



Chief Executives Board for Coordination

13 November 2012

English only

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

(New York, 3 to 5 October 2012)

I. Introduction

1. The High-level Committee on Programmes of the United Nations System Chief Executives Board for Coordination (CEB) held its twenty-fourth session at United Nations Headquarters in New York (formal session) and at the Greentree Estate in Manhasset, New York (retreat session) from 3 to 5 October 2012. The agenda of the meeting and the list of participants are contained in annexes I and II, respectively, to the present report.

II. Follow-up to the United Nations Conference on Sustainable Development and United Nations system contribution to the post-2015 development agenda

2. In reviewing the follow-up to the United Nations Conference on Sustainable Development (Rio+20), the Committee noted the close link, both in substance and process, of that issue to the formulation of a post-2015 development agenda. Accordingly, it decided to consider the two agenda items together. To that end, the Committee received briefings from Shamshad Akhtar, Assistant Secretary-General for Economic Development, and Nikhil Seth, Director of the Division for Sustainable Development of the Department of Economic and Social Affairs of the Secretariat, on the follow-up to the Conference. The Committee also received a briefing by Amina J. Mohammed, Special Adviser to the Secretary-General on Post-2015 Development Planning, on the post-2015 process. A briefing on the human rights provisions of the Conference outcome and on human rights in the post-2015 process was provided by Craig Mokhiber, Chief of the Development and Economic and Social Issues Branch of the Office of the United Nations High Commissioner for Human Rights (OHCHR).

3. Regarding the follow-up to the Conference, it was emphasized that the outcome document (General Assembly resolution 66/288, annex) called for a strengthening of United Nations system-wide coherence and coordination in support of sustainable development, including the mainstreaming of sustainable development and the greater integration of the three dimensions of sustainable



development into the work of the United Nations system. As a mechanism that combined normative, technical and operational expertise in the areas of economic and social development and the environment, the High-level Committee on Programmes could make valuable contributions to the follow-up process by reflecting on and providing advice to CEB on how to better integrate sustainable development in the work of the United Nations system.

4. The outcome document also called for the formulation of a sustainable development framework that was coherent and coordinated with the process towards a post-2015 development agenda. A number of processes had been established, including the High-level Panel of Eminent Persons on the Post-2015 Development Agenda and the open working group on sustainable development goals, to provide input to Member States' consideration of the contours of a framework that would eventually replace the Millennium Development Goals. A tiered inter-agency structure had been established to support the complex intergovernmental consultation process. Through that multi-layered structure, the United Nations system was expected to work closely and seamlessly together to ensure appropriate stakeholder consultations and the pooling of both internal and external expertise.

5. A major challenge facing the United Nations system was to bring the different strands together into one cohesive whole. That challenge encompassed questions of process as well as substance. The current Millennium Development Goals development framework was seen as essentially transactional with a strong emphasis on resource transfers from developed to developing countries. The Millennium Development Goals, while successful in setting global and national priorities, fuelling action and progress on the ground and mobilizing public opinion, had not been developed in a consultative manner and did not provide for qualitative or comprehensive coverage of all development issues.

6. Conversely, the initial debate on the sustainable development goals tended to emphasize environmental and sustainability aspects of development. Neither viewpoint covered the totality of today's development challenges and, in fact, an artificial divide had opened up between the Millennium Development Goals and sustainable development goals. However, the two sets of goals were not competing concepts but agendas that reinforced one another. Poverty eradication and inclusiveness were fundamental objectives of the sustainable development goals, which also needed to integrate concerns for intergenerational equity and planetary sustainability. Human rights were deeply integrated in the Rio+20 outcome document, which also contained extensive references to equity, equality, inclusiveness and non-discrimination. As such, the text provided a useful basis for the formulation of a post-2015 development framework that would go beyond "development cooperation as we know it".

7. Members considered that a new narrative needed to be created which would inform a development framework focusing on "People and the planet". Such a narrative could bridge the divide between the two sets of goals and stress the quality as well as quantity of outcomes. It would require elevated levels of coordination, coherence and convergence of concepts and ideas. Another challenge pertained to the need for improved baseline data and statistical measurements.

8. The United Nations system had an important contribution to make in terms of convergence and integration of the various strands, but would need to go beyond its own "siloes" structures to be able to effectively respond to the challenges of today's

world. Some members noted that mainstreaming sustainable development into the work of the United Nations system required greater cooperation and collaboration among the system's organizations so that countries could benefit from the combination of specialized knowledge and expertise in the system. It was acknowledged that much work had already been done in that regard. The work of UN-Energy and UN-Water were cited as examples of inter-agency mechanisms that enhanced coherence and coordination among a broad range of United Nations agencies and other stakeholders in the follow-up to the Rio+20 outcome document and in response to global sustainable development challenges.

9. Following the presentations, the Committee held a discussion on its role in supporting CEB in its system-wide coordination and coherence functions, particularly in light of the plethora of intergovernmental and inter-agency processes that had been set in motion following the adoption of the Rio+20 outcome document. The challenge was to foster coherence and convergence among the various processes. In that regard, Committee members expressed concern regarding the potential for fragmentation of processes leading towards the preparation of a post-2015 development agenda. Ongoing processes needed to be simplified and better integrated. Members widely agreed that there was a role for the Committee in helping CEB to enhance analytical and programmatic coherence and promote a convergence of agendas and narratives to reach a new understanding of development that adequately reflected the realities and challenges of the twenty-first century.

10. Today's development realities challenged the United Nations system to work across its own structures and mandates to better integrate economic, social and environmental concerns into its normative, programmatic and operational work and also to strengthen linkages among the development, peace and security and human rights pillars of the United Nations. It was underscored that the future development agenda needed to be universal and relevant to all countries and respond to the hopes and aspirations of all peoples.

11. To reach a broad understanding on the elements of a new development framework, members favoured an inclusive, bottom-up approach that took into account the regional dimension and multi-stakeholder perspectives and avoided being prescriptive. It was pointed out that the Committee's contribution needed to have relevance for the United Nations country teams and support implementation at country level. Results on the ground were what ultimately made the difference in people's lives. The system needed to build on ongoing cross-cutting inter-agency initiatives, for example in the areas of energy, food and nutrition security. A mapping of existing cross-sectoral inter-agency activities was seen as useful in that regard. Members also supported a further strengthening of coherence and coordination among UN-Energy, UN-Water and UN-Oceans.

12. Given the critical importance of the item, the Committee held further discussions on follow-up to the United Nations Conference on Sustainable Development and preparation of a post-2015 development agenda during its retreat session (see sect. V below). Recommendations to CEB at its forthcoming second regular session for 2012 session would be elaborated by the Committee in advance of that session.

13. Turning to the issue of oceans, the Committee was briefed by Andrew Hudson, Coordinator of UN-Oceans, on recent developments regarding UN-Oceans, its implementation plan and the revision of its terms of reference, and by Serguei

Tarassenko, Director of the Division for Ocean Affairs and the Law of the Sea of the Office of Legal Affairs, on ongoing General Assembly processes. Mohamed Mounir Zahran, lead author of the report of the Joint Inspection Unit (JIU) on the evaluation of UN-Oceans (see A/67/400), had also been invited to participate in the discussions.

14. International attention to the issue of oceans had grown markedly over the past year, as reflected in the Rio+20 outcome document, the establishment of the Global Partnership for Oceans and the development of the Secretary-General's Oceans Compact. Intergovernmental interest in ocean matters had resulted in the adoption of General Assembly resolution 66/231, in which the Assembly had called upon JIU to conduct an external evaluation of UN-Oceans and requested UN-Oceans to prepare a new draft terms of reference for consideration by the Assembly at its sixty-seventh session.

15. The Committee was informed that the external evaluation of UN-Oceans carried out by JIU had focused on the relevance, coherence, efficiency, effectiveness and sustainability of the mechanism. The evaluation had resulted in recommendations concerning revision of the terms of reference of UN-Oceans, the need for a small dedicated secretariat, the establishment of a national focal point system, greater coordination between UN-Oceans, UN-Energy and UN-Water under the High-level Committee on Programmes and the development of operational guidelines for UN-Oceans by the Committee. The revised draft terms of reference, which were before the Committee for its consideration, included provisions for a dedicated secretariat, a multi-year work programme, reporting arrangements and strengthened coordination with UN-Water and UN-Energy.

16. The Committee had also before it the Oceans Compact implementation note. The Oceans Compact, which had been reviewed by the Committee at its last previous, had been launched by the Secretary-General at Expo 2012 in Yeosu, Republic of Korea, in August 2012. To facilitate implementation of the Oceans Compact, the Deputy Secretary-General had asked the Chair of the Committee to consult with United Nations agencies in the preparation of an implementation note for the Compact. The note had been formulated in close consultation with a small group of Committee members and contained two options for an Oceans Compact road map for consideration by the Committee. The options pertained to the number of meetings of the Oceans Compact Advisory Group in the preparation of the Oceans Compact action and resource mobilization plan.

17. In the ensuing discussion, Committee members noted that the preparation of the Oceans Compact was within the purview of the Secretary-General, as the Compact built on and was within existing mandates and ongoing activities by United Nations system organizations already sanctioned by Members States. The Compact set out a strategic vision for the system to deliver on its ocean-related mandates, consistent with the Rio+20 outcome document, in a more coherent and effective manner. It aimed to provide a platform for all stakeholders to collaborate and accelerate progress in the achievement of the common goal of "Healthy oceans for prosperity". The General Assembly's consideration of the revised terms of reference for UN-Oceans, the JIU recommendations regarding UN-Oceans as well as implementation of the Oceans Compact raised concerns regarding the relationship between intergovernmental and inter-agency processes.

18. Members also expressed their overall support for the revised UN-Oceans terms of reference. The World Intellectual Property Organization indicated its intention to join UN-Oceans as a member.

19. The Committee took note of the revised terms of reference of UN-Oceans and the recommendations contained in the JIU report on the evaluation of UN-Oceans. The Committee also took note of the Oceans Compact implementation plan and endorsed option 1 for the Oceans Compact road map (see annex III to the present report).

III. Follow-up to decisions of the High-level Committee on Programmes and the Chief Executives Board for Coordination

A. The world at 7 billion and beyond

20. The Chair recalled that CEB, at its second regular session for 2011, had been briefed by the Executive Director of the United Nations Population Fund (UNFPA) on the implications for the work of the United Nations system of a world of 7 billion people, focusing on challenges and opportunities for poverty reduction, sustainability and equity. The Board had agreed to his proposal for detailed work to be carried out by the High-level Committee on Programmes, under the leadership of UNFPA, which would prepare an issues paper for consideration by the Committee at its twenty-third session.

21. At its twenty-second session, the Committee had an exchange of views on the content of the issues paper and the way forward. The Committee requested UNFPA to review its proposal and submit the terms of reference for an inter-agency working group tasked with producing a position paper on behalf of the Committee on mainstreaming population dynamics across the United Nations system, with greater specificity in terms of deliverables. A final position paper will be submitted through the Committee for approval by CEB at its first regular session in 2013.

22. The Committee was briefed by Ralph Hakkert, Technical Adviser, UNFPA Population and Development Branch, on the terms of reference of the inter-agency working group. In his introduction, Mr. Hakkert stressed that the challenges posed by demographic transformations required joint and concerted efforts by the United Nations system, particularly in the diverse areas of comparative advantage and core activities of organizations. A common forward-looking vision that took challenges fully into account would be an important contribution to the post-2015 development framework. In that connection, he hoped that members would focus on contributing to the formulation of recommendations to the post-2015 development agenda, based on a more elaborate reflection of population dynamics and their implications for sustainable development. He also hoped that members would ensure that the recommendations put forward and the population perspective that motivated them would become an analytical and programmatic lens through which the United Nations system would see its ongoing normative and operational work. To that end, the proposed ad hoc inter-agency working group would develop a framework and an action plan, including a set of tools and knowledge-sharing platforms, to build the capacity of the system as a whole to integrate population dynamics in its work at all

levels, including global strategic planning and policies, country programming and project-level activities.

23. The Committee was informed of the priority issues to be considered by the ad hoc working group, which were included in its terms of reference (see annex IV to the present report). The group would be self-served, with UNFPA taking secretarial responsibilities. In addition to the first report due by March 2013, the group was expected to produce two additional reports by June and October 2013, which would reassess the priorities and operational modalities based on the global survey and International Conference on Population and Development beyond 2014 process and reflections from the emerging post-2015 development agenda.

24. In the ensuing discussion, participants thanked UNFPA for carrying the work forward on behalf of the Committee. They noted that as the world population continued to rise, the United Nations system would need to ensure a balance among the interests of different groups. Given demographic trends, questions of equity, dependency, intergenerational solidarity and how the United Nations system would help address the interests of diverse groups would grow in importance in coming years. The need to ensure that society reflected the important principles of inclusivity, social protection, intergenerational care and burden-sharing, and that it balanced the interests of children and older persons, was also noted.

25. In addition, participants emphasized the need to link the work of the ad hoc working group to ongoing processes on priorities such as HIV/AIDS, non-communicable diseases and broader health-related issues, food production and nutrition, refugees, internally displaced persons and the human rights of migrant workers in the context of internal and international migration, the competition for land and water, the global financial and economic crisis and the centrality of the world of work. Participants also highlighted the need to ensure linkage with the work of the United Nations Development Group.

26. Some participants highlighted the difficulty of advocating for older persons given that no single United Nations entity was mandated to work on their behalf. To that end, members noted that issues related to older persons should not be grouped together with youth issues, given the significant gap in the normative work and the rising trend of ageism. There was a need to focus on the situation of older persons as rights holders and as contributors to society.

27. In relation to the task of defining objectives for the United Nations system in each of the priority areas identified in the terms of reference of the ad hoc working group, participants expressed their expectation that the group would focus on making recommendations given the various policy-formulating processes already under way within the system. The challenge was for the group to ensure prioritization of the key issues. In relation to the timeline for completion of the group's work, participants noted the significant objectives to be accomplished by the group. They concurred that it was important for the group to focus on the scope of its work as requested by the Committee.

28. In concluding its discussion, the Committee, taking into account the comments made, endorsed the terms of reference of the inter-agency working group, including its composition and work plan (see annex IV to the present report). The group would be open to all member organizations of the Committee.

B. Climate change

29. At its previous session, the Committee agreed to extend the mandate of its Working Group on Climate Change for two years, until spring 2014, and requested the Chair of the Working Group, Elena Manaenkova, Assistant Secretary-General of the World Meteorological Organization (WMO), to lead further in-depth discussions on the Group's plan of activities and priorities and on a joint contribution to the eighteenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, to be held in Doha, Qatar from 26 November to 7 December 2012. The Working Group held a workshop in Geneva on 10 and 11 September to discuss its vision, strategic direction and working methods for 2012-2014, and agreed on the joint contribution of the United Nations system to the forthcoming session of the Conference of the Parties.

30. In her introduction, Ms. Manaenkova noted that during the workshop, the Working Group had made good progress towards the development of a plan of activities and priorities which would be further refined by the Group. The Group had also agreed on modalities for United Nations system engagement in the Conference of the Parties. In the lead-up to 2014, the Group would continue to implement ongoing joint initiatives and would brief the Committee at its twenty-fifth session on progress made.

31. Ms. Manaenkova was pleased that the Working Group participants had expressed strong enthusiasm at the workshop, which allowed for effective interaction and learning among the members and enhanced understanding, collaboration and strategic engagement of entities of the United Nations system on climate action. The workshop had greatly contributed to the revitalization of the programme of work of the Working Group by aligning activities along major tracks of strategic engagement and by defining the most immediate actions concerning preparation for the session of the Conference of the Parties. It had also allowed participants to explore and develop new joint initiatives. As a commendable example in that context, she cited the Integrated Spatial Data for Climate Adaptation Planning initiative, which sought to establish a common spatial data framework for vulnerability analysis and adaptation planning by linking a wide range of relevant data using geographic information systems. Ms. Manaenkova added that several successful joint programming initiatives had been created and were being implemented under the auspices of the Working Group, including the Global Framework for Climate Services, the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD), the One United Nations Training Service Platform on Climate Change (UN CC:Learn) and climate-smart agriculture.

32. Participants congratulated the Working Group, under the leadership of Ms. Manaenkova, for the progress made and cited the Group as a good example of United Nations system coordination. Committee members also agreed that the workshop had been valuable in instilling a sense of common purpose for joint activities of the United Nations system in support of climate change action. Going forward, the Working Group needed to build on the existing initiatives within its plan of activities and priorities that had proven to be most successful and effective. Among the activities that were seen as critical for United Nations system coordination on climate change were information and knowledge-sharing; joint implementation of climate action; informing CEB members on climate change

issues; coordinating the United Nations position and presence at sessions of the Conference of the Parties to the United Nations Framework Convention on Climate Change and other relevant forums; and preparing joint outreach and communication tools.

33. In terms of the system's engagement in the eighteenth session of the Conference of the Parties, participants noted the need to ensure that the system was strategic and pragmatic in its approach and supported the efforts of the Secretary-General. In that regard, the need for the system to facilitate negotiations by providing substantive support for discussions on issues relevant to the mandates of each organization was emphasized.

34. The Committee thanked Ms. Manaenkova for her stewardship of the its Working Group on Climate Change and noted the development and implementation of joint initiatives. It agreed to hold a high-level CEB side-event at the eighteenth session of the Conference of the Parties and requested the Working Group to report on further progress regarding its plan of activities and priorities at its next session.

C. Cybersecurity and cybercrime

35. At its twentieth session, the Committee discussed the risks and impact of cybercrime and cybersecurity on the United Nations system and addressed the policy and technology dimensions of those issues. At its twenty-second session, the Committee agreed to set up the United Nations Group on Cybercrime and Cybersecurity to address programme and policy aspects of those issues and foster coordination and collaboration within the United Nations. The Group would complement the activities of the Information and Communications Technology Network. The Committee requested the International Telecommunication Union (ITU), in collaboration with the United Nations Office on Drugs and Crime (UNODC), to further refine the Group's terms of reference, and agreed to revert to the issue at its twenty-fourth session.

36. Sandeep Chawla, Deputy Executive Director of UNODC, and Gary Fowle, ITU Representative to the United Nations, briefed the Committee on the status of the work of the United Nations Group on Cybercrime and Cybersecurity. Mr. Chawla highlighted the direction of the draft policy, which distinguished the internal aspects of the issue from the external aspects. The policy focused on how the United Nations system should address threats to its own cybersecurity and how it could mainstream cybercrime and cybersecurity issues in its programme delivery. The internal aspects of the policy would also address organizational/behavioural/management aspects of the system's cybersecurity and set out system-wide principles relating to technological neutrality, the use of relevant regional and cross-national standards, respect for human rights and fundamental principles, integrity and availability of data and the need for a comprehensive approach.

37. Mr. Chawla added that he hoped that the policy would reflect relevant actions that could be integrated in legal and policy assistance, capacity-building and mechanisms for international cooperation. The Group would aim for an action-oriented, non-prescriptive policy that would identify possible entry points for linking different United Nations initiatives to support Member States. As a first step, the group would prepare a compilation of existing intergovernmental mandates

related to cybersecurity and cybercrime. The work of the group would continue to be led by ITU and UNODC.

38. Mr. Fowlie reinforced Mr. Chawla's intervention and cited the Global Cybersecurity Framework developed by ITU as a starting point for the work of the Group. He then briefed the Committee on the World Conference on International Telecommunications, to be convened in Dubai, United Arab Emirates, from 3 to 14 December 2012. He noted that the Conference would consider a review of the International Telecommunications Regulations, which defined the general principles for the provision and operation of international telecommunications. He noted that the global telecommunications environment had altered dramatically since the regulations had been agreed to in 1988. The number and sophistication of cyberattacks were increasing at the same time as global dependence grew on the Internet and other networks for critical services and information.

39. Mr. Fowlie said that there was consensus that the regulations must be adapted to match a rapidly changing world. Many felt that the time had come to build on the success of the existing treaty on the regulations and pave the way for a fully inclusive information and networked society over the next decade, particularly one that ensured equitable and affordable access, not only to traditional telephone services, but also to the online broadband world of tomorrow. The Conference presented a key opportunity to increase collaboration among countries, help countries reach new levels of economic and social development through efficient telecommunication services and make the International Telecommunications Regulations more relevant and valuable to the world by helping Governments respond to the challenges of a fast-evolving information and communications technology environment.

40. In the ensuing discussion, participants highlighted the need for the Committee to continue to be seized with this issue on behalf of CEB and in the absence of a normative intergovernmental framework on cybersecurity. The confluence between gender and cybercrime was also highlighted, particularly in relation to the protection of the rights of women and girls in the realm of information and communication technology. Members expressed concern about the use of such technology for human trafficking and the proliferation of pictures and images of women and girls without their consent. The Group needed to consider opportunities for using information and communication technology for the promotion of human rights standards and safeguards. Members also raised the importance of ensuring due attention to important human rights considerations, including free opinion and expression and the safeguarding of privacy rights.

41. In addition, participants highlighted the need to limit the focus of the policy, taking into account that the Committee was not a policymaking body but could advise CEB to address a specific set of issues. The Group was requested to continue to be focus-driven and more attentive to what CEB had asked the Committee to consider. The Group was called upon to keep in mind the complexity of the issues, which were also of concern to Member States, particularly given the lack of an intergovernmental framework governing cybersecurity.

42. The Committee took note of the briefing by UNODC and ITU and thanked them for their leadership. The Committee looked forward to reviewing the draft United Nations-wide policy at its twenty-fifth session in the first half of 2013.

IV. Other issues

A. Quadrennial comprehensive policy review and “Delivering as one”

43. The Committee was informed that the General Assembly would conduct its quadrennial comprehensive policy review of United Nations system operational activities during its current sixty-seventh session. The Assembly was expected to adopt a resolution to provide guidance to the United Nations development system on how to improve the relevance, effectiveness and efficiency of United Nations development cooperation. Preparations for the review had been carried out by the Department of Economic and Social Affairs. The Committee, at its twenty-third session, had provided input to help determine the position on strategic and political issues to be projected in the report of the Secretary-General (issued as document A/67/93-E/2012/79).

44. The outcome of the negotiations would give direction to the United Nations system and to its inter-agency coordination mechanisms on system-wide policy orientations for development cooperation and country-level modalities. In preparation for the negotiations, an independent evaluation of lessons learned from the “Delivering as one” initiative had been prepared by the Evaluation Management Group in June 2012 and made available to the General Assembly (see A/66/859). The Evaluation Management Group had also requested the Secretary-General to provide a management response to recommendations contained in its report. At the request of the Secretary-General, the Chair of the United Nations Development Group was taking the lead in preparing the management response while ensuring that the views of the High-level Committee on Programmes and the High-level Committee on Management were sought and included in the response.

45. Navid Hanif, Director of the Office for Economic Support and Coordination of the Department of Economic and Social Affairs, presented a summary of the report of the Secretary-General on the quadrennial comprehensive policy review. Mr. Hanif noted that the substantive preparations for the review as well as the lessons learned from the independent evaluation of the “Delivering as one” initiative suggested that further progress in enhancing coherence, coordination and efficiency of the United Nations development system at the country level might not be realized without significant changes at headquarters level. He noted that such changes should aim at enabling the system to make a strategic shift towards programmatic and operational interoperability across organizations, including in their corporate administrative systems, resulting in reduced transaction costs.

46. In addition, Mr. Hanif said that the report made it clear that organizations should be able to work seamlessly across the vertical and horizontal dimensions of programming and business operations, including with regard to results, reporting and accountability. The report recommended that the quadrennial comprehensive policy review provide an opportunity to launch a strategic reflection on the longer-term repositioning of United Nations operational activities for development, including improvement of the funding system. The report also noted that the growing demands on the United Nations resident coordinator to represent and coordinate the country team effectively should be matched with enhanced authority and resources. In concluding, Mr. Hanif highlighted the importance of the United Nations system speaking with one voice during the negotiation of the resolution.

47. Mr. Hanif's intervention was complemented by that of Dena Assaf, Deputy Director of the Development Operations Coordination Office, who presented the draft management response to the independent evaluation of the "Delivering as one" initiative. Ms. Assaf noted that the feedback received to date indicated that the draft management response was comprehensive and strategic in drawing on the key recommendations in the report of the Secretary-General. There was also a broad consensus on the key messages and the thrust of the recommendations in the report of the Secretary-General. There was an overall agreement to implementing all of the recommendation except recommendation 8, which suggested that the United Nations system, notably its funds and programmes, might wish to make contributions to the One United Nations Fund from their core and non-core contributions.

48. The feedback also suggested sharpening the management response in selective areas by specifying concrete actions on how system-wide ownership of the resident coordinator function could be enhanced and what actions would be taken to address key challenges to implementing the monitoring and evaluation system as well as how system-wide evaluations could complement agency-specific ones. The acceleration of progress on rationalization and harmonization of business practices and consolidation of functions under the United Nations Development Group at headquarters was also suggested as an additional reflection. The feedback also revealed some concerns with respect to the feasibility of implementing recommendations related to business practice reform, especially within the proposed timelines and considering the fact that some of the recommendations would require approval by legislative and governing bodies of the United Nations system.

49. The Committee was also briefed by Remo Lalli, Secretary of the High-level Committee on Management, on its consideration of this issue at its recently concluded twenty-fourth session. Mr. Lalli noted that the work initiated through the "Delivering as one" initiative and the joint High-level Committee on Management-United Nations Development Group efforts had been a catalyst for how the United Nations system collectively supported Member States both at the global and country levels. The High-level Committee on Management had taken on its role to serve, with respect to "Delivering as one", as a forum that contributed to the harmonization and simplification of all areas of work by the United Nations system. In relation to the discussions in the Committee, several smaller organizations noted that they had benefited greatly from the Committee's harmonization and simplification agenda. With regard to coordination with the United Nations Development Group, Committee members noted the importance of dialogue and joint planning. To do that well, there was a need to focus on the sequencing of work between the pillars and their networks and working groups.

50. Participants expressed the hope that the draft management response would limit its scope to addressing the 12 recommendations of the independent evaluation and not the 20 lessons learned contained therein. Some participants noted that the response should be drafted along the lines of the United Nations Evaluation Group response methodology, with management clearly stating whether or not the Secretary-General agreed with the recommendations and what actions the system would take to address them. Others highlighted concerns on recommendations that were prescriptive in nature, particularly those in the area of business practice reform, strengthening the resident coordinator system and devolving authority to the regional and country levels. Participants also noted the need for coherence in the submissions provided, particularly as the discussions were being held within the

three subsidiary mechanisms of CEB. Participants also noted the importance of accommodating relevant normative considerations, not least gender considerations and human rights.

51. Some participants underscored that the quadrennial comprehensive policy review was the guiding principle for the United Nations system's engagement in development programme at the country level. In recent years, the review had highlighted the need to coordinate closely with the Bretton Woods institutions, in particular the World Bank. In that regard, participants had hoped for a contribution from the Bretton Woods institutions that were not represented in the review process but were members of the Committee. Several participants highlighted their views with respect to the role of the United Nations system in defining a development agenda post-2015 and how the system could respond to the needs of all Member States. The Committee members agreed to come back to these issues during their retreat discussions including on the capacity of the United Nations system to tackle future challenges and address longer-term considerations, including in relation to delivering-as-one.

52. The Committee agreed to transmit the views of its members to the Chair of the United Nations Development Group through a cover note from the Chair of the Committee with an enclosure of the submissions from individual organizations.

B. High-level Dialogue on International Migration and Development

53. At its first regular session of 2012, CEB tasked UNFPA and the International Organization for Migration (IOM) to prepare, in collaboration with the Global Migration Group, a set of draft outcomes and recommendations on migration in preparation for the 2013 High-level Dialogue on International Migration and Development, to be completed by early 2013 in time for the Committee's twenty-fifth session. The Department of Economic and Social Affairs is supporting UNFPA and IOM in their preparations.

54. Ralph Hakkert of UNFPA reported that agencies had been requested to take stock of experiences since the first High-level Dialogue, held in 2006, in promoting the developmental benefits of international migration for countries of origin, countries of destination and migrants alike; in providing a coherent inter-agency response to the opportunities and challenges of international migration; and in promoting the application of international standards and norms relevant to international migration and international migrants. The inputs were to highlight (a) good practices; (b) challenges encountered; (c) existing gaps; (d) recommendations on how to overcome those gaps; and (e) suggested outcomes for the 2013 High-level Dialogue.

55. Over 20 agencies had responded to date and further submissions were still expected. A preliminary draft was under preparation. Consultations with members of the Global Migration Group would continue from October to December in order to discuss subsequent drafts and finalize the outcomes and recommendations for the High-level Dialogue. In addition, consideration was being given to the publication of the collected submissions of the Global Migration Group and other agencies to demonstrate the breadth and depth of activities and reflections on international migration and development since 2006.

56. The Committee noted the importance of the High-level Dialogue and agreed that the normative considerations were essential for Member States to consider the issue in a holistic manner. Members highlighted the need to ensure that the dialogue also focused on human rights and gender-based migration concerns. They also mentioned the need to engage in the Global Migration Group, which would be chaired by the regional commissions in the first half of 2013, as well as in the regional consultations which were under way. The need to accelerate inter-agency consultations once the General Assembly had decided on the themes of the High-Level Dialogue was also noted.

57. The Committee took note of the status of preparation and thanked UNFPA and IOM for their efforts.

C. Any other business

58. The Committee decided to hold its twenty-fifth session in Geneva on 4 and 5 March 2013.

V. Committee retreat

59. The Committee held a retreat session at the Greentree Estate in Manhasset, New York, on 4 and 5 October 2012, following its regular twenty-fourth session on 3 October.

60. The Committee had identified the need for a retreat at its twenty-first session. The Committee saw great value in strengthening its capacity to assist CEB in identifying and responding to the emerging programmatic issues of concern to the entire United Nations system. In that context, members stressed the importance of strengthening the interface and linkages between the Committee and CEB, and the need for greater collaboration among the three pillars of CEB, in particular in ensuring coherence among the policy, programmatic, management and operational dimensions of the Board's work.

61. Subsequently, at its twenty-third session, the Committee reaffirmed that the policy coherence role of the Committee needed to be reviewed, along with the Committee's forward-looking work plan and working methods. Members also observed that the Committee had under consideration a number of agenda items that merited a deeper reflection to ensure coherent and collective action by the United Nations system. Finally, the timing of a retreat in October 2012 would permit the Committee to contribute to the ongoing second phase of the CEB review of its role and functioning.

62. The retreat session focused on three deliverables: (a) delineation of priorities until 2015; (b) agreement on working methods and accountability structures; and (c) contribution to the CEB review. The session was divided into three segments, focusing on the role and functioning of the Committee, emerging priorities and the way forward.

63. The Committee's consideration of these issues was informed by two papers, one containing its terms of reference and rules of procedure as adopted in 2008, following the first phase of the CEB review, and the second setting forth policy

options and questions to stimulate a discussion by the Committee on emerging strategic issues. The Committee also had before it the terms of reference for the second phase of the CEB review.

64. In addition, on 4 October by the Deputy Secretary-General joined the Committee for a discussion of challenges facing the international community where a principled and pragmatic United Nations system could make a signal contribution. The Committee also benefited from the presence of Amina J. Mohammed, Special Adviser to the Secretary-General on Post-2015 Development Planning, and the newly appointed Assistant Secretary-General for Economic Development, Shamshad Akhtar.

Terms of reference and methods of work

65. Committee members reaffirmed the value and validity of its 2008 terms of reference, which set forth two key functions: (a) system-wide follow up of intergovernmental decisions and (b) scanning and identification of emerging programme issues requiring a system-wide response.

66. With regard to the former, the Committee had taken up the issue of follow-up to the Conference at its regular session (see paras. 2-12 above). Looking ahead, however, the Committee agreed to recommend that CEB consider as a priority issue the measures necessary to ensure a well-coordinated and coherent system-wide preparation for the post-2015 process. In that regard, there was a need to ensure convergence of the various strands of activity moving forward into 2013 and beyond. Given the importance of forward planning, it was agreed that the CEB secretariat should compile and maintain a five-year rolling calendar of major events for the United Nations system.

67. As for emerging issues, the Committee stressed in particular its role in preparing for CEB sessions on ahead-of-the-curve issues of global significance. Its work in preparing the joint crisis initiatives in response to the global financial and economic crisis was illustrative of that approach.

68. In carrying out both those functions, Committee members emphasized the importance of giving special attention to policy areas for which no lead agency had been identified. Its important work in developing a system-wide approach to the issue of climate change was highlighted as an example of that approach. Committee members also underscored the importance of being strategic in selecting those issues for which the Committee was the appropriate CEB pillar, including facilitating policy oversight of inter-agency mechanisms in the programme area when such function was required. It was noted, for example, that the Chair of the Committee had been requested by the CEB Chair to continue leading efforts to develop the Oceans Compact implementation note.

69. Reflecting further on the terms of reference, the Committee also agreed that more efforts needed to be made to foster dialogue and propose ways to strengthen collaboration and interaction with the private sector, semi-governmental and non-governmental organizations and other parts of civil society in furtherance of agreed system-wide goals.

70. With respect to methods of work and meetings management, the Committee made a number of recommendations, many aimed at reducing the time devoted to transactional items so as to have more in-depth policy discussions, for example by:

(a) Considering inviting external speakers to provide inputs for specific parts of the Committee's discussions in future, as appropriate;

(b) Exercising strict discipline in keeping to a minimum information items that could be dealt with through other means, including email;

(c) Handling transactional items between sessions through electronic means and the use of video/teleconferencing, to the extent possible;

(d) Holding regular retreat meetings and providing for the continued representation of officials from the United Nations Development Group and the High-level Committee on Management;

(e) Ensuring that Committee representatives be at a senior level of responsibility and entrusted by their executive heads to take decisions on their behalf.

Emerging priorities

71. In determining issues for future consideration, members reflected on areas where the Committee could add the most value in supporting CEB as the apex body for coordination of the United Nations system. In that regard, members first assessed where the Committee had been most effective over the past years and identified factors that had contributed to those achievements. Members stressed the need to enhance the Committee's effectiveness in its advisory role to CEB and looked to CEB for clear guidance and feedback.

72. The Committee took note of the major shifts in the global landscape, as noted in the Five-Year Action Agenda of the Secretary-General, which underscored the importance of the United Nations system taking forward integrated solutions to the challenges of development, peace and human rights, building on its strengths as a forum for universal dialogue and as a setter of new norms, processes and structures for international cooperation.

73. In examining the current global context, many members highlighted the important demographic shifts that were taking place and the implications for all segments of the population, in particular youth and the ageing. Related to that were a myriad of issues that touched upon human security in all of its dimensions, not least access to safe water and sanitation, food and nutrition security, land tenure, gender equality, migration, rule of law and the protection of human rights, conflict prevention and the atmospheric and oceans commons. The critical importance of equity and quality (e.g. in education) was highlighted throughout as a thread that should be woven into the consideration of any issue chosen for further work.

74. Concern was expressed about the constraints implicit in a global governance structure that tended to operate in policy silos and lacked effective compliance mechanisms. Related to that were issues of accountability and realities facing the United Nations system in relation to the current funding architecture and future funding trends. Those factors raised urgent issues of repositioning and reforming the system and addressing public perceptions of the ability of the United Nations to meet global challenges.

75. It was recognized that the organizations of the United Nations system needed to harness the full power of multi-stakeholder partnerships, referred to in the Action Agenda as enablers for transformative change. The Committee could provide an

important forum to support and promote innovation in multi-stakeholder partnerships using new technologies, including social media.

76. The critical contribution of normative agenda/evidence-based analysis was also stressed. The Committee could in that sense also contribute to the repositioning of the United Nations system as a more effective instrument in support of the requirements of all Member States. As such, it would help develop global solutions that were seen to be in nations' own interests.

77. Committee members strongly wished to avoid duplicating ongoing processes, such as those related to the post-2015 development framework. On the contrary, they stressed the importance of the Committee's role in support of CEB in driving greater policy coherence, cost efficiencies, accountability and knowledge sharing. The Committee agreed to be guided by a flexible "convergence-coherence" approach whereby it would mobilize all its resources around an issue in relation to which it could make a useful contribution over the long term, namely towards and beyond 2015.

78. Regarding the way forward, the Vice-Chair would be leading a small group of members in a further delineation of a flexible, multi-year programme of work for endorsement by the Committee and CEB. That programme of work would be linked to a repositioning of the United Nations system to heighten its effective and coherent joint action.

Annex I

Agenda

1. Sustainable development: follow-up to the United Nations Conference on Sustainable Development.
2. Post-2015 development agenda: contribution of the United Nations system.
3. Follow-up to decisions of the High-level Committee on Programmes and the Chief Executives Board for Coordination:
 - (a) The world at 7 billion and beyond;
 - (b) Climate change;
 - (c) Cybersecurity and cybercrime.
4. Other issues:
 - (a) Quadrennial comprehensive policy review and “Delivering as one”;
 - (b) 2013 High-level Dialogue on International Migration and Development;
 - (c) Any other business.
5. Committee retreat.

Annex II

List of participants

Chair: Achim Steiner (United Nations Environment Programme)

Vice-Chair: Elliot Harris (International Monetary Fund)

Secretary: Phyllis Lee (CEB secretariat)

United Nations

Executive Office of the Secretary-General	Jan Eliasson, Deputy Secretary-General Amina J. Mohammed
Department of Economic and Social Affairs	Thomas Stelzer (Secretary of CEB) Shamshad Akhtar Navid Hanif Nikhil Seth Robert Vos
Office of Legal Affairs	Serguei Tarassenko
Office of the High Commissioner for Human Rights	Craig Mokhiber
Regional commissions	Amr Nour
International Labour Organization	Telma Viale
Food and Agriculture Organization of the United Nations	Sharon Brennen-Haylock
United Nations Educational, Scientific and Cultural Organization	Jean-Yves Le Saux Ana Persic
World Health Organization	Peter Mertens Mr Werner Obermeyer Ms Fatima Khan
World Bank	Dominique Bichara Veronica Piatkov
International Monetary Fund	Axel Bertuch-Samuels Nriya Subramaniam
International Telecommunication Union	Gary Fowlie
World Meteorological Organization	Elena Manaenkova Christian Blondin Paul Egerton
International Maritime Organization	Jesper Loldrup
World Intellectual Property Organization	S. Rama Rao

International Fund for Agricultural Development	Zach Bleicher
United Nations Industrial Development Organization	George Assaf
International Atomic Energy Agency	Tracy Brown
World Trade Organization	Jorge Castro
World Tourism Organization	Marcio Favilla Sarbuland Khan
United Nations Conference on Trade and Development	Petko Draganov Michael Clark
United Nations Development Programme	Sigrid Kaag Anne Marie Carlsen Paolo Galli Paul Ladd Andrew Hudson
United Nations Environment Programme	Aniket Ghai Munyaradzi Chenje Maaikje Jensen Corli Pretorius
United Nations Relief and Works Agency for Palestine Refugees in the Near East	Richard Wright Amira Nitze Hassan
United Nations Children's Fund	Gunilla Olsson David Anthony
United Nations Population Fund	Mabingue Ngom Ralph Hakkert
World Food Programme	Gordana Jerger Karin Manente
United Nations Office on Drugs and Crime	Sandeep Chawla
United Nations Human Settlements Programme	Cecilia Martinez
United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)	John Hendra Moez Doraid
United Nations University	Luna Abu-Khadra

Joint United Nations Programme on
HIV/AIDS

Bertil Linblad
Angela Trenton-Mbonde

Development Operations Coordination
Office

Dena Assaf

Joint Inspection Unit

Mohamed Mounir Zahran

CEB secretariat

Simona Petrova
Remo Lalli
Xenia von Lilien
Yasin Samatar

Annex III

Oceans Compact implementation note

Introduction

1. On 25 January 2012, the Secretary-General announced his Five-Year Action Agenda. In that context, he decided to put strong emphasis on the importance of the oceans and their role in sustainable development by putting forward the idea of an Oceans Compact that would commit the wide United Nations system to furthering “healthy oceans for prosperity”. The timing of this initiative is especially significant as 2012 marks the thirtieth anniversary of the opening for signature of the United Nations Convention on the Law of the Sea, which sets out the legal framework within which all activities in the oceans and seas must be carried out. The Compact builds on the concepts of sustainable development contained in the Convention. The outcomes of the United Nations Conference on Sustainable Development are also incorporated into the Compact.

System-wide coherence in the delivery of ocean-related mandates

2. It is against the background described above that the Secretary-General, as head of the United Nations System Chief Executives Board for Coordination, shaped his Oceans Compact to promote system-wide coherence in the delivery of ocean-related mandates and encourage synergies within the United Nations system, with a view to achieving “healthy oceans for prosperity”.

3. The Secretary-General recognized, as called for by the General Assembly, that the integrity of the Convention needed to be maintained, and that it was timely to bring together the United Nations system to enhance its support of the efforts of Member States towards the sustainable management of ocean uses and resources.

4. As such, the Oceans Compact will not generate new mandates or institutions. It will build upon the existing mandates and activities of competent United Nations system bodies, specialized agencies, programmes and funds in order to optimize their efficiency by reducing overlaps and duplications and filling existing implementation gaps. It will also create, where appropriate, synergies with other non-United Nations stakeholders to achieve the Compact’s objectives.

5. The Compact will seek to promote support for the work of the General Assembly and United Nations bodies with a mandate in ocean affairs, and the processes established in the field of ocean affairs and the law of the sea.

Healthy oceans for prosperity

6. The Secretary-General’s Oceans Compact sets out one goal: to achieve healthy oceans for prosperity. It highlights three objectives; protecting people and improving the health of the oceans; protecting, recovering and sustaining the oceans’ environment and natural resources; and strengthening ocean knowledge and the management of oceans.

Action plan

7. In order to implement the Oceans Compact, an action plan will be elaborated as indicated in the road map below. The action plan will map out how each objective will be implemented in the United Nations system, including synergies with partners and existing initiatives. Possible sources of funding to undertake the activities specified in the action plan will be included. The Secretary-General will be assisted by a time-bound advisory group, that will reflect the widest possible range of interests as well as equitable geographical representation. The Oceans Compact Advisory Group will include executive heads of involved United Nations system organizations, high-level policymakers, scientists, leading ocean experts and representatives of the private sector, non-governmental organizations and civil society organizations. When constituting the Advisory Group, the Secretary-General will consult with stakeholders, as appropriate.

8. Member States will be invited to provide their inputs and views on the draft action plan prior to its finalization. The Secretary-General will seek their support in the process of implementation of the action plan.

9. The Secretary-General requested key agencies within the High-level Committee on Programmes to draft this implementation note to outline (a) the process for nomination and selection of the members of the Advisory Group, (b) the terms of reference and coordination arrangements, (c) the writing of the first draft of the action plan, (d) the engagement of Member States as well as high-level engagement, and (e) identification of actions to be taken before the end of the year and up to the implementation of the action plan on 8 June 2013 (Oceans Day).

10. The core group has basically agreed on the road map, which outlines the various actions that are needed to realize the Oceans Compact over the coming months. One outstanding issue remains concerning the first meeting of the Oceans Compact Advisory Group and whether to present a substantial draft to the Advisory Group at this first meeting. The two versions of the road map are presented below.

11. The High-level Committee on Programmes is requested to review the draft Oceans Compact implementation note and consider the Oceans Compact road map options contained therein.

Oceans Compact road map

<i>No.</i>	<i>Task</i>	<i>Description</i>	<i>Lead agency</i>	<i>Deadline</i>
1	Definition of terms of reference and constitution of the Oceans Compact Advisory Group	<p>Terms of reference cover such issues as:</p> <ul style="list-style-type: none"> • Accountability and reporting to Member States • Criteria and process for nominating and selecting members of the Oceans Compact Advisory Group from the various stakeholders defined in the Oceans Compact • Deciding on who will lead this group and their role (it is suggested that there be two co-chairs, one from a developing country and one from a developed country) • Rules of procedure for the Advisory Group including how it will consult/engage with the broader stakeholder groups and input into the formulation of the Action Plan • The envisaged role of UN-Oceans in the task below • Determine estimated costs of running the Advisory Group and possible sources of funding (cash and in kind) 	UNEP (lead), IOC, IMO, World Bank, FAO, UNDP, DOALOS	Last quarter of 2012
2	Identifying the administrative, coordination and financial support for running the Advisory Group	An agency will need to be nominated to support the Advisory Group in holding meetings, preparing documents and disseminating the documents to relevant stakeholders and agencies	UN-Oceans to discuss how to manage this step including use of electronic means	November 2012
3	Periodic and informal briefings with Member States and major stakeholder groups	Hold an informal briefing to inform Member States and major groups about the terms of reference and the process that will be used for developing the action plan, similar to 17 July videoconference; make changes and send to Secretary-General's office for approval	Executive Office of the Secretary-General's as per 17 July videoconference	After CEB meeting or after HLCP meeting

<i>No.</i>	<i>Task</i>	<i>Description</i>	<i>Lead agency</i>	<i>Deadline</i>
4	Prepare an indicative calendar of events for the high-level engagement stakeholders	In parallel to the formulation of the action plan, a calendar of events for engaging high-level stakeholders will be drawn up. Events that facilitate awareness of the objectives of the Oceans Compact and implementation of the action plan need to be identified in consultation with DPI	DPI with support from UN-Oceans Communication Task Force	January-March 2013
5	Draft of the elements of the action plan	A document describing the elements of the action plan will be prepared in advance, based on the progress UN-Oceans members have made in drafting various parts of the action plan and resource mobilization plan	IOC leads on first draft	Late November
6	Convening and hosting of the first meeting of the Advisory Group	Once the Advisory Group is constituted the first meeting will be convened and members can provide further input into the scope, structure and content of the action plan, as well as identifying possible sources of funding for a resource mobilization strategy	UNDP and IOC jointly	Late 2012 or early 2013 (need to be flexible)
7	Preparing the first draft of the action plan and a draft resource mobilization strategy	This could be done by UN-Oceans, with different agencies supporting inputs to different objectives of the action plan as well as drafting the resource mobilization plan. Both plans should be circulated for comment to the other United Nations agencies once drafted, revised and submitted to the Advisory Group	UN-Oceans Coordinator supported by Deputy	March 2013
8	Advisory Group review and comment on the draft action plan and resource mobilization plan		See task 1	April 2013
9	UN-Oceans revises plans		UN-Oceans	April 2013
10	Advisory Group calls for comments from stakeholders		See task 1	May 2013
11	UN-Oceans finalizes the draft action plan (second meeting?)		UN-Oceans Coordinator supported by Deputy	Late May 2013

<i>No.</i>	<i>Task</i>	<i>Description</i>	<i>Lead agency</i>	<i>Deadline</i>
12	Second meeting of the Advisory Group	To brief members of the Advisory Group, receive further comments, sign off on the final version and send off to the Secretary-General for approval	IOC and UNDP jointly	Late May 2013
13	Action plan and resource mobilization plan are approved by Secretary-General and launched		Secretary-General's office	8 June 2013 (World Oceans Day)
14	Action plan and resource mobilization plan are implemented by stakeholders and United Nations agencies		UN-Oceans coordinates for United Nations agencies	2013-2016 (or beyond)
15	UN-Oceans coordinates monitoring of the action plan implementation by United Nations agencies		UN-Oceans	2013-2016 (or beyond)
16	Annual reporting	Progress in implementation of the action plan is reported to Member States through annual reports of the Secretary-General on oceans and the law and informal briefings for Member States, as necessary	DOALOS (through compilation of contributions from all relevant agencies and stakeholders on the implementation of the action plan)	
		Briefings on UN-Oceans activities in implementation of the action plan are also provided at the annual meeting of the Informal Consultative Process	UN-Oceans	

Abbreviations: UNEP, United Nations Environment Programme; IOC, Intergovernmental Oceanographic Commission of the United Nations Educational, Scientific and Cultural Organization; IMO, International Maritime Organization; FAO, Food and Agriculture Organization of the United Nations; UNDP, United Nations Development Programme; DOALOS, Division for Ocean Affairs and the Law of the Sea; DPI, Department of Public Information; CEB, Chief Executives Board for Coordination; HLCP, High-level Committee on Programmes.

Annex IV

Terms of reference for the ad hoc working group on the world at 7 billion and beyond: promoting a forward-looking vision of people-centred development

A. Overview

1. The passage of the 7 billion world population milestone last year provides a good opportunity to reflect on world population dynamics and their implications for sustainable development. The challenge going forward is how to prepare and position the system to be more effective in advocating for and assisting countries to address the challenges of the next 20 to 30 years in the context of a fast-changing world.

2. The following are terms of reference for an ad hoc working group open to all member agencies of the High-level Committee on Programmes to engage in a common reflection and dialogue on how population trends over the next 20 to 30 years will affect their work with respect to sustainable development and the post-2015 development agenda. The primary goal of this exercise is to make sure that population concerns become a systematic and integral analytical and programmatic lens through which the United Nations entities see their ongoing normative and operational work.

3. The proposed ad hoc working group would develop a set of tools and best practices to help agencies in the integration of population dynamics in their work at different levels, including global strategic planning and policies, country programming and project-level activities. In the short term, the set of tools and best practices should be based on a systematic evaluation of what the different agencies in the system are already doing to mainstream population issues in their work at the different levels. This would lead to an initial assessment report to be reviewed by the Committee at its twenty-fifth session. In the medium term, the working group would produce two additional reports, namely a reassessment of priorities and operational modalities based on the global survey and the operational review of the International Conference on Population and Development beyond 2014 process (by June of 2013); and a final report reflecting the lessons learned from the two previous reports, plus the discussions with respect to the post-2015 development agenda at the twenty-sixth session of the Committee. For the time being, this last report would conclude the activities of the working group. To meet the long-term goals of the activity, the possibility of a follow-up should be considered at the twenty-sixth session.

4. The present initiative seeks to engage all Committee partner organizations in a common reflection and dialogue on how population trends over the next 20 to 30 years will affect their work with respect to sustainable development and the post-2015 development agenda. This exercise should consider how population trends may affect the common goals in thematic areas such as poverty reduction, employment, health and education, natural resource use, food, water and energy security, with a view towards decoupling population and economic growth from resource use and environmental impacts.

5. More concretely, the objectives of this proposal are twofold:

(a) To contribute to the formulation of recommendations as inputs towards the post-2015 development agenda, based on a more elaborate reflection of population dynamics and their implications for sustainable development;

(b) To make sure that these recommendations and the population perspective that motivates them become a systematic and integral analytical and programmatic lens through which the United Nations entities see their ongoing normative and operational work.

6. Because most of the work that is currently being done on the post-2015 development agenda (e.g. the nine thematic consultations being organized by the United Nations Development Group and particularly the thematic consultation on population dynamics, led by UNFPA, the Population Division of the Department of Economic and Social Affairs and UN-Habitat, with the participation of IOM) is focused on the first point, the present proposal should put most of its emphasis on the second, without forgoing the opportunity to contribute to the first more indirectly.

B. Terms of reference

7. To operationalize this idea, it is proposed to establish an ad hoc working group within the High-level Committee on Programmes to develop a framework and action plan, including a set of tools and knowledge-sharing platforms, to build the capacity of the United Nations system as a whole to integrate population dynamics in its work at all levels. UNFPA and the Population Division of the Department of Economic and Social Affairs would serve as co-chairs of the ad hoc working group. Participation would be open to all members of the Committee. The terms of reference would be as follows:

(a) The ad hoc working group should develop a set of tools and best practices to help agencies in the integration of population dynamics in their work at different levels, including (i) global strategic planning and policies; (ii) country programming; and (iii) project-level activities;

(b) In the short term, the set of tools and best practices should be based on a systematic evaluation of what the different agencies in the system are already doing to mainstream population issues in their work at different levels. This would lead to a report with an initial assessment at the Committee's twenty-fifth session;

(c) In the longer run, they should also be informed by the discussions going on elsewhere with regard to the post-2015 development framework, by the discussions emerging out of the International Conference on Population and Development beyond 2014 process, and by whatever ideas may be generated within the ad hoc working group itself;

(d) From a substantive viewpoint, the issues to be considered should cover the various areas that will be exposed under point 9 or at least a subset thereof. These issues should be analysed at least from the following perspectives:

- Consequences of population dynamics in meeting the challenges of development goals in the different areas, including the assessment of the demographic viability of public policies and development goals

- Synergies and interdependence between population factors and the United Nations development agenda (e.g. how social policies and gender equality and women's empowerment influence individuals' fertility aspirations or how population issues can affect conflict prevention and peacebuilding)
- Inequities and inequalities
- Human rights implications of policies and interventions dealing with population issues
- Implications for policies and governance (including regional integration issues)
- Mainstreaming gender equality and women's empowerment

Since many of the expected changes may present both challenges and opportunities, it would be useful to look at them through the prism of positive or negative spillovers between countries and regions. Some countries' problems may be an opportunity for others. The challenge then is to find collaborative solutions which benefit all;

(e) For the time being, this general conceptual scheme does not include a number of additional themes of potential interest, such as the different position of various ethnic groups with respect to global and national demographic trends. There is also no specific consideration given to the issues of data generation and coordination, analysis and the formation of human resources in these areas. The ad hoc working group is free to decide to include such aspects, if it considers that they merit special attention. The ad hoc working group is encouraged, however, to seek to limit rather than expand the number of substantive areas that it will address;

(f) The ad hoc working group will also need to remain alert with respect to the ongoing discussions in the context of the International Conference on Population and Development beyond 2014 process, regarding the inter-agency implications of new trends and directions with respect to sexual and reproductive health and rights, which will become more significant for the work of the group in the medium term (see paras. 8-10 below);

(g) Apart from the broad characterization of countries in the three categories mentioned in appendix I, attention should also be given to regional diversity, including regional demographic trends, regional economics and regional initiatives on sustainability and climate change;

(h) The following are the priority areas that seem to lend themselves to an inter-agency perspective based on the work of a broad set of agencies within the United Nations system. It has been formulated with the express purpose of emphasizing communalities, rather than issues that are largely confined to the agendas of particular agencies. That is why some of the core issues of the International Conference on Population and Development agenda receive less emphasis here than they do in other contexts:

- More sustainable patterns of consumption and lifestyles for a world of 7 billion
- Urbanization as a problem and an opportunity in a world of 7 billion
- Internal migration

- Intergenerational solidarity, the care economy and social protection
- International migration
- Youth as a priority group to guarantee the demographic dividend
- Maintaining the focus on women's empowerment and gender equality;

(i) The ad hoc working group will be self-served, with UNFPA taking on secretarial responsibilities.

C. Medium-term actions and products

8. As mentioned in paragraph 3 above, in the medium term the working group would have to produce two reports, namely:

(a) A reassessment of priorities and operational modalities based on the global survey and the operational review of the International Conference on Population and Development beyond 2014 process (by June of 2013);

(b) A final report reflecting the lessons learned from the two previous reports, plus the discussions with respect to the post-2015 development agenda at the twenty-sixth session of the Committee.

9. These products would contribute to the post-2015 development process by illustrating concretely how population dynamics should be integrated into development programming. As such, the work of the ad hoc working group would be complementary to the work already being done on the post-2015 thematic consultations. With the submission of the final report, the activities of the ad hoc working group would be concluded.

D. Long-term actions and products

10. On the basis of the deliberations and outputs of the Committee and of CEB, the initiative is expected to result in the end in guidance on how to mainstream population dynamics in the future work of United Nations agencies at the global, regional and national levels and to provide inputs to the upcoming cycle of agencies' strategic plans and the forward-looking contribution to the implementation of the post-2015 United Nations development agenda. At its twenty-sixth session, the Committee should decide if, to this end, the existing ad hoc working group should be extended, a new working group should be created or no further activities are required.

E. Other relevant information

11. The present proposal has some points of intersection with two other initiatives of the Committee in the area of population, namely:

(a) The paper being prepared under the leadership of UNFPA and IOM for the purpose of the 2013 High-level Dialogue on International Migration and Development;

(b) The recent inter-agency initiative on data for adaptation planning of the Committee's Working Group on Climate Change, in which (for now) UNFPA, WMO, UN-Habitat, UNICEF, the World Food Programme, WHO, the World Bank and ITU will be collaborating.

12. Other existing inter-agency initiatives include the Global Migration Group (active in the preparation of the paper mentioned in para. 11 (a) above) and the Inter-Agency Working Group on Youth and Development. The purposes of the present proposal, however, are more general.

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Appendix I

Brief analysis and justification

1. Demographic transformations are one of the challenges facing the international community, as highlighted in the Secretary-General's second-term Five-Year Action Agenda (www.un.org/sg/priorities/sg_agenda_2012.pdf), which refers to the current global population of 7 billion people and the half billion to be added during the next five years — all needing food, jobs, security and opportunity — and the resulting impacts on natural resources. The Agenda mobilizes the United Nations system to address the building blocks of sustainable development in the economic, social and environmental areas, and recognizes the essential cross-cutting elements of empowering women and young people. Population dynamics are also a cross-cutting issue raised by the Rio+20 outcome document, “The future we want” (General Assembly resolution 66/288, annex) and more recently by the report of the Task Team on the Post-2015 United Nations Development Agenda, entitled “Realizing the future we want for all”.

2. The passage of the 7 billion world population milestone last year provides a good opportunity to reflect on world population dynamics and their implications for sustainable development. The challenge going forward is how to prepare and position the system to be more effective in advocating for and assisting countries to address the challenges of the next 20 to 30 years in the context of a fast-changing world. Population dynamics impact on several aspects of sustainable development, not only through the total size of populations, but also through their rates of change, geographical distribution, consumption patterns and composition in terms of age, sex and socio-economic characteristics, with fast-increasing middle-class consumers expected to add on 3 billion by 2050.

3. Demographic trends have undergone major changes in the last 40 years with respect to all of these elements and consequently the range of population-related challenges has become more varied. While more than half of the world population now lives in countries with fertility below the replacement level, some of which are experiencing rapid ageing, population growth continues to be high in sub-Saharan Africa and some parts of Asia. Africa's population is projected to increase by more than 2.6 billion people between now and the end of the century — which is more than the total world population in 1950. By comparison, Asia's population will increase by only 432 million and that of Latin America by just 97 million. Consequently, the share of Africa's population relative to the world total will increase from 15 per cent now to 23.5 per cent by 2050, when Nigeria and Ethiopia are likely to be the world's fourth and tenth largest populations, compared to their current ranks of seventh and fourteenth.

4. Such population shifts have major implications for sustainable development, particularly concerning food security, use of natural resources, consumption of energy and waste generation. These demographic shifts also pose new challenges to the fight against poverty as well as development cooperation in general and migration governance, and require effective and targeted policy responses and actions. The growth of urban populations is a phenomenon common to most of the developing world. Between 2010 and 2050, 95 per cent of global urban growth will take place in developing countries. Asia's urban population will almost double and Africa's will nearly triple, presenting their residents with both opportunities and

challenges. A major impact is expected from this increased urbanization in terms of consumption needs and subsequent resource use, if no major resource-efficient consumption and production processes are promoted and scaled up.

5. Population dynamics in the world now fall generally into one of three major scenarios, with some overlaps:

(a) First, there are countries with continued high population growth, slowing the growth of per capita incomes and challenging poverty reduction. The majority are least developed countries, mainly in sub-Saharan Africa and South Asia. While the unmet need for family planning in developing countries in general has been reduced to 11 per cent, it is twice as high in most least developed countries, particularly in sub-Saharan Africa. Low levels of education, particularly of women and girls, high levels of inequality and lack of social protection schemes that might change the rationale behind the decision to have many children are some of the factors that perpetuate high fertility in these countries. They face problems with the sustainability of their development, aggravated by the global economic context characterized by major asymmetries and exclusions: the inability to meet the basic needs of their people, low productivity, food security, accelerated environmental degradation and water scarcity. A central question is what kinds of investments are needed in these contexts to achieve rapid and sustainable development, and in particular how to prepare these countries' Governments and youth populations to take full advantage of the approaching demographic windows of opportunity once their fertility levels decline;

(b) The second scenario pertains to the growing segment of mostly middle-income countries with slowing population growth, but that still face poverty, insufficient productivity and, in some cases, growing internal disparities. The challenges related to population distribution, urbanization and internal and international migration are moving to the top of the population agenda for these countries, with world urban populations set to increase from one half to two thirds of the total in 35 years. They require policies to deal with urban unemployment, the urban environment, social services, social protection, infrastructure, security, the management of slums and growing disparities. In a world where 80 per cent of all waste and 60 per cent of greenhouse gas emissions are already generated from cities, there is no sustainable development without sustainable cities;

(c) The third scenario pertains to countries where fertility is already significantly below the replacement level, such as in much of Europe, the Russian Federation, Japan, the Republic of Korea and some other Asian countries (notably China) as well as some (but not all) Latin American countries. By 2025, 15 per cent of the world's population will be over age 60, but in South America's Southern Cone it will be 18 per cent, in Eastern Asia 22 per cent and in Eastern Europe 25 per cent. In some countries, massive emigration of the working age population further compounds the challenge of how to construct inclusive societies for all ages in which the rights and potential contributions of older people are recognized, while maintaining a productive labour force and ensuring robust health and social support systems. With ageing populations, there are concerns about financing pension and social protection schemes, housing and transportation systems accessible to people with disabilities, health-care systems and services and disproportionate work burdens on those tasked with unpaid care-giving, which, combined with cuts in public provisioning of services, specifically take a growing toll on urban women.

Some countries have family-oriented social policies to address population ageing, while others have undergone reforms to address the sustainability of pension systems. Still others attempt to increase their birth rates, but often need better evidence regarding the appropriateness and effectiveness of these policies and a more careful analysis of available options related to reproductive decisions, public provisioning of services and work-life balance issues.

6. While these schematic scenarios are useful for better understanding diverse trends and patterns in population dynamics, in reality some countries may combine elements of different scenarios. At the same time, some population groups should be a focus of attention in all three scenarios. At present, there are 1.8 billion young people (10-24 years of age) in the world; the vast majority of them (87.6 per cent) live in the developing world; and 14.8 per cent of the world's young people live in least developed countries, comprising almost a third of the population in those countries. Unemployment among young workers tends to be two to five times as high as among adults, and underemployment and vulnerable employment are significant challenges in poor countries. In all countries, but particularly in high-fertility countries, adolescent pregnancy constitutes a significant obstacle to girls' education and career opportunities. In countries with a high incidence of HIV/AIDS, young people are particularly vulnerable to HIV infection. Where fertility is declining, capturing the "demographic dividend" of changing age structures may hinge crucially on investing in young people as their health and education will determine the productivity of the future labour force.

7. Addressing this variety of population challenges requires the joint efforts of all stakeholders, including in the United Nations system. The task ahead cannot be tackled by one agency acting alone, but requires a coherent and concerted effort of all agencies in their areas of comparative advantage and core activities. As United Nations agencies approach the next cycle of their respective strategic plans — and with the culmination of the Millennium Development Goals in 2015 — there is an opportunity to work collaboratively within the United Nations system to conceive a common forward-looking vision of development and jointly address the persistent population challenges and the demands to be placed on all countries under the scenarios outlined above. Adopted at Rio+20, the 10-year framework of programmes on sustainable consumption and production could offer tools and methodologies to facilitate fundamental changes in the way societies produce and consume to achieve sustainable development, and address some of the challenges posed by population transformations.

Appendix II

Substantive priority areas

1. The present appendix lists the priority areas that seem to lend themselves to an inter-agency perspective based on the work of a broad set of agencies within the United Nations system. It has been formulated with the express purpose of emphasizing communalities, rather than issues that are largely confined to the agendas of particular agencies. That is why some of the core issues of the agenda of the International Conference on Population and Development receive less emphasis here than they do in other contexts.

1. More sustainable patterns of consumption and lifestyles for a world of 7 billion

2. In paragraph 144 of the Rio+20 outcome document (General Assembly resolution 66/288, annex), countries commit themselves to systematically consider population trends and projections in their national, rural and urban development strategies and policies. They further state: “Through forward-looking planning, we can seize the opportunities and address the challenges associated with demographic change, including migration.”

3. As countries make efforts to increase productivity and move towards green economies, population dynamics should be considered in analyses and actions to fight poverty and achieve sustainable development. For example, while food production is not likely to hit any rigid limits in the foreseeable future owing to global population size, there is a need for decisive policy changes as a result of current population trends. Food production will have to increase 70 to 100 per cent by 2050 to accommodate population growth and — to an even larger extent — changing food consumption patterns. Owing to the low productivity of their agricultural sectors, many African countries are already unable to feed their present populations, let alone the vastly increased populations of the future.

4. These goals will be achieved through the introduction of new technologies (e.g. new groundwater drilling and irrigation methods, the expansion and improvement of fertilizers and the use of high-yield genetically modified crops) that help push agricultural boundaries and increase food production levels. In the past, the introduction of technology too often occurred with little consideration to environmental consequences and led to environmental problems such as the depletion and pollution of groundwater resources, soil erosion and desertification and reduced biodiversity.

5. In particular, the livestock sector, which has grown rapidly to meet the increasing demand for meat, is a prime cause of water scarcity, pollution, land degradation and greenhouse gas emissions. Population growth reduces the amount of land available for food production. Per capita water consumption is rising twice as fast as world population: in 20 years, human consumption of fresh water is projected to be 40 per cent higher. The implementation of water conservation strategies could nonetheless reduce demand from households by 70 per cent compared to today’s usage; it could be achieved through innovations already available that radically reduce water used to flush toilets, wash clothes and irrigate gardens.

6. The Working Group on Climate Change of the High-level Committee on Programmes recently addressed questions of population dynamics and climate change vulnerability at the seventeenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change. It underscored the broad relevance of population dynamics in thinking about sustainability, and the need for a new working group with such a focus.

7. Some of the questions that could be expanded on by the working group include the following:

- Poverty is falling in most countries that have experienced major fertility declines (though not in sub-Saharan Africa), but increased per capita consumption in these countries largely makes up for their slower population growth. How can consumption and production patterns be adapted to meet the imperative of sustainability together with the need to drastically reduce the number of almost 1.4 billion people living in extreme poverty in 2008, and ensure adequate living conditions for a world population that is likely to grow by an additional 2 billion before 2050?
- What proposals can be developed to address the social context of sustainable development (including equity, diversity, social cohesion, social protection, quality of life, democracy and governance), in addition to the economic and environmental dimensions?
- How can population issues be more effectively integrated into the global agenda on inclusive growth, sustainable development and climate change?
- In a context dominated by the need to produce short-term results, what can United Nations agencies do to make sure that long-term processes, including population change, are addressed and adequately integrated in framing the sustainable development agenda?

2. Urbanization as a problem and an opportunity in a world of 7 billion

8. Urbanization will be one of the major demographic, social and economic transformations of this century. While it is relevant to all developing countries, its effects on countries vary depending on their stage in the demographic transition and level of development, and are particularly visible in middle-income countries.

9. Urbanization and rural-to-urban migration represent immediate and long-term challenges in terms of urban governance, and can often overwhelm local and regional governments. Urban poverty can also severely contradict the advantages of cities for women. But urbanization is also associated with a fall in fertility, structural changes in the economy, rising living standards, greater choices and economic and social opportunities and increasing efficiency in energy use, especially in the transport and housing sectors. However, to address pressing challenges and maximize opportunities requires forward-looking planning based on population trends and projections and calls for adequate investment in essential services and infrastructures. In rapidly urbanizing countries, planned urban extensions can contribute to more productive, inclusive and resource-efficient urban development. Sustainable urbanization has become a matter of urgency and requires both adaptation and mitigation measures, especially along coasts and delta areas (including adaptation of agricultural production in the hinterland of major urban centres).

10. Moreover, with the rapidly increasing urbanization of societies all over the world, proactive policies and actions for promoting resource-efficient cities can be an important driver of sustainability and social equity.

11. Rapid and unplanned urbanization has a significant impact on the environment. Most migrants to the cities are poor and homeless, and slums and shantytowns spring up to accommodate them. Demographic pressure drives, among other issues, the deterioration of water resources, air pollution, and problems of disposal of solid wastes and hazardous wastes.

12. Urban social and environmental challenges have called into question many of the older paradigms about economic growth, the quality of development, environmental protection, public participation and the role of the State. It is crucial to examine cities not only in terms of their “ecological footprint”, but also as the locus for new political processes necessary to tackle environmental (and land use) problems.

13. The IMF/World Bank team responsible for drafting the *Global Monitoring Report* is planning to examine rural-urban dynamics and the Millennium Development Goals in the context of its 2013 edition. Their work is likely to produce valuable analysis that could be incorporated into the work of the proposed working group.

14. Addressing some questions related to urbanization will require a joint reflection and dialogue on questions such as:

- In what ways can the 33 per cent share of the world urban population currently living in slums be reduced and how can universal access to decent housing be assured?
- How can urbanization be beneficial for both urban and rural development, including through creating stronger economic linkages to markets for smallholder farmers in rural areas? What is the impact of urbanization on rural populations and rural poverty and vice versa?
- How can governance be improved to better plan for urbanization and urban poverty reduction?
- How can national urban policy frameworks contribute to balanced urbanization patterns, with distinct roles for metropolitan areas, intermediate cities and urban development corridors?
- How can urban planning and urban governance systems be improved to reduce internal migrations, to better represent youth and women and populations living in slums and to reduce urban poverty and inequalities?
- What policies have proven to be successful in addressing challenges to the spatial distribution of the population?
- How can security of tenure in housing and urban lands be extended on a large scale and as a matter of priority to women and their families living in slums so that women and men have legal protection against threats of forced eviction and harassment?
- How can the urban transition and spatial planning be part of a transition to green, low-emissions climate-resilient development strategies?

- What policies, governance system and market instruments are needed for promoting and scaling up resource efficiency in cities, in particular in the water, energy, transport and building sectors, as well as for waste minimization and increase waste recycling?

3. Internal migration

15. In addition to urbanization, there are also other major shifts in the internal distribution of populations, driven by internal migration. Some countries face significant migration to their agricultural frontiers, between middle-sized urban and metropolitan areas (now the dominant form of internal migration in Latin America), as well as migration induced by internal conflict, eviction, resettlement, environmental stress and regional imbalances. Resource challenges intensify in areas where population expansion has the greatest impact relative to local resources and economic growth. The situation creates the conditions for conflict over limited natural resources. More and more women are driven into slums in major cities, from rural areas or from other urban areas, by gender-discriminatory practices within their societies such as forced evictions from land, disinheritance, domestic violence, HIV/AIDS stigma and forced and early marriage.

16. Migration is often a strategy of adaptation to climate and environmental change; it is an essential component of the socio-environmental interactions that needs to be managed. Migration, and mass migration in particular, have significant environmental repercussions for areas of origin, areas of destination and the migratory routes in between. However, just as environmental degradation and disasters can cause migration, movement of people can also entail significant effects on surrounding ecosystems. Other possible mediating factors, such as human security, human and economic development, livelihood strategies and the potential for conflict, also need to be considered.

17. One of the questions that come up in this context is how countries can best deal with the relocation of their populations that is likely to result from extreme weather events triggered by climate change, such as heat waves, droughts and floods, in particular in coastal and low-lying areas of the world.

4. Intergenerational solidarity, the care economy and social protection

18. As fertility in many countries has declined drastically, health-care costs are soaring. Social support systems for the elderly in general and the role of small families in caring for older family members are pressing issues. Implications of stereotypical gender roles in the care economy and within the family are profound, as women often shoulder a greater share of the double burden of unpaid caring work for children and elderly parents in households in addition to paid work. In many parts of the world, particularly in poor households, girls are more likely to be assigned care-giving duties and forced to drop out of school than boys. This exacerbates gender inequalities and the intergenerational transfer of poverty. Pension systems in ageing populations are increasingly facing solvency and distributive challenges, forcing countries to address labour shortages, including through postponing retirement and pro-natalist population policies.

19. Collectively, United Nations agencies might explore the following questions, inter alia:

- What policy advice can be given to countries that currently face hard choices about alternative ways of balancing their public pension systems, and what implications do policy reforms have for income inequality?
- As countries raise the retirement age, what risks does this bear for unemployment, especially of younger generations? What strategies of adult education and continuing learning should accompany policies to raise the statutory age of retirement?
- Given that developing adequate social protection schemes is a long-term process, how can the agencies best assist countries with young age structures in preparing for the ageing process?
- How can the United Nations agencies assist countries in meeting the challenges of the care society, including a potential shortage of human resources for health and personal services? What could be the role of international migration in mitigating these shortages?
- What policy advice can the United Nations system provide to countries that see families as the primary caregivers for their ageing populations, while preventing excessive care burdens for spouses, children and in particular women?
- At the same time, how can the potential contributions of older people to society be mobilized in ways that are age-compatible and benefit all generations?
- What are the implications of changing patterns of family formation for intergenerational solidarity and social protection?
- Which set of health, social welfare, family, education, labour market and infrastructure policies can address the unequal sharing of caregiving responsibilities in households and reduce women's time poverty?

5. International migration

20. An estimated 214 million people in the world (about 49 per cent of them economically active) live outside their countries of birth. International migration now flows to developing countries and countries in transition as much as to more developed economies. Some countries have established settlement support services to recognize the rights of incoming migrants, but there remain many cases of serious violations. Migrants not only contribute to development through their labour, but also through the creation of enterprises, development of new markets, creation of commercial ties between countries of origin and destination and the transfer of technology, as well as through the improvement of migrant children's education and skills, of their own skills, the transfer of their skills and knowledge acquired abroad and the transfer of ideas, beliefs and new values on rights and opportunities. Migrants also contribute significant remittances to their countries of origin (in some cases as much as a third of gross domestic product) and a reduction in transaction costs could further increase the flow of remittances.

21. Countries will need to explore ways to make productive use of migrants' contribution to development to propel sustainable growth.
22. Some of the questions that come up in this context include the following:
- How can the agencies assist countries in addressing labour market surpluses and shortages through improved migration governance in ways that respect the human and labour rights of international migrants?
 - How can agencies assist constituents to maximize the potential contribution of migrants to development by optimizing the opportunities they have to become larger development contributors?
 - What support can the system provide to countries that experience outward migration as a response to immediate development pressures to wisely guide migrants' contributions towards longer-term development?
 - How can the rights of migrants in the receiving countries be better protected?
 - How can potential contributions of emigrants be incorporated in national development planning in the country of origin?
 - How will international migration reshape social and cultural relations in coming years and how will this affect the work of the United Nations system in countries?
 - How can the United Nations system assist countries to improve the governance and management of international migration?
 - How can international migration be mainstreamed into national development plans and strategies?

6. Youth as a priority group to guarantee the demographic dividend

23. To take advantage of the demographic dividend — the transitory phase when fertility has already declined appreciably, but the number of old people is still small — it is necessary to increase per-capita investment in younger people, as well as their productive employment. Despite the importance of the role that young people will play in this process, they are often neglected in the policies of many developing countries. Young people were consulted in the preparation of only a third of all national poverty reduction strategies, and only a quarter of them identify young people as a major group experiencing poverty.

24. Education is critical for addressing the needs of young people, and particularly young women, and for increasing their choices and opportunities. Improving the quality, relevance and inclusiveness of education, and building on successful experiences in vocational education that emphasize life skills and livelihoods, are important for women and young people.

25. In addition to the work currently being done by the Inter-Agency Network on Youth Development to define a research and action plan in response to the Secretary-General's Five-Year Action Agenda, the following are some of the questions the working group could consider regarding young people as priorities for policy interventions:

- What types of investments need to be made in young people in order to enhance the opportunities that can be derived from the demographic dividend?

- In particular, how can the agencies work together to support countries in reducing youth unemployment?
- How can the agencies jointly promote support systems that make education more attuned to the needs of the labour market and ensure better transition from school to work?
- What can be done to reach out-of-school children, particularly girls, to increase their enrolment and create incentives for them to stay in school?
- How can access to education in conflict-affected areas and among refugee populations be increased?
- What more can be done to postpone marriage and avoid unwanted pregnancies of adolescents?

7. Maintaining the focus on women

26. Improving the status of women and ensuring access to education by girls is an important goal in itself, but it could also help to speed up the transition towards lower fertility and lower maternal mortality and to attain higher labour productivity. Half of the reduction in child mortality over the past 40 years can be attributed to better education for women. Reversing the spread of HIV/AIDS, which has strong behavioural determinants and risk factors to which young people and women are particularly vulnerable, has tremendous potential to boost productivity in high-fertility countries. Whereas in some regions girls have achieved parity or even surpassed boys with respect to educational indicators, two thirds of the world's 776 million illiterate people are still women and female education continues to lag behind male education in much of Africa and Asia. Better schooling for women and girls in those parts of the world where it still lags behind would have major economic benefits, in addition to improved reproductive health and lower fertility.

27. With regard to environmental issues, women often have fewer resources to tackle environmental problems. They are, as a social group, often more exposed to environmental problems because they are often excluded from decision-making processes, and because their attributed social role tends to limit their access to the material and symbolic resources necessary to deal with the consequences of environmental deterioration. During the 1991 cyclone and flood in Bangladesh, the death rate was almost five times higher for women than men because warning information was transmitted by men to men in public spaces and never reached the rest of their family members. Nonetheless, women are armed with knowledge and expertise that is essential to ensuring environmental sustainability.

28. Some of the issues that require continued attention in this regard include the following:

- What can be done to increase investments in and reduce unmet needs for family planning and reproductive health services, including those related to HIV/AIDS, and eliminate violence against women?
- What are the mechanisms by which women's empowerment (particularly those aspects beyond access to reproductive health) can help to reduce fertility in those parts of the world where it is still high?

- What are the programmatic implications of continuing high fertility ideals of African families for the renewed emphasis on family planning and what are the prospects for development-driven change in these ideals?
 - What can be done to better reconcile the productive and reproductive roles of women in society?
 - What can be done to produce governance processes that are more inclusive of women?
 - How can the agencies promote the reduction of the gender gap in education and in access to decision-making?
-