact for cybersecurity, aimed at identifying, defending, responding and managing cyberthreats.

E. Cooperation among stakeholders

44. The facilitation of working relationships between key stakeholders at the international, regional and national level is critical for fighting cybercrime and achieving improved cybersecurity. Efforts should be made to focus, where possible, on strengthening existing programmes and designing new programmes that reinforce mechanisms for cooperation, both formal (such as bilateral or multilateral agreements on mutual legal assistance) and informal (through initiatives by various international or regional entities). Activities should include the implementation of information-sharing mechanisms between law enforcement agencies and the private sector, as well as corporate procedures and due legal process requirements for enabling information-sharing.

45. United Nations programmes aimed at supporting the efforts of Member States to enhance international and regional cooperation should deliver technical advice by international and national experts on relevant measures, such as the establishment of domestic fast-response/expedited focal points and mechanisms to coordinate domestic activities, and serve as central contact points for requests from abroad. The focal points and mechanisms should, where possible, be established within existing frameworks of mutual legal assistance agreements and extradition-competent

authorities. In that regard, the provision of updated background and contact information of focal points to existing databases maintained by relevant United Nations agencies should be encouraged.

46. Technical advice should be provided with regard to the establishment of informal cooperation focal points and mechanisms, tailored to the specific internal organizational structures of Member States, for addressing issues of cybersecurity and cybercrime.

47. United Nations entities should aim to facilitate, within their respective mandates and areas of responsibility, improved cooperation and coordination among national stakeholders, in order to avoid duplication of national efforts and foster a more harmonized approach towards the establishment of national policies and strategies.

48. Regional meetings for the purposes of formulating regional and subregional informal and formal cooperation mechanisms should be planned to encourage multi-stakeholder cooperation in investigation and prosecution.

49. Within the context of their respective mandates and areas of responsibility, United Nations entities should establish an appropriate mechanism for:

- Assessing the needs and requirements of Member States in addressing cyberthreats and cybercrimes with a view to maximizing the existing expertise within the United Nations system
- Exploring arrangements among United Nations entities to allow more information exchange and instigate cooperation by sharing resources and expertise
- Establishing measures to cooperate with other international and regional organizations that engage in supporting States in their efforts to combat cybercrime and achieve cybersecurity

V. Mechanisms of framework implementation

50. Efforts should be made to adopt and implement a comprehensive, long-term and holistic approach to preventing and combating cybercrime and to ensure cybersecurity by building on existing domestic frameworks, initiatives, partnerships and standards of United Nations agencies, intergovernmental organizations and civil society, on matters including awareness-raising, reporting, international cooperation, capacity-building and delivery and coordination of technical assistance.

51. There should be a focus on facilitating and enhancing cooperation and developing best practices among Member States within the respective cybercrime and cybersecurity mandates and areas of responsibility of the United Nations entities. Such efforts could be achieved by promoting tools that provide data on best practices and lessons learned, such as data repositories and case law databases, and by conducting meetings, workshops and conferences at the international, regional and national levels, focusing on specific thematic areas and target groups, such as law enforcement officers, members of the judiciary, government experts and other relevant stakeholders. Cybersecurity and cybercrime best practices should be integrated into all relevant programmatic documents, for Member State support.

52. Efforts should be made to integrate best practices into the United Nations Development Assistance Framework to provide support to Member States in a manner that is coordinated with the contributions of other United Nations institutions to such programmes in the area.

53. Efforts should be made to ensure that initiatives are not duplicated and to find complementarities in the mandates of each agency, while clearly identifying the areas of complementary expertise in the work carried out by individual agencies in the field, through the enhancement of appropriate coordination mechanisms among United Nations entities, especially with respect to:

- Exploring the establishment of arrangements among entities aimed at finding complementarities in the mandates of concerned entities, aimed at allowing more information exchange and encouraging cooperation by sharing resources and expertise as a measure of internal capacity-building (including through agreements and memorandums of understanding)
- Appointing clearly identifiable focal points within each agency (e.g. chief information security officers, ICT programme officers or cybercrime and cybersecurity experts) to facilitate more effective coordination on cybercrime and cybersecurity matters^c
- Conducting needs assessments for Member States
- Exploring the establishment of joint programmes, such as computer incident response teams and information-sharing and analysis centres

54. A framework should be adopted for mitigating cyberrisk in order to reduce cyberrisks to critical infrastructure. The framework should include a set of standards, methodologies, procedures and processes that align policy, business and technological approaches to address cyberrisks. Broad standards and industry best practices should also be adopted by United Nations agencies to the fullest extent possible, as applicable to their current standards and operational risk tolerance.

55. United Nations entities should develop the capacity to analyse the programme impact of cybersecurity and cybercrime on their programme activities.

^c During its first meeting, the group decided to adopt the terms of reference of the members of the United Nations focal points on cybercrime and cybersecurity. The terms of reference affirm that: (a) each international organization would appoint a focal point responsible for policy development in the domain of cybercrime and cybersecurity. The focal point would act as member of the group and liaison with his/her organization; (b) it would be recommended to appoint focal points primarily with a background on programme policy aspects of cybercrime and cybersecurity. However, due to the different mandates and expertise of the different United Nations agencies, each organization would be responsible for appointing any focal point that could be relevant for the scope and work of the group.