

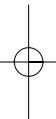
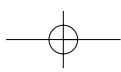


# ONE UNITED NATIONS

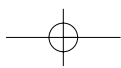
## Catalyst for Progress and Change

How the Millennium Declaration  
is changing the way  
the UN system works

Chief Executives Board



Copyright 2005  
All rights reserved by the United Nations System  
Chief Executives Board for Coordination (CEB)  
Available through:  
CEB Secretariat  
One UN Plaza, New York, NY 10017  
Email: [ceb@unsystem.org](mailto:ceb@unsystem.org)  
Telephone: (212) 963-5089



## Foreword

Five years have passed since world leaders adopted the Millennium Declaration, affirming both the values they considered essential to international relations in the twenty-first century and the central role of the United Nations in ensuring collective responses to global problems. The 2005 World Summit, to be convened in New York this September, has spurred much reflection on the progress made since then.

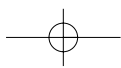
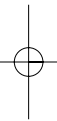
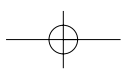
To prepare the ground for bold action by the Summit, the Secretary-General released earlier this year *In Larger Freedom: Towards Development, Security and Human Rights for All*. His report exhorts Member States to use the Summit to strengthen the world's system of collective security, to forge a genuinely global and multisectoral strategy for development, and to intensify efforts to secure human rights and democracy for all peoples. Meeting thereafter in the United Nations System Chief Executives Board (CEB), the Executive Heads of all the system's organizations expressed strong support for the overall thrust of the Secretary-General's report and for its basic premise: the need for a comprehensive response to today's challenges, one which addresses development, security and human rights—and their interlinkages—in a balanced way.

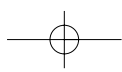
Since 2000 the organizations of the UN system have mobilized, individually and collectively, to help advance the Millennium Declaration's implementation. Drawing on the "Road Map" provided by the Secretary-General towards this end (A/56/326), the CEB has devised common strategies to support intergovernmental follow-up processes and to drive effective inter-agency responses to the Millennium Declaration and related outcomes of other global conferences.

More recently, the system has begun to focus also on preparations for the forthcoming Summit. Earlier this month, a major inter-agency initiative produced a comprehensive report on the progress achieved thus far in each of the world's regions towards the Declaration's development objectives, *The Millennium Development Goals Report 2005*.

Prepared by the CEB, the present report, *One United Nations—Catalyst for Progress and Change*, has a complementary aim. The report's shared reflection elaborates the work of the UN system to help governments meet all of the Declaration's objectives and considers how to address challenges to further progress on that front. The report shows how the Declaration has brought the UN system together with a new unity of purpose and in a new spirit of cooperation and collaboration.

Much of what has transpired in the world since the Declaration's adoption demands that we now revitalize consensus on the key challenges and priorities ahead—and that we convert that consensus into collective action. The organizations of the UN system stand together poised to adapt and intensify their efforts, with the support of Member States, and on behalf of them and their peoples, to bring the vision of the Millennium Declaration to life.



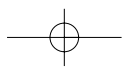


## Executive Summary

- 1.** With this report, the UN System Chief Executives Board for Coordination (CEB) aims to contribute to the preparations for the 2005 World Summit, to take place this September in the General Assembly, five years after the adoption of the historic Millennium Declaration. The report provides an account of how UN organizations are working together to assist countries in achieving the Declaration's objectives. This common effort is serving to broaden the perspectives of all parts of the UN system and helping them, both individually and collectively, to deepen analysis, expand knowledge-sharing, reinforce synergies and sharpen the focus on results. In short, the Millennium Declaration has demanded and facilitated the evolution of a more coordinated, cohesive and functional UN system.
- 2.** The report concentrates on both accountability and action: on accountability for the UN system's performance so far in helping countries to implement the Millennium Declaration and, generally, in improving its effective delivery of services; and on adjusting and accelerating action, as necessary, to help countries meet the Millennium Declaration's objectives.
- 3.** Since the Declaration's adoption, new orientations and approaches have guided the collective work of the UN system in the key areas of poverty eradication and sustainable development; human rights, democracy and governance; and the prevention and management of armed conflicts. These are illustrated in the body of the report. Yet, the UN system still faces the challenge of fully transforming its diversity and complexity into a source of strength: one that enables its constituent organizations, acting alone or in concert, to respond flexibly and from different perspectives to the evolving international environment and to the changing requirements of Member States. Much more action is needed for the UN system to evolve into "One United Nations"—the cohesive force for progress and change that current conditions require and that Member States have demanded, in putting forward the Millennium Declaration.

### *The way forward for the UN system*

- 4.** In this report, the organizations of the UN system resolve to build "One United Nations." Although not the only multilateral player, One United Nations could serve as a unique agent and catalyst of progress, applying its varied strengths to a common purpose. It would both support and build on regional and bilateral cooperation. It would engage in concerted effort with all actors—State and non-State—to advance synergies. Its constituent organizations would together have the ability to attract sustained political support, to formulate coherent policies and to translate those policies into coherent programmes and operations that yield concrete results. It would derive direction from a common set of goals and hold itself accountable for better results. The overall result of One United Nations, so defined, would be an international environment more conducive to progress and real change in the conditions and quality of life of peoples throughout the world.
- 5.** Achieving One United Nations will require of the UN system specific changes in policy and in practice, similar to those that citizens increasingly demand of their governments.



The report's concluding chapter elaborates three categories of change: deepening understanding and better managing knowledge; achieving an inclusive, purposeful mobilization of all resources and capacities; and increasing transparency and accountability.

### *Deepening understanding and better managing knowledge*

**6.** A collective capacity to acquire and create knowledge and put it to productive use for the common good is as critical to the efforts of the UN system as it is to individual countries. This means, for the UN system, concerted action to deepen understanding and to manage and share knowledge much more purposefully. On the conceptual level, for example, a compelling need exists to articulate fully the system's understanding of the linkages between peace and security and development. In the development area itself, UN system organizations need to further together their understanding of how to advance a truly holistic approach to economic and social development: which fully reflects the mutually reinforcing relationship between pursuing the Millennium Development Goals and those incorporated in the wider UN development agenda; which ensures that social objectives are effectively integrated into economic decision-making; and which factors in the challenge of addressing existing inequalities within and among countries.

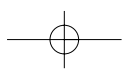
**7.** Individual efforts must coalesce into system-wide action to become centres of excellence within and across areas of competence, especially on multisectoral approaches.

**8.** The UN system must continue to intensify its efforts more effectively to manage and share knowledge and best practices, to better employ information technology and to produce reliable standardized data, all of which facilitate coherent support of decision-making and cogent system-wide strategies for public communication. As part of those efforts, the system needs to promote a system-wide learning culture, rooted in shared values and common objectives.

### *Achieving an inclusive, purposeful mobilization of all resources and capacities*

**9.** As at the national level, a determination to mobilize all resources and capacities in the most inclusive and purposeful way possible should continue to drive change within the UN system. This means a system-wide commitment to overcome fragmentation and the pursuit of narrow interests; to surmount the obstacles to policy coherence and cohesive action inherent in system structures; to integrate sectoral interventions effectively; and to launch more multidisciplinary and well sequenced responses.

**10.** Further action on this front must take several forms, which include: promoting the participation of all parts of the UN system, in the pattern of the global conferences; engaging parliaments and local authorities and all forces of civil society in policy development and implementation; ensuring, within and across organizations, that the system's conceptual and standard-setting work and its country-level operational activities proceed in a mutually reinforcing manner; and achieving a much more unified system presence at the country level.



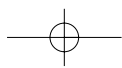
### *Increasing transparency and accountability*

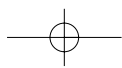
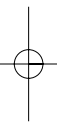
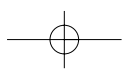
**11.** As it promotes transparency and accountability as principles of good governance at the national and local levels, so must the UN system internalize and apply these principles as the core of what “One United Nations” should embody and convey at the global level. This means a common, system-wide position of zero tolerance for abuses, of openness to scrutiny, and of proactively implementing the most effective and reliable systems for monitoring, evaluation, audit and oversight, including system-wide action to evaluate UN performance in terms not merely of effort, but mainly of real impact in targeted areas.



**12.** At the 2005 World Summit, Governments should reaffirm their consensus that these are directions in which they wish the UN system to proceed, and they should act deliberately to advance that movement in the system’s different governing bodies. The intergovernmental consensus must entail a strong, renewed commitment to substantive progress on and among each of the Declaration’s three pillars, in order to strengthen the entire multilateral framework for collective action.

**13.** The Summit will have before it the Secretary-General’s report, *In Larger freedom: Towards Development, Security and Human Rights for All (A/59/2005)*, in which he presents proposals for strengthening efforts to secure for all peoples freedom from want, freedom from fear and freedom to live in dignity, and for enhancing UN effectiveness in these core areas. The UN system’s future work in these areas will be guided by the consensus reached at the Summit, by the directives of the governing bodies of its constituent members and by the ongoing evolution of the international policy and legal frameworks.

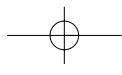
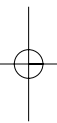
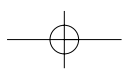


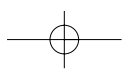




# Contents

	<b>Foreword</b>	<b>i</b>
	<b>Executive Summary</b>	<b>iii</b>
<b>1.</b>	<b>The Millennium Declaration is changing the way the UN system works</b>	<b>1</b>
	The Millennium Declaration: responding to a changing world	2
	The urgency of a collective response	4
	A changing United Nations system	5
<b>2.</b>	<b>Working together for poverty eradication and sustainable development</b>	<b>7</b>
	The UN system's strategy	9
	Inter-agency collaboration	14
	Addressing the special needs of Africa	35
	Challenges	37
<b>3.</b>	<b>Working together to promote human rights, democracy and good governance</b>	<b>41</b>
	Advancing human rights	41
	Promoting democracy	44
	Strengthening governance	45
	Challenges	48
<b>4.</b>	<b>Working together to prevent and manage armed conflicts</b>	<b>51</b>
	Advancing a comprehensive culture of prevention	51
	Managing transitions	53
	Protecting the vulnerable: special emphasis on civilians in armed conflicts	56
	Countering terrorism	58
	Challenges	59
<b>5.</b>	<b>The Way Forward for the UN system</b>	<b>61</b>
	Deepening understanding and better managing knowledge	62
	Achieving an inclusive, purposeful mobilization of all resources and capacities	64
	Increasing transparency and accountability	66
	<b>List of boxes</b>	<b>67</b>
	<b>List of acronyms</b>	<b>69</b>
	<b>Annex</b>	<b>71</b>
	Collaborative initiatives and actions by the organizations of the United Nations system to support the implementation of the Millennium Declaration	





# Chapter 1.

## The Millennium Declaration is Changing the Way the UN System Works

**1.** Its Charter gives the United Nations Organization a comprehensive mission, encompassing the maintenance of peace and security, the promotion of human rights, and economic and social progress. The mandates of the specialized agencies, UN Programmes and Funds and related organizations—which together with the Organization make up the United Nations system—cover a wide spectrum of concerns and areas for international cooperation. Coordination among all these organizations is essential: for maximizing each one's distinct comparative advantage and for enabling the UN system as a whole to respond effectively to the demands of our times. In the almost five years since its adoption, the Millennium Declaration has demanded and facilitated the evolution—now underway—of a more coordinated, cohesive and functional UN system. This process of change is being propelled by a renewed unity of purpose within the UN system, based on the Millennium Declaration's shared values and objectives.

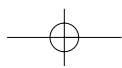
The Millennium Declaration has demanded and facilitated the evolution of a more coordinated, cohesive and functional UN system

**2.** With this report, the UN System Chief Executives Board for Coordination (CEB) aims to contribute to the preparations for the 2005 World Summit this September, five years after the adoption of the Millennium Declaration. The report provides an account of how UN system organizations are working together to help countries achieve the Declaration's objectives. In doing so, the report shows how this common effort is serving to broaden the perspectives of all parts of the UN system and helping them, both individually and collectively, to deepen analysis, expand knowledge-sharing, reinforce synergies and sharpen the focus on results.

New orientations and approaches are guiding UN system's work under the Declaration's three broad themes

**3.** The three central chapters of the report highlight the main new orientations and approaches that are collectively guiding the work of the UN system under the Millennium Declaration's broad themes: poverty eradication and sustainable development; human rights, democracy and governance; and prevention and management of armed conflicts. They also highlight some of the challenges ahead for the UN system in these three areas. An annex provides additional detail on some of the collaborative work by the organizations of the UN system to help advance the Declaration's implementation. The concluding chapter sets out the key elements for continued progress on that front, including the further changes required of the UN system, in policy and in practice. The report concentrates on both accountability and action: on accountability for the UN system's performance so far in helping countries to implement the Millennium Declaration and, generally, in improving its effective delivery of services; and on adjusting and accelerating action, as necessary, to help countries meet the Millennium Declaration's objectives.

This report concentrates on both accountability and action



**Box 1.1****UN System Chief Executives Board for Coordination (CEB)**

In 1946, the UN Secretary-General established the Administrative Committee on Coordination (ACC), at the request of the Economic and Social Council, to supervise the implementation of the relationship agreements between the UN and the specialized agencies. Over the following decades, as the system grew, ACC became the central body for coordination of the activities and programmes of the organizations of the UN system. Following a reform in 2000, ACC was renamed the United Nations Chief Executives Board for Coordination (CEB), in order to highlight the commitment of the UN system's Executive Heads to a collective steering of the system's work. The UN Secretary-General chairs the Board, whose other members include the Executive Heads of the specialized agencies, of all UN Programmes and Funds, and of related organizations.

Specialized Agencies		Programmes and Funds	Related Organizations
ILO	ITU	UNCTAD	WTO
FAO	UPU	UNDP	IAEA
UNESCO	WMO	UNEP	
WHO	WIPO	UNHCR	
World Bank	IFAD	UNRWA	
IMF	UNIDO	UNICEF	
ICAO	UNWTO	UNFPA	
IMO		WFP	
		UNODC	
		UN-Habitat	

CEB aims to advance coordination and cooperation around common objectives among its member organizations in policy, programme and management areas. It meets twice a year and is assisted by two High-Level Committees: the High-Level Committee on Programmes (HLCP) and the High-Level Committee on Management (HLCM). The High-Level Committees are assisted by a network of experts and specialists in different areas of inter-agency work. A jointly-financed secretariat supports CEB and its High-Level Committees and monitors for them a network of experts and specialists in different areas of inter-agency work.

## The Millennium Declaration: Responding to a changing world

The Millennium Declaration established a new framework for multilateral cooperation

4. On the threshold of a new millennium, the world's leaders convened at the UN in September 2000 to construct a new framework for multilateral cooperation. A universal concord—the Millennium Declaration—renewed hope of greater international unity and solidarity in addressing common challenges. The Declaration established the framework as a set of interrelated commitments and goals, articulated in terms of three pillars of collective action: peace and security, human rights and governance, and economic and social progress. In the development area, the framework included concrete, time-bound targets and performance measures for poverty eradication and sustainable development.

**Box 1.2****Values and principles of the Millennium Declaration**

In the Millennium Declaration, Heads of State and Government reaffirmed their faith in the United Nations and its Charter as indispensable foundations of a more peaceful, prosperous and just world. Recognizing their collective responsibility to uphold the principles of human dignity, equality and equity at the global level, they stressed that certain fundamental values are essential to international relations in the twenty-first century. These include:

- **Freedom.** Men and women have the right to live their lives and raise their children in dignity, free from hunger and from the fear of violence, oppression or injustice. Democratic and participatory governance based on the will of the people best assures these rights.
- **Equality.** No individual and no nation must be denied the opportunity to benefit from development. The equal rights and opportunities of women and men must be assured.
- **Solidarity.** Global challenges must be managed in a way that distributes the costs and burdens fairly in accordance with basic principles of equity and social justice. Those who suffer or who benefit least deserve help from those who benefit most.
- **Tolerance.** Human beings must respect one other, in all their diversity of belief, culture and language. Differences within and between societies should be neither feared nor repressed, but cherished as a precious asset of humanity. A culture of peace and dialogue among all civilizations should be actively promoted.
- **Respect for nature.** Prudence must be shown in the management of all living species and natural resources, in accordance with the precepts of sustainable development. Only in this way can the immeasurable riches provided to us by nature be preserved and passed on to our descendants. The current unsustainable patterns of production and consumption must be changed in the interest of our future welfare and that of our descendants.
- **Shared responsibility.** Responsibility for managing worldwide economic and social development, as well as threats to international peace and security, must be shared among the nations of the world and should be exercised multilaterally. As the most universal and most representative organization in the world, the United Nations must play the central role.

5. In many respects, the Millennium Declaration represented the international community's response to the development and security challenges of a changing global environment. At its core is the commitment of world leaders to make globalization a positive force for all. They recognized that, even as the world has accumulated great wealth, many people remain mired in poverty and deprivation. Across the developing world, countries in Africa, Asia and Latin America have made significant strides in lifting their people out of poverty. But for many others, particularly in sub-Saharan Africa, poverty, hunger, illiteracy, infectious diseases, unemployment and environmental degradation continue to pose daunting problems. Compounding these challenges, important differences have arisen since the Declaration's adoption over the changing nature and sources of conflict, over the most effective way to safeguard security, and over basic approaches to collective security.

6. The complexity of the challenges that the world confronts has sparked renewed international reflection. Various independent panels and commissions of experts and eminent persons have examined a wide range of global challenges and presented innovative

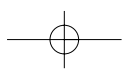
The many initiatives launched since its adoption reflect a sense of urgency and commitment to bringing the Declaration's vision to life

approaches for addressing them. The many initiatives that have been launched since the Millennium Declaration's adoption—and the sense of urgency that has characterized them—reflect a keen awareness of the seriousness of those challenges. At the same time, they testify to the depth of the international commitment to bringing the vision of the Millennium Declaration to life. The United Nations High-Level Panel on Threats, Challenges and Change called for a new security consensus “between alliances that are frayed, between wealthy nations and poor, and among peoples mired in mistrust across an apparently widening abyss.” It highlighted the indivisibility of security, economic development and human freedom and the idea that “we all share responsibility for each other's security.”<sup>1</sup> The Millennium Project has underscored the need for international cooperation to meet the Declaration's development challenges and to achieve the Millennium Development Goals.<sup>2</sup> The International Labour Organization's World Commission on the Social Dimension of Globalization has stressed the need for a more equitable set of rules and governance system to bring about a fair and inclusive globalization, which, it emphasized, is in turn crucially important to achieving the objectives of the Millennium Declaration.<sup>3</sup> The Helsinki Process on Globalization and Democracy has similarly put forward a wide range of proposals and recommendations for how governments and institutions can shape international affairs in a way that makes globalization more equitable. Other panels and commissions engaged in related reflections include: the Panel of Eminent Persons on United Nations-Civil Society Relations,<sup>4</sup> the Commission on Human Security,<sup>5</sup> the United Nations Development Programme's Commission on the Private Sector and Development,<sup>6</sup> the World Bank's Global Programmes Evaluation,<sup>7</sup> the International Task Force on Global Public Goods and the Global Commission on International Migration.

## The urgency of a collective response

**7.** Member States and the communities within them bear the primary responsibility for action to implement the Millennium Declaration. They hold the key to international cooperation that truly delivers. Global intergovernmental cooperation cannot answer every challenge. The UN system alone cannot and should not deal with every international issue. Nonetheless, the UN system can serve as an essential agent of global progress—when it acts with a clear sense of its comparative advantages and with unity of purpose, and when its actions have genuine, far-sighted political support.

1. *A more secure world: our shared responsibility*, Report of the High-Level Panel on Threats, Challenges and Change, New York, 29 November 2004 (issued as document A/59/565).
2. *Investing in Development: A Practical Plan to Achieve the Millennium Development Goals*, Millennium Project Report to the UN Secretary General, New York, 2005.
3. “A Fair Globalization: Creating Opportunities for All,” World Commission on the Social Dimension of Globalization, International Labour Organization, Geneva, 2004.
4. “We the Peoples: Civil Society, the United Nations and Global Governance,” (A/58/817 and Corr.1), Panel of Eminent Persons on United Nations-Civil Society Relations, June 2004.
5. “Human Security Now: Protecting and Empowering People,” United Nations Commission on Human Security, August 2003.
6. “Unleashing Entrepreneurship: Making Business Work for the Poor,” UNDP's Commission on the Private Sector and Development, Report to the Secretary-General of the United Nations, April 2004.
7. “Addressing the Challenges of Globalization—An Independent Evaluation of the World Bank's Approach to Global Programs”, World Bank Operations Evaluation Department, December 2004.



**8.** The world has witnessed important manifestations of unity and political will when nations have acted together, through the UN system, to advance peace and security; address humanitarian crises; develop common frameworks for economic, trade and financial cooperation; and effectively manage many other important areas of interdependence. Such creativity and political will are needed now more than ever. The devastation caused by the recent tsunami in the Indian Ocean underscored the urgency and importance of collective and coordinated international action. The response of the international community shows that it can be challenged to act responsibly and generously.

## A changing United Nations system

**9.** As a highly diversified and complex group of organizations, the UN system faces the challenge of transforming its diversity and complexity into a source of strength. This requires a continuing, systematic effort to harness the different capacities and comparative advantages of each organization in a collective endeavour to advance common objectives. With such a deliberate effort, the diversity of mandates and expertise that the system contains can become a unique asset that enables its constituent organizations, acting alone or in concert, to respond flexibly and from different perspectives to the evolving international environment and to the changing requirements of Member States. Indeed, in a globalized world where so many issues are interlinked, the multifaceted character of the UN system presents unique opportunities for applying the multisectoral approaches that are required. The system is working to ensure that the most is made of these opportunities.

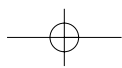
The UN system faces the challenge of transforming its diversity and complexity into a source of strength

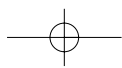
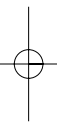
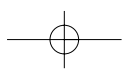
**10.** As they seek to shape and drive change, organizations of the UN system recognize the need to continue to change themselves. As elaborated in this report's concluding chapter, three crucially important areas of change stand out to enable the system to become a cohesive force for advancing and sustaining progress across the interrelated objectives of the Millennium Declaration: deepening understanding and better managing knowledge; achieving an inclusive, purposeful mobilization of all resources and capacities; and increasing transparency and accountability.

**11.** While focusing their limited resources on their main strengths, UN system organizations increasingly are forging and participating in partnerships with non-State actors to exploit new opportunities for advancing international cooperation. Intergovernmental processes of consensus-building and policy-making are increasingly being complemented by a growing array of global policy networks that bring central governments together with constituencies—such as local governments, civil society and business—in joint initiatives for policy analysis, action and evaluation to advance the effective implementation of global agreements.

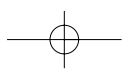
As they seek to shape and drive change, organizations of the UN system recognize the need to continue to change themselves in order to advance a multilateralism that genuinely delivers

**12.** In order to effectively implement the mandates entrusted to them, the organizations of the UN system rely on the continued political and financial support of Member States. At the same time, the organizations have a keen awareness of the need to transform their management cultures, in order to sustain a multilateralism that genuinely delivers.









## Chapter 2.

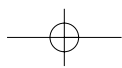
# Working Together for Poverty Eradication and Sustainable Development

**13.** Economic and social progress is one of the three pillars of action in the framework for international cooperation established by the Millennium Declaration. In that area, the framework fixes specific, time-bound targets and performance measures for poverty eradication and sustainable development. And it sets eight Millennium Development Goals, each of far-reaching importance: to eradicate extreme poverty and hunger; to achieve universal primary education; to promote gender equality and empower women; to reduce child mortality; to improve maternal health; to combat HIV/AIDS, malaria and other diseases; to ensure environmental sustainability; and to develop a global partnership for development.

**14.** This chapter begins by setting the development objectives of the Millennium Declaration in the context of the wider UN development agenda. It describes both the UN system's strategy and inter-agency collaborative work to support the achievement of those objectives. It also covers the system's efforts to address in this area the special needs of Africa, on which the Millennium Declaration puts a particular emphasis.

**15.** The Millennium Development Goals (MDGs) must be understood in the context of the UN conferences and summits on economic and social issues. Although these did not originate as a formally linked series of conferences, they shared similar perspectives and processes. Each conference concentrated on a different dimension of development, but always in terms of its impact on and implications for the human person. Each proceeded through a participatory process, engaging all relevant actors in the UN system, all Member States, and an array of non-State actors. Together, these conferences have generated global consensus and shaped the policy orientation of Member States and of the UN system in a wide range of development areas, such as poverty eradication, employment and social inclusion, food security, health, education, environment, human rights, women and gender equality, children, population and human settlements.

**16.** The inclusive way in which the conferences were conceived and organized became a crucial factor in securing the broad engagement needed to sustain their effective follow-up. Nonetheless, the interconnections among the development challenges confronting states and their peoples proved to require approaches not only global in character, but also multisectoral in concentration. None of the conference outcomes could be enduringly advanced independently of the others. The need clearly existed for a coordinated and integrated follow-up to the whole series of UN conferences, which would come to include the historic Millennium Summit. The leadership exercised by the UN Economic and Social Council in guiding this effort has received—and will continue to receive—the strong support of the Chief Executives Board.



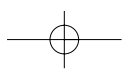
**17.** Two international conferences that followed the Millennium Summit have helped to round out the UN global development agenda: the International Conference on Financing for Development, convened in Monterrey in March 2002, and the World Summit on Sustainable Development, held in Johannesburg in September 2002. Monterrey produced a new global compact that commits developing countries to improve their policies and governance and simultaneously calls on developed countries to increase support, especially by providing developing countries with more and better aid, debt relief and greater access to markets. Johannesburg built a foundation for practical action to implement commitments on sustainable development. This included: a clear programme of action in key areas relating to sustainable resources, and innovative approaches to voluntary partnerships and their links to government commitments.

**18.** The Millennium Declaration has greatly facilitated the UN system's effort to achieve coordinated and integrated follow-up to the landmark conferences and summits in the development field. It has helped CEB to expand its focus from programmatic, sectoral matters to include—and indeed focus on—strategic issues of system-wide concern. Since 2001, CEB has organized its work around the themes identified in the Secretary-General's "Road map towards the implementation of the United Nations Millennium Declaration."<sup>8</sup> Building on this "Road Map," CEB has been devising and promoting common strategies to advance the UN system's contribution to achieving an effective, coordinated follow-up to different aspects of the Millennium Declaration and to related outcomes of other global conferences. In this effort, CEB has aimed both to support intergovernmental follow-up processes and to drive effective inter-agency responses.

**19.** In a way that has simultaneously built on and reinforced this inter-agency effort, nearly all of the intergovernmental bodies of the organizations that make up the CEB membership have sought to frame their strategies and policies around a common set of goals. In 2001, for instance, the World Bank's governing body adopted a multi-year Strategic Framework that explicitly aligned the Bank's efforts with the goals of the Millennium Declaration. In 2003, the Development Committee reaffirmed the shared commitment of the World Bank and the International Monetary Fund (IMF) to achieving the MDGs, particularly the goal of reducing poverty.<sup>9</sup> Similar inter-governmental processes have been underway throughout the rest of the UN system, bringing it together in an unprecedented fashion.

8. "Road map towards the implementation of the United Nations Millennium Declaration: Report of the Secretary-General (A/56/326)." This has enabled CEB to contribute to a system-wide perspective in the Secretary-General's subsequent reports on the Declaration's implementation. See "Implementation of the United Nations Millennium Declaration," Reports of the Secretary-General 2002, 2003 and 2004 (A/57/270 and A/57/270/Corr.1; A/58/323; and A/59/282 and A/59/282/Corr.1).

9. The Development Committee is a forum of the World Bank and the International Monetary Fund that facilitates intergovernmental consensus-building on development issues. Known formally as the Joint Ministerial Committee of the Boards of Governors of the Bank and the Fund on the Transfer of Real Resources to Developing Countries, the Committee was established in 1974. The Committee's mandate is to advise the Boards of Governors of the Bank and the Fund on critical development issues and on the financial resources required to promote economic development in developing countries. Over the years, the Committee has interpreted this mandate to include trade and global environmental issues in addition to traditional development matters.



## The UN system's strategy

**20.** Three premises have guided the UN system's strategy to support implementation of the Millennium Declaration's development objectives. First is the holistic nature of human-centred development and the consequential linkages and interdependencies both among all three pillars of collective action addressed in the Declaration and among its development goals. For example, while the goal of reducing and ultimately eradicating extreme poverty should be understood as central, progress towards it depends heavily on progress towards all the Declaration's other objectives. Consider how hunger is the single largest contributor to disease, weakening the immune system, reducing capacity to recover from infection and inhibiting achievement of the goals relating to health. Malnutrition has consequences for goals relating to different stages in the lifecycle: it limits school completion for children; reduces labour productivity and jeopardizes employment, and hence poverty reduction, among adults; and increases the risk of degenerative diseases in later life. At the same time, lack of progress in stemming the spread of HIV/AIDS, malaria and tuberculosis will jeopardize improvements in areas such as education, employment and health services.

**21.** The second premise of the UN system's strategy is that the achievement of the Declaration's goals and targets requires sustained and, in most cases, enhanced economic growth. This is particularly so in countries facing the greatest development challenges. The UN system's strategy has therefore placed a core emphasis on improving the conditions for growth in developing countries.

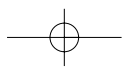
**22.** This relates directly to a third basic premise: that the achievement of the Millennium Declaration's development objectives requires the creation of a supportive, enabling international environment. A successful, pro-development and timely conclusion of the Doha Trade Round and the provision of more aid and debt relief have so far fallen short of the Monterrey vision. The UN system stands united in its commitment to realize that vision.

### Box 2.1

#### The Follow-up to Monterrey

The Monterrey Consensus established a sustained intergovernmental follow-up process in both the General Assembly and the Economic and Social Council. In addition to considering different financing issues on the annual agenda of its Second Committee, the Assembly, every two years, now hosts a two-day High-Level Dialogue on Financing for Development. ECOSOC also holds an annual high-level meeting in the spring on different aspects of the Monterrey Consensus with the leadership of the World Bank, the IMF, the World Trade Organization and (since 2004) UNCTAD.

In line with the innovative and participatory modalities established by the Monterrey Conference, inter-agency support to the follow-up involves close collaboration among all concerned institutions and organizations, and a systematic outreach effort. The Financing for Development Office (FFDO) of the UN Department of Economic and Social Affairs, the World Bank, IMF, WTO, UNCTAD, UNDP and the regional commissions cooperate closely in preparing the follow-up reports for the General Assembly. Within their respective mandates, they also work together to organize multi-stakeholder consultations on the Conference follow-up. Open to Member States and relevant civil society and business organizations, these consultations bring different stakeholders together to strengthen and advance the work underway on each set of issues by official bodies, civil society and private groups.



**23.** As the Millennium Project Report has pointed out, more aid will need to be provided in forms that can flexibly meet the incremental costs to developing countries of meeting the MDGs, thereby promoting sound governance through longer-term commitments and enabling financing for the recurring costs. In order to ensure debt sustainability, a larger proportion of the additional aid should take the form of grants. At the same time, considerable scope exists for increasing the effectiveness of aid: by improving the alignment of aid with national development strategies and priorities, and by aligning donor policies and practices with those of the recipient countries.<sup>10</sup>

### Box 2.2

#### The “Three Ones”

The wide international agreement reached around three core principles to improve coordination of national responses to HIV/AIDS, known as the “Three Ones,” exemplifies a successful effort towards harmonization of donor policies, in the spirit of the Rome Declaration on Harmonization, the Paris Declaration on Aid Effectiveness and the Monterrey Consensus.

Agreed in April 2004 by donor and developing countries, the “Three Ones” amounted to: one agreed HIV/AIDS action framework, which provides the basis for coordinating the work of all partners; one national AIDS coordinating authority, with a broad-based, multisectoral mandate; and one agreed country-level system for monitoring and evaluation. They emerged through a preparatory process initiated by the Joint UN Programme on HIV/AIDS (UNAIDS), working in collaboration with the World Bank and the Global Fund to Fight AIDS, Tuberculosis and Malaria.

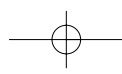
The “Three Ones” will help enable donor and recipient countries to work together more effectively; they will also help to increase country-level coordination and to enhance efficiency in the use of resources devoted to HIV/AIDS responses.

Many partners at the country, regional and global levels have enthusiastically embraced the “Three Ones.” In 2004, the UNAIDS Secretariat found that, out of 66 countries examined, 81 percent had up-to-date national AIDS frameworks, 95 percent had national AIDS coordinating authorities and 77 percent had working groups to develop national monitoring and evaluation systems.

**24.** From these premises, the UN system’s strategy for advancing the Millennium Declaration’s development objectives has proceeded along four components:

- *Analysis:* defining and assessing the policy dimensions of achieving the Millennium Development Goals, based on a consensus among partners for the reforms, investments, financing options and strategies for “scaling up.”
- *Campaigning and advocacy:* collaboration with a wide range of partners, extending well beyond the UN family, to foster a self-sustaining movement, with strong national, regional and international roots.
- *Operations:* goal-driven assistance to address directly the key constraints to progress, guided by the mandates, comparative advantages and resources of the UN system at the country level.
- *Monitoring:* tracking and reviewing progress towards the MDGs.

10. The Rome Declaration on Harmonization (24-25 February 2003) and the Paris Declaration on Aid Effectiveness (28 February-2 March 2005).



**25.** The Millennium Project has sought to analyze and identify the most promising strategies for meeting the MDGs. Drawing on expertise from a wide array of research institutions, and with the support of many UN system organizations, the Project has put forward practical ways to guide ongoing national and international poverty reduction efforts, including key operational priorities, organizational means of implementation and financing structures.

**26.** The Millennium Campaign has, in turn, served as the main platform for the UN system's advocacy strategy in support of the Declaration's implementation. The Campaign has mobilized and reinforced political support for the Declaration by working with parliamentary networks, local authorities, the media, faith-based organizations, youth organizations, the business sector, NGOs and other entities outside the UN system. The campaign and advocacy efforts have been building broad-based coalitions to promote the MDGs and to work with industrialized countries on raising support for increased aid, debt relief and expanded access to markets, technology and investments.

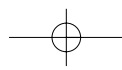
**27.** At the operational level, UN organizations have focused on mainstreaming the MDGs into their programmes and activities. The country-owned and country-driven Poverty Reduction Strategy Papers (PRSPs) and the UN Common Country Assessments (CCA) and UN Development Assistance Frameworks (UNDAF) are all being geared to help maximize the coherence and effectiveness of the system's support for country-level implementation of the Millennium Declaration.

### Box 2.3

#### **United Nations Development Group: Coordinating UN country-level support for the Millennium Declaration**

The United Nations Development Group (UNDG) is one of four Executive Committees established by the Secretary-General in the main areas of UN work, with the others focusing on peace and security, humanitarian affairs and economic and social affairs. Now expanded to include not only UN Programmes and Funds, but also a large number of specialized agencies, UNDG aims to improve the effectiveness and coherence of UN system activities at the country level. It does so by developing policies and procedures to facilitate cooperation among member organizations in analyzing country issues, planning support strategies, implementing support programmes, monitoring results and advocating for change. Responsible for elaborating guidelines for the Common Country Assessment (CCA) and the UN Development Assistance Framework (UNDAF), UNDG is spearheading the effort to shape coordinated operational support to countries in meeting the MDGs.

**28.** The Poverty Reduction Strategy Papers provide an important link among national public actions, donor support and development outcomes towards meeting the MDGs. They are prepared by governments through a participatory process engaging civil society and involving the World Bank, the IMF and other development partners. As the framework for domestic policies and programmes to reach the MDGs in a given country, the PRSP serves as the basis for concessional lending by the World Bank and the IMF. When formulated before a PRSP, Common Country Assessments provide useful analytical inputs for preparing the national poverty reduction strategy, which itself can then contribute to the UN Development Assistance Framework.



**29.** The UNDAF represents the collective contribution of UN organizations to addressing identified development challenges at the country level. As a common strategic framework for UN operational activities, UNDAF provides both: an integrated response to national priorities and needs; and the legal basis for detailing the modalities and content of UN work in supporting developing countries. The UNDAF results-matrix identifies areas for joint programming and shows how the concrete results of the programmes and projects of each organization will contribute to national development goals. Led by the Resident Coordinator, the UN Country Teams assist the incorporation of the MDGs in national poverty reduction strategies, including through the PRSP process. Inter-agency reflection is now underway on how to enhance the integration of non-resident UN organizations into this process, and, more generally, on how to ensure that development outcomes at the country level benefit from all capacities available within the system, operational and analytical.

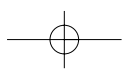
**30.** To complement these efforts, “Theme Groups” provide country-level fora for sharing information on key cross-sectoral areas, such as gender equality, human rights, HIV/AIDS, food security and rural development. These groups help to advance a common vision to shape the UNDAF. They facilitate the efforts of UN Country Teams to promote complementarities, particularly when it comes to furthering the key objectives of country ownership and national capacity. In addition to representatives of UN organizations, members of these groups include governments, donors and civil society. In the specific case of HIV/AIDS, the overall coordinating work of the UN Theme Group steers support for implementation of National Aids Strategies, being provided from within fully-integrated UN Country Team Implementation Support Plans.

**31.** At the regional level, the five UN regional commissions have contributed significantly to raising awareness; conducted research and policy analysis; and promoted policy dialogues and exchanges of national experiences through their intergovernmental fora. Their regional reports—prepared in cooperation with the UN Secretariat, the specialized agencies and other regional partners—have evidenced both the trends and heterogeneity within regions; analyzed the underlying causes influencing sub-regional divergences; identified good practices; and provided policy perspectives and recommendations for action.<sup>11</sup>

**32.** The regional commissions have also fostered and facilitated policy exchanges and knowledge-sharing on key issues that, while relevant to all countries, need to be addressed in ways that take into account the varying circumstances of different regions and countries, such as: relationships among poverty reduction, growth and equity; conditions for a sustained process of poverty reduction; links between economic policies and the social MDGs; the combination of broad-based human capital formation with social protection and specific antipoverty programmes; and policies for addressing inequalities.

**33.** The regional coordination meetings organized by the Commissions, and called for by the Economic and Social Council, have facilitated harmonization of the UN system’s activities at the regional and sub-regional levels. The meetings provide a mechanism for coordinating the various activities of UN system organizations and strengthening the effectiveness of their technical assistance to help countries integrate the MDGs and other priority objectives into their policy frameworks.

11. ECLAC released *Meeting the Millennium Poverty Reduction Targets in Latin America and the Caribbean* in December 2002. ESCAP issued its regional MDG report entitled *Promoting the Millennium Development Goals in Asia and the Pacific* in May 2003. Similar reports have been published or are being published by ECA, ECE and ESCWA.



**34.** The annual reports of the Secretary-General to the General Assembly on the implementation of the Millennium Declaration stem from a broad system of monitoring and reporting to track global, regional and national progress towards the MDGs. These reports have provided an overview of progress in implementing the Declaration's commitments and a comprehensive statistical analysis on progress towards the goals. They have been based on global and regional monitoring by an Inter-Agency and Expert Group on MDG Indicators, coordinated by UN-DESA; on country-level monitoring coordinated by UNDP; and on other inputs from many parts of the system. They have also been complemented by an array of detailed progress reports produced by individual organizations. The most wide-ranging of these is the World Bank and IMF's annual "Global Monitoring Report," which provides an integrated assessment of progress on policies and actions needed to achieve the MDGs and related conference outcomes.<sup>12</sup>

#### Box 2.4

#### Tracking progress on the MDGs

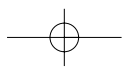
Monitoring progress towards the MDGs at the global level requires the collaboration of international agencies and close consultation with national experts and statisticians. The Inter-Agency and Expert Group on MDG Indicators coordinates the efforts of UN organizations, international parties and national statistical services. Coordinated by UN-DESA, the group meets twice a year to review enhanced collaboration on data compilation, methodological development and statistical capacity-building. All specialized agencies of the UN and the regional commissions are members of the group, which also includes other international statistical services, representatives from national statistical offices and experts in selected areas. Lead agencies have been designated by the Secretary-General to steer the data and methodological developments for each of the 48 MDG indicators.

The results of this work are reflected in *The Millennium Development Goals Report 2005*, supplemented by a more extensive on-line report and an on-line database ([millenniumindicators.un.org](http://millenniumindicators.un.org)), which contains country-level data for each of the selected indicators, as well as other background data and explanatory material. Maintained by the United Nations, this database comprises the most up-to-date series provided by the designated lead agency for the indicator in question. An annual regional and global analysis of this data is available at the same website.

In order to assist countries in monitoring and reporting on the MDGs, and in collaboration with other parts of the UN system, UNICEF developed DevInfo. Released in May 2004, this software tool allows for the collection and analysis of standard and specific user-defined indicators. DevInfo is being used by an ever-increasing number of governments, UN country teams, academic institutions and others to provide standardized and comparable reporting on MDGs, to advocate their achievement through policy measures and to develop national institutional capacity.

**35.** This inter-agency effort has been accompanied by monitoring and reporting on individual MDGs and related internationally agreed goals undertaken by the UN organizations and agencies most directly concerned, under the guidance of their respective governing bodies and with the support of other parts of the UN system. As noted above, country-level reporting by UN Country Teams has focused increasingly on monitoring MDG implementation.

12. *Global Monitoring Report 2005—Millennium Development Goals: From Consensus to Momentum and Global Monitoring Report 2004—Policies and Actions for Achieving the Millennium Development Goals and Related Outcomes*, World Bank.



## Inter-agency collaboration

**36.** The growing number of inter-agency initiatives in the development area is indicative of the UN system's commitment to join forces in advancing the economic and social objectives of the Millennium Declaration. The following examples demonstrate the range of collective work being undertaken toward each of the MDGs, with additional detail provided in an annex to this report.

## Eradicating extreme poverty and hunger

**37.** The first—and in many ways, over-arching—goal of the Millennium Declaration, to eradicate extreme poverty and hunger, has provided a core focus for the system's collaborative efforts, at the conceptual and the operational levels.

### *Eradicating extreme poverty*

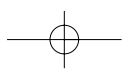
**38.** The global conferences established a policy framework for an economically, socially and environmentally sustainable development most conducive to poverty eradication. That frame-work and the Millennium Declaration's vision of a “fully inclusive and equitable” globalization together have guided UN system support for progress towards eradicating poverty.

#### Box 2.5

#### **The Copenhagen commitments to eradicate poverty**

The Copenhagen Declaration and Programme of Action adopted at the 1995 World Summit for Social Development emphasized the eradication of poverty as an ethical, social, political and economic imperative. In 2000, at the 24th Special Session of the General Assembly, Member States called for placing poverty eradication at the centre of economic and social development and for reducing by half the proportion of people living in extreme poverty by 2015. This Commitment was further embodied in the Millennium Declaration, which resolves to halve, by that same year, the proportion of people living in extreme poverty and the proportion of those suffering from hunger. The Declaration adopted in 2005 at the 43rd session of the Commission for Social Development, on the 10th anniversary of the World Summit for Social Development, called for the restoration of the people-centred approach to development envisioned in the Copenhagen Declaration and for the adoption of policies that link eradicating poverty to fostering social integration and promoting employment strategies. More than that, the Declaration recognized the mutually reinforcing relationship between implementing the Copenhagen commitments and attaining the MDGs; hence its call to inject the issues of employment and social integration into the MDGs, in order to broaden the concept of, and in fact to achieve, poverty eradication. The ten-year review of the Social Summit showed wide consensus that the fight against poverty requires greater coordinated global and national action, and that formulating effective poverty eradication strategies will require recognizing and understanding poverty's root and structural causes. Member States called for closer working relationships among the UN agencies, Funds and Programmes to adequately address the root causes of poverty and their relationship to employment and social integration. They also called for the integration of macroeconomic and financial policy issues with the realization of the broader social development goals.





**39.** Decent and productive employment is key to eradicating poverty, and, in this context, the Millennium Declaration focuses especially on the needs and aspirations of young people. Identifying the most relevant demographic and other trends and achieving far-sighted targeting of particularly vulnerable social groups are among the main concerns guiding inter-agency collaboration to enhance the effectiveness of the system's work towards poverty eradication.

**40.** The Millennium Declaration resolved to “develop and implement strategies that give young people everywhere a real chance to find decent and productive work.” Inter-agency work in this field aims to promote decent work for poverty alleviation and concentrates on unemployed youth as a special group. In addition, an ad hoc inter-agency task force is coordinating the activities of UN agencies with programmes on young people. The task force aims to convey a clear and consistent message about the need to link investments in young people to achieving the MDGs. In support of the preparations for the 2005 World Summit, the task force will launch an advocacy campaign on “The youth face of the MDGs.”

**41.** Through tripartite consensus and in close collaboration with other UN system organizations, the International Labour Organization has developed three interlinked concepts to advance decent and productive employment as a broad strategy for eradicating poverty: the Decent Work Agenda, as a tool for development and social inclusion; productive employment for women and men, as the main route out of poverty; and the achievement of a fair globalization as a source of global stability and rising living standards.

## Box 2.6

### Decent work and a fair globalization

In response to the request from the General Assembly (A/RES/55/2412) to “elaborate a coherent and coordinated international strategy on employment,” ILO developed the Global Employment Agenda. This agenda aims to place employment at the heart of economic and social policy, on the basis of a tripartite strategy engaging government, business and workers' organizations in a wide range of actions. It includes proposals for strategic alliances in pursuit of employment objectives with the Bretton Woods institutions and others, including UNESCO, UNEP and the WTO.

“Decent work” country programmes— which combine employment creation, protecting fundamental rights at work, strengthening social protection and broadening social dialogue— have become the main tool applied in ILO's work in the field.

This approach to productive employment as the sustainable way out of poverty underpins the policy contribution of ILO to reaching the goal of reducing poverty by half by 2015. It received strong support from the Extraordinary Summit of Heads of State and Government on Employment and Poverty Alleviation in Africa, convened by the African Union in Ouagadougou in September 2004.

The Report of the World Commission on the Social Dimension of Globalization, established by ILO, highlighted the importance of decent work and fair globalization as instruments to help ensure that the global economy delivers on development objectives and people's aspirations. The Report concluded that implementing the Millennium and the Copenhagen Declarations requires complementary action at the national and international levels. It called on ILO and other UN organizations to play a leading role in shaping a fair globalization and advanced recommendations to that end. ILO is actively following up the Commission's recommendations in its area of competence, including through cooperation with relevant organizations on a Policy Coherence Initiative that addresses growth, investment and employment in the global economy.

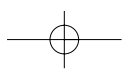
**42.** Social integration, one of the core issues addressed by the Social Summit, is essential for a society that respects every individual. In many places, however, this remains a distant goal and therefore requires intensified efforts to mainstream it into the pursuit of the MDGs. As a result of the social changes brought by globalization, communities worldwide have come to bear enormous pressures. The social ills of increasing inequality, poverty and lack of opportunities have had a forceful, negative impact on community well-being. Social integration has economic, environmental, political, human rights and security dimensions: any attempt to create peaceful societies must foster social integration based on the promotion of human rights, non-discrimination, equality of opportunity and the participation of all people, taking into account not only the human rights and needs of people living today, but also the rights of future generations. Yet, in many countries, groups with special needs remain marginalized in the political process, even though their participation is critical to address their concerns effectively and, generally, to promote an equitable society. In particular, indigenous peoples, persons with disabilities and the older poor frequently suffer discrimination and the denial of their basic human rights:

- Indigenous peoples are often the most marginalized populations in society, deprived of their right to development, including access to education, to healthcare, to water and to participation in the policy processes that affect their lives;
- Persons with disabilities require special focus and legal instruments to protect them from discrimination and to ensure their rights and equal opportunities in society; and
- The needs of growing ageing populations are of increasing concern, for without reform of the current systems for financing pensions and long-term care, future generations of older persons may be left without adequate social protection.

### Box 2.7

#### **Coordinated inter-agency action in support of special social groups**

Coordinated inter-agency action is essential to improve the situation of special social groups. Inter-agency collaboration has been significant in the lead up to the adoption of the 2002 Madrid International Plan of Action on Ageing; in the ongoing elaboration of the International Convention on the Protection and Promotion of the Rights and Dignity of Persons with Disabilities; and in the continuing work of the United Nations Permanent Forum on Indigenous Issues. For example, the Inter-Agency Support Group on Indigenous Issues has contributed considerable substantive preparatory documentation for the Permanent Forum's 2005 session, which focused on the MDGs, particularly the first two goals of eradication of poverty and achieving primary education for all. In relation to poverty eradication, the Forum recommended that Poverty Reduction Strategy Papers recognize rights to indigenous land, forest, marine and other natural resources; that the Commission on Sustainable Development take measures to protect water from privatization and other incursions that impoverish communities; and that the policy and practice of the World Bank and other multilateral development banks should be consistent with the internationally recognized human rights of indigenous peoples and should respect their free, prior and informed consent.



**43.** Several UN organizations, including UN-HABITAT, the World Bank and UNDP, are working together to help eradicate poverty in urban areas and to promote sustainable urbanization: that is, to promote the role of cities as engines of economic growth and social development.

### Box 2.8

#### Addressing the urbanization of poverty

Achieving the MDGs, particularly the goal of halving poverty by 2015, requires that poverty reduction programmes give more attention to urban areas. According to UN estimates, virtually all population growth expected in the world during 2000-2015 will be concentrated in urban areas, and the urban population will rise from 2.8 billion in 2000 to 3.8 billion in 2015. The global population is expected to increase at an annual rate of less than 1 percent per annum, or 0.84 percent over the next fifteen years. Yet, in the less developed regions, where the rural population will grow at only 0.1 percent per annum, the urbanized population will increase at a rate of 2.45 percent per annum. In other words, with urban poverty growing much faster than rural poverty, poverty is being urbanized. UN-HABITAT estimates that today around 40 percent of the world's population living on less than US\$2 Purchasing Power Parity—roughly 1.2 billion people—are living in urban areas. By 2030 more than half of the world's poor will be living in cities.

#### *Eradicating extreme hunger*

**44.** FAO, IFAD and WFP are working together to address the immediate and long-term challenges of fighting hunger and achieving food security.

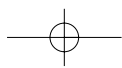
### Box 2.9

#### Combating hunger and poverty

The three Rome-based United Nations organizations, FAO, WFP and IFAD, are working with a common vision and complementary mandates to end hunger and poverty. FAO provides technical expertise and policy guidance. WFP provides food aid in response to emergencies and contributes to economic and social development, through such programmes as Food for Work and School Feeding. IFAD provides loans and grants to help the rural poor overcome poverty and gain the means to achieve food security.

FAO, WFP and IFAD have developed strong collaboration in both operational work and policy development. At the country level, they are assisting smallholder farmers and other rural producers to increase productivity and incomes and to reduce their vulnerability. By addressing the structural causes of food insecurity and poverty, they are helping to create the conditions for more rapid and balanced development. The agencies support an approach that combines food assistance for preventing malnutrition with longer term investments in agricultural production. Through their action, they have provided immediate access to food and improved the livelihoods of populations in need.

In the context of emergencies, FAO and WFP carry out needs assessments and help develop a response on food security in coordination with other relief organizations. IFAD supports the efforts of affected peoples to rebuild normal lives, by assisting their transition to rehabilitation and development. *(continued on following page)*



**Box 2.9****Combatting hunger and poverty** (continued from previous page)

The agencies are also working together on policy issues to highlight the centrality of agricultural and rural development to achieving the MDGs. Their joint launch of the Millennium Development Project Report in Rome, in consultation with the Government of Italy, reflects their strong commitment.

Symbolizing their close collaboration, FAO, WFP and IFAD presented their views jointly at the Financing for Development Conference in Monterrey and at subsequent discussions in the General Assembly. The three agencies are also working together to support the efforts of African countries within the framework of the New Partnership for Africa's Development (NEPAD).

The three organizations are collaborating within the framework of the International Alliance Against Hunger (IAAH). Established by the World Food Summit: Five Years Later, the Alliance advocates for greater political will and practical action to rapidly reduce the incidence of hunger and rural poverty. Core membership in the Alliance also includes the International Plant Genetic Resources Institute (IPGRI) and NGO networks. A UN System Network on Rural Development and Food Security—promoted by FAO, IFAD and WFP—supports the activities of National Thematic Groups within the Resident Coordinator system and enables information exchange on best practices.

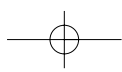
**45.** In order to strengthen worldwide efforts to fight malnutrition, the UN System Standing Committee on Nutrition (SCN), a partnership among UN organizations, governments and NGOs, is analyzing trends and raising awareness on nutrition issues, galvanizing global action against malnutrition and promoting cooperation among UN agencies and partner organizations in support of national efforts to end malnutrition.

**Box 2.10****Nutrition and the MDGs**

In its 5th Report on the World Nutrition Situation (March 2004), the Standing Committee on Nutrition (SCN) makes the case that reducing malnutrition is central to achieving the MDGs, citing evidence that links nutrition to a range of other development outcomes. The Report highlights how a nutrition perspective can strengthen key development mechanisms and instruments, such as poverty reduction strategies, health sector reform, the improvement of governance and human rights, and trade liberalization. The report also advances specific suggestions for including nutrition in programme and policy development and calls on the nutrition community to lead this effort.

## Achieving universal primary education

**46.** Education is key to giving people choices and, fundamentally, to breaking the cycle of poverty. From this perspective, the Millennium Declaration especially highlights the goals of universal primary schooling and of gender equality in primary education—and sets specific targets for their achievement. The goals have helped galvanize inter-agency



collaboration and joint initiatives, including strategies for achieving the objectives of Education for All (EFA) by 2015. The UN system strategies towards EFA cover a range of efforts, from collective advocacy, intensified networking and broader partnerships and commitments to resource mobilization and the inclusion of education sector goals within national planning frameworks.

### Box 2.11

#### Education for All

UNESCO is mandated to coordinate EFA partners and to maintain the momentum of collaboration (Dakar Framework for Action, 2000, paragraph 19). A number of initiatives have been set in motion to generate sustained global commitment and support for country level efforts to implement EFA, including: the EFA Global Monitoring Report, now a standard reference document for all partners in the field of education; the Collective Consultation of NGOs on Education for All; national and regional EFA Forums; the annual High-Level Group on EFA; and the Working Group on EFA.

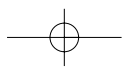
The EFA strategy emphasizes eliminating gender disparity in primary and secondary education through the UNICEF-led Girls' Education Initiative (UNGEI), a ten-year sustained effort to promote girls' education, which involves 13 UN entities in a wide range of partnerships with civil society organizations and networks. UNGEI focuses intensive action on 25 countries most at risk of failing to meet the goal.

The World Bank-led EFA-Fast Track Initiative has set up a global partnership of donors and developing countries to mobilize supplementary funding and to accelerate progress in low-income countries towards the goal of universal primary education. EFA-FTI focuses on country ownership, support linked to performance, lower transaction costs and transparency. Supported by bilateral donors, regional development banks, and UN organizations, such as UNESCO, WFP and UNICEF, EFA-FTI has improved efficiency in: the allocation of resources to primary education service delivery, system expansion, system financing and spending for primary education. WFP has supported EFA-FTI through school feeding with \$400 to \$500 million per year, as part of an Essential Package of interventions for basic education which it promotes in cooperation with other EFA partners.

Civil society organizations, notably in Africa, Asia and the Pacific, have increasingly organized themselves to present a coherent voice and to build systematic relationships with governments and international agencies in support of EFA. The Global Campaign for Education plays a strong advocacy role at the international level. Regional and national networks also are emerging or gaining ground, while communities are becoming more engaged in educational issues and advocacy.

## Promoting gender equality and empowering women

**47.** Assuring equal rights and opportunities of women and men is a central objective of the Millennium Declaration. The Declaration addresses gender equality and the empowerment of women as human rights and as essential instruments for fighting poverty, hunger and disease and for stimulating development that is truly sustainable. It also embodies specific commitments to combat violence against women and to promote implementation of the Convention on the Elimination of Discrimination against Women (CEDAW). And, as described above, it sets a clear target, encompassing all levels of education, for eliminating gender disparities in education by 2015.



**48.** Targeted, women-specific initiatives and an active and visible policy of mainstreaming gender perspectives in the design, implementation, monitoring and evaluation of all policies and programmes are long-standing priorities for the UN system. The Millennium Declaration's commitments have given renewed impetus and focus to the close inter-agency collaboration and coordination in these areas.

**49.** In that spirit, the outcome of the ten-year review of implementation of the Beijing Declaration and Platform for Action, conducted by the Commission on the Status of Women in March 2005, reaffirmed, in a special declaration, the Beijing Declaration and Platform for Action. The declaration emphasized that full and effective implementation is essential to achieving the internationally agreed development goals, including those agreed at the Millennium Summit, and it reiterated the crucial importance that Member States attached to the UN system's collective contribution and engagement towards that end.

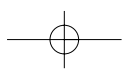
#### Box 2.12

#### **Inter-agency collaboration on gender equality and empowerment of women**

The Inter-agency Network on Women and Gender Equality (IANWGE) is a system-wide network of Gender Focal Points which promotes gender equality and empowerment of women throughout the system. It coordinates follow-up to the Fourth World Conference on Women (Beijing 1995), to the outcome of the twenty-third special session of the General Assembly (2000) and to the Millennium Declaration. Comprised of some 60 members representing 25 organizations of the UN system, the network provides a unique forum for exchange of information, experiences and best practices, as well as for the enhancement of collaboration and coordination. Activities are carried out in ad hoc task forces on critical areas of concern, including trade, ICT, water resources management, operational activities and peace and security. The network provides regular opportunities for innovation in methodology development, including through workshops on the implementation of gender mainstreaming.

### Reducing child mortality

**50.** The Millennium Declaration committed countries to reducing by two-thirds the mortality rate among children under the age of five. Various organizations of the system have launched important initiatives in this field, working with non-UN partners. These initiatives encompass child immunization, improving child health in the home, child survival and healthy newborns. Over the years, UN organizations have scored major successes in immunizing children and reducing child mortality. An inter-agency working group involving UNICEF, WHO and the World Bank focuses on household and community IMCI (Integrated Management of Childhood Illness). Another multi-agency initiative, the Child Survival Partnership (CSP), formed in 2004, aims at providing a forum for coordinated action to address the main conditions that affect children's health. CSP enables governments and partners to agree on consistent approaches and stimulates concerted efforts towards their implementation. The Healthy Newborn Partnership, an



inter-agency group formed in 2000, promotes attention and action to improve newborn health and survival. It also provides a forum for information exchanges on programmatic, research, training and communication issues. The Partnership collaborates actively with other groups working on related objectives, such as the Inter-Agency Group for Safe Motherhood.

**Box 2.13****Reducing child mortality through immunization**

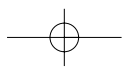
Outstanding progress has been made towards eradicating polio, reducing measles mortality and eliminating maternal and neo-natal tetanus, through such innovative partnerships as the Global Polio Eradication Initiative, the Measles Initiative and the Global Partnership for Eliminating Maternal and Neonatal Tetanus. Worldwide, 784 children were paralyzed by polio in 2003, down from an estimated 350,000 in 1988; the number of endemic countries has declined from more than 125 to six. From 1999 to 2002, measles deaths decreased by 30 percent globally, with a 35 percent reduction in Africa. The number of neonatal tetanus deaths came down from 800,000 worldwide in the 1980s to 180,000 in 2002. By the end of 2005, maternal and neonatal tetanus will be eliminated in 12 of the 57 high-risk countries, with 13 more high-risk countries close to achieving this goal.

With the launch of the Global Alliance for Vaccines and Immunization (GAVI) in 2000, more than 500,000 lives are expected to be saved. The Alliance has enabled 40 of the world's poorest countries to immunize for the first time 35.5 million children against hepatitis B. Six million children have been vaccinated against *Haemophilus influenzae* type b (Hib) and 2.7 million children against yellow fever.

Challenges remain, however, and WHO is working with UNICEF to develop a new global immunization strategy (Global Immunization Vision and Strategy—GIVS). The strategy concentrates on four main priorities for protecting more people in a changing world: introducing new vaccines and technologies, linking vaccination with other interventions, increasing synergy between immunization programmes and health systems, and addressing immunization challenges in the context of global interdependence.

## Improving maternal health

**51.** Universal access to reproductive health care is the starting point for maternal health; it should be pursued as an integral part of efforts to ensure the right of everyone to the highest attainable standard of health. Making reproductive health services accessible to all is, in turn, essential to meeting the Millennium Declaration's goals related to child mortality, HIV/AIDS and gender equality and to meeting its over-arching goals of eradicating extreme poverty and hunger. This approach, and the specific target set in the Millennium Declaration for significantly reducing maternal mortality ratios are together providing a renewed basis for engaging the contribution of an array of UN organizations and for adding a new focus to the UN system's work on women's rights and on women's education and health. Inter-agency collaboration covers a broad range, from identifying and disseminating best practices to orienting social investments.



**Box 2.14****Global and regional initiatives to improve maternal and newborn health**

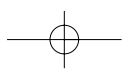
The global Safe Motherhood Initiative was launched in 1987 in response to high levels of maternal deaths in the developing world. A great deal has since been learned about effective and affordable strategies for saving women's lives during pregnancy and childbirth and about the linkages between maternal and newborn well-being. A number of countries have been able to reduce maternal and newborn deaths by investing in proven, cost-effective interventions and by strengthening health systems. Yet in many countries, women and their newborns continue to die and suffer needlessly.

In January 2004, a broad Partnership for Safe Motherhood and Newborn Health was established to reinvigorate and expand the global Safe Motherhood Initiative. Bringing together multilateral and intergovernmental agencies, donors, health professional associations, NGOs, academic/research institutions, as well as developing countries, the Partnership aims to strengthen and expand maternal and newborn health efforts within the broader goals of poverty reduction, equity and human rights; it aims particularly to address the enormous health disparities that exist between urban and rural populations and between rich and poor. Building on the MDGs on child mortality and maternal health, the Partnership seeks to create synergy among the many stakeholders working to assure the right to safe pregnancy outcomes. Two key priorities of the Partnership are: to ensure that safe motherhood and newborn health are addressed in national development plans, sector-wide approaches, Poverty Reduction Strategy Papers and other resource allocation mechanisms at the country-level; and to advocate for greater attention to, funding for and action on safe motherhood and newborn health at the global level.

In February 2004, the Latin American and Caribbean Task Force on Maternal Mortality Reduction, which includes such organizations as WHO, the World Bank, UNICEF and UNFPA, as well as a number of non-UN partners, adopted a joint statement on maternal mortality. The statement identified strategies, priorities and a combination of interventions, including legal and policy changes; an essential package for ensuring skilled attendants and emergency obstetric care; a strong participation of communities in demanding quality care; and monitoring and financial mechanisms on reproductive health, such as the inclusion of maternal mortality in national plans and budgets. The Regional Task Force has helped build commitment to safe motherhood within its member agencies and increased intra-agency support for best practices. It has also provided opportunities for collaboration among its members in other areas. These positive processes are being replicated at both regional and national levels.

The African Road Map for the Attainment of the Millennium Development Goals related to Maternal and Newborn Health, adopted by the African Union, is supported by WHO, UNFPA, UNICEF and a broad range of governmental and non-governmental partners. The Road Map aims to provide skilled attendance during pregnancy, childbirth and the postnatal period, at all levels of the health care system, and to strengthen the capacity of individuals, families, communities, civil society organizations and governments to improve maternal and newborn health. The main strategies of the Road Map include: improving the provision of and access to quality maternal and newborn health care, including family planning services; strengthening district health planning and the referral system; advocating for increased commitment and resources for maternal and newborn health and family planning; fostering partnerships; and empowering communities, particularly women.





## Combatting HIV/AIDS, malaria and other diseases

**52.** The UN system has mounted joint efforts to address the multi-faceted challenges posed by HIV/AIDS and to advance the Millennium Declaration's goals of reversing its spread and of reversing the incidence of malaria and other diseases, such as tuberculosis, across a broad range: from awareness-raising, advocacy and resource mobilization to capacity-building and delivery of health services. In fact, across all these areas, multi-agency action has increasingly become the norm. For example, FAO, UNICEF and WFP are collectively supporting the improvement of food and nutrition security and the care for orphans and other children living with HIV and AIDS in southern Africa. In another example, the IFAD-managed Belgium Survival Fund Joint Programme brings together WHO, UNICEF and IFAD to provide assistance to HIV/AIDS orphans in Uganda and elsewhere in Southern Africa.

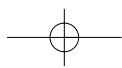
**53.** Launched by the Secretary-General in February 2003, the Commission on HIV/AIDS and Governance, chaired by the Executive Secretary of the Economic Commission for Africa, has served to complement the work of the UN and other agencies on transmission and prevention, and to chart the way forward on HIV/AIDS and its linkages to governance in Africa in three interrelated areas: the implications of sustained human capital losses for the maintenance of state structures and economic development; the viability (technical, fiscal and structural) of using antiretroviral (ARV) medication as an instrument of mitigation; and the synthesis of best practices in HIV/AIDS and governance in key development areas, with a view to formulating policy recommendations, in partnership with UN and other agencies.

### Box 2.15

#### **Responding to HIV and AIDS: Joint UN approaches in action**

The Joint United Nations Programme on HIV/AIDS, or UNAIDS, exemplifies the shared commitment of the UN system to addressing one of the gravest challenges facing humanity. Composed of ten co-sponsoring organizations (UNHCR, UNICEF, WFP, UNDP, UNFPA, UNODC, ILO, WHO, UNESCO and the World Bank), UNAIDS is the main advocate for global action on the epidemic. It leads, strengthens and supports an expanded response aimed at preventing transmission of HIV/AIDS, providing care and support, reducing the vulnerability of individuals and communities to HIV/AIDS, and alleviating the pandemic's impact.

At the country level, HIV Theme Groups, under the leadership of the UN Resident Coordinator and supported by the UNAIDS Country Coordinator, work to harness the collective resources of UNAIDS and other concerned UN agencies together to advocate for and empower national leadership and to coordinate the response; to broker and facilitate public, private and civil society partnerships; to generate strategic information (good practices and lessons learned) for evidence-informed policy and programming; to build capacity for tracking, monitoring and evaluating country responses; and to facilitate both access to and the optimal use of resources (financial, technical and human) in support of national priorities. *(continued on following page)*



**Box 2.15****Responding to HIV and AIDS** (continued from previous page)

Through the global initiative led by WHO and UNAIDS to ensure three million people globally are on anti-retroviral treatment by 2005 ("3 by 5"), joint UN efforts have supported universal access to effective, affordable and equitable prevention, treatment and care, including safe anti-retroviral treatment for people living with HIV/AIDS. The global initiative on HIV/AIDS Education led by UNESCO and UNAIDS, as part of its overall prevention strategy, is helping countries to develop comprehensive education, sector-based responses to HIV/AIDS, with a focus on children and young people, especially those who are most vulnerable.

**54.** In 2003, concern over the worsening HIV/AIDS pandemic and its severe consequences on food security, public health, educational systems and the institutional capacity in affected countries—particularly in Africa—led CEB to launch a renewed, comprehensive inter-agency effort that would bring to bear against the pandemic all of the system's knowledge and operational capacity relating to its causes and its socio-economic effects.

**Box 2.16****Addressing the triple crisis of AIDS, food security and governance**

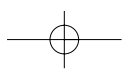
Organized in the framework of CEB's High Level Committee on Programmes by eleven organizations of the UN system, and under the leadership of UNAIDS and WFP, a task group collaborated in 2003 on the preparation of a system-wide strategy targeting the interlinked crisis of food security, weakened capacity for governance and AIDS in the Southern and Eastern African region. The strategy also addressed the connection between food security and livelihoods strategy and agricultural practices, including drought management.

At its Fall 2003 Session, CEB approved this strategy and called on its member organizations to draw upon it as a tool for advocacy and communication with regard to the nexus between HIV/AIDS, food security and governance; to adopt it as a guide for action by their country representatives and by UN country teams in areas where AIDS threatens; and to strive to increase financial investments in country-level actions directed at HIV/AIDS in Southern and Eastern Africa.

The strategy included a set of programmatic and supporting institutional actions necessary to enable the UN system to advance the achievement of the targets outlined in the Declaration of Commitment adopted at the General Assembly's Special Session on AIDS in June 2001 and, more broadly, in the Millennium Declaration.

CEB tasked UNDG to oversee and monitor the strategy's implementation on the ground.

**55.** The Millennium Declaration rightly recognizes other major diseases—malaria and other old but re-emerging threats like tuberculosis—as the cause of millions of deaths in the developing world, affecting the social and economic fabric of societies and countries' prospects for development. Within the UN system, WHO has the lead in this area. Also, as noted in the *Millennium Development Goals Report 2005*, eighty countries are benefiting from over \$290 million for malaria control, provided through the Global Fund to Fight HIV/AIDS, Tuberculosis and Malaria. Efforts are also being expanded to prevent malaria during pregnancy, through mosquito net distribution and preventive drug treatment.



## Ensuring environmental sustainability

**56.** For the effort to ensure environmental sustainability, the Millennium Declaration sets specific targets, encompassing access to safe drinking water and basic sanitation and improvements in the conditions of life of slum dwellers. In this area, the UN system draws guidance from the principles of sustainability adopted at Rio and reinforced at Johannesburg and from the overall commitment to action embodied in the Millennium Declaration's targets for integrating these principles into country policies and programmes and for reversing the loss of environmental resources. UN organizations are working together across a span of issues, from helping to forge international agreements on the environment to addressing specific environmental challenges, such as freshwater, water and sanitation, energy, oceans and coastal areas, and consumption and production patterns.

### Box 2.17

#### Working together for environmental sustainability

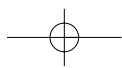
The Environmental Management Group (EMG), established by the UN General Assembly in 1999 and led by UNEP, is identifying and addressing environmental and human settlements issues that require enhanced cooperation among UN organizations and with non-UN actors. The focus is on environmental education, harmonization of national reporting, environmental governance and environment-related capacity building.

UNCTAD is working closely with UNEP, UNDP, the regional commissions and WTO to develop a comprehensive programme for addressing the trade-environment-development nexus. An example of this collaborative effort is the UNEP-UNCTAD Capacity Building Task Force on Trade, Environment and Development, which is focusing on the particular situations and requirements of small island developing states.

**57.** In 2003, CEB adopted a set of approaches and guidelines to orient the system's follow-up to the World Summit on Sustainable Development (WSSD). The aim was to strengthen system-wide support for the implementation of WSSD outcomes and effectively to integrate them into the follow-up processes for other relevant UN conferences. In so doing, CEB strove to maximize the impact of the WSSD outcomes on progress across the MDGs.

**58.** As part of this process and under the aegis of CEB's agencies, inter-agency collaborative arrangements for the follow-up to WSSD—dealing with water and sanitation (UN-Water), energy (UN-Energy), oceans and coastal areas (UN-Oceans), and patterns of consumption and production—were established or strengthened.

**59.** UN-Water's World Water Assessment Programme is an integral part of the UN system's contribution to the realization of the Millennium Declaration commitments to “halve, by the year 2015, the proportion of the world's people who are unable to reach, or to afford, safe drinking water” and to “stop the unsustainable exploitation of water resources, by developing water development strategies at the regional, national and local levels, which



promote both equitable access and adequate supplies.” The main product of the World Water Assessment Programme is the World Water Development Report. Released on World Water Day 2003, its first edition, “Water for People, Water for Life,” provided an initial assessment of progress towards achieving water-related goals in the context of the larger pursuit of sustainable development. The report’s second edition will be released on World Water Day 2006.

### Box 2.18

#### Mobilizing the UN system for freshwater resources

The sustainable management of freshwater resources has long constituted an international goal from the Mar del Plata Action Plan of the 1977 UN Conference on Water to the Millennium Summit, and to the 2002 World Summit on Sustainable Development. Only recently, however, have experts recognized the need for a comprehensive assessment of the world’s freshwater as the basis for more integrated water management. The World Water Assessment Programme (WWAP) was established in 2000 that year as a collective response of the UN system to assist countries in reaching their commitments in this area.

Hosted by UNESCO, UN-Water’s World Water Assessment Programme involves 23 UN organizations, along with convention secretariats, donors and other partner entities from outside of the UN system. The programme consists of:

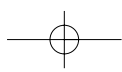
- The World Water Development Report (WWDR), a periodic publication that reviews the world’s freshwater resources, provides decision makers with information tools for integrated water resources management and with case studies that illustrate different scenarios of how challenges are being faced in different parts of the world;
- A capacity-building component, designed to promote the ability of governments to conduct their own assessment; and
- A Water Information Network and Water Portal, which allows communication among with governments and water-related non-governmental groups, and facilitates capacity-building and awareness-raising about water.

**60.** Efforts to manage forests and combat deforestation and to improve energy efficiency and access are two other key dimensions of sustainable development, which the UN system is increasingly approaching as common priorities for both analysis and operations.

### Box 2.19

#### Managing forests and combatting deforestation

With its resolution 2000/35, ECOSOC created a unique mechanism to support the work of the intergovernmental United Nations Forum on Forests (UNFF): the Collaborative Partnership on Forests (CPF). CPF is a voluntary and informal cooperation of 14 organizations, representing UN organizations and agencies (FAO, UNDP and UNEP); convention secretariats (the UN Convention on Biological Diversity, the UN Convention to Combat Desertification and the UN Framework Convention on Climate Change); international research organizations (the Centre for International Forestry Research, the International Union of Forestry Research Organizations and the World Agroforestry Centre); *(continued on following page)*

**Box 2.19****Managing forests** (continued from previous page)

intergovernmental organizations (the International Tropical Timber Organization and the World Conservation Union); financial institutions (the World Bank and the Global Environment Facility); and the secretariat of the Forum itself. CPF reports its progress to and seeks guidance from the Forum. Based on the comparative advantages of its members, CPF contributes to the policy deliberations of the Forum and promotes and facilitates sustainable forest management worldwide.

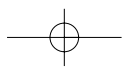
Collaboration among CPF members covers a wide range of issues, including: national forest programmes and action plans; forest law enforcement; reduced-impact logging; community-based fire management; protection of unique types of forest and fragile ecosystems; forest and landscape restoration; rehabilitation and afforestation in low forest cover countries and areas affected by the Indian Ocean Tsunami; monitoring, assessing and reporting; and financial mechanisms. Some of its operational achievements include:

- the Sourcebook on Funding Sustainable Forest Management, which makes information accessible through an on-line searchable database;
- the Task Force on Streamlining Forest-Related Reporting, which aims to reduce the reporting burden on countries;
- the Initiative on Forest-related Definitions, which serves to foster a common understanding of terms and definitions; and
- the Global Forest Information Services, which provides a global internet-based platform for forest information.

**Box 2.20****Collaboration on energy**

An inter-agency network on energy, UN-energy promotes coherence in the UN system's activities in the field of energy as an integral part of CEB's effort to provide a multi-disciplinary response to WSSD and to the Millennium Summit. UN-Energy is open to all UN entities, agencies and programmes working in the area of energy. Current activities focus on promoting energy access and on energy efficiency and renewable energy, both within the framework of decisions taken by WSSD and by the ECOSOC Commission on Sustainable Development.

**61.** A key cross-sectoral issue for the UN system is climate change and its implications for achieving the Millennium Declaration's objectives of ensuring environmental sustainability and protecting the ecosystem. Individually and collaboratively, UN system organizations are working to raise awareness, to help forge international agreements, to carry out analytical work and to assist countries in mitigating the effects of climate change.



**Box 2.21****Coordinating responses to climate change**

The 2001 assessment report of the WMO-UNEP Intergovernmental Panel on Climate Change (IPCC) warned that, if carbon dioxide levels are not significantly reduced, the Earth's average temperature will rise by as much as 5.8 degrees centigrade by 2100. The adverse impacts expected on human health, food security, economic activity, natural resources, physical infrastructure and migration patterns could put the achievement of the MDGs at risk, especially among the poorest in developing countries, who often live in environmentally vulnerable areas. The recently released Arctic Climate Impact Assessment reported that the region is warming far more rapidly than previously known—at nearly twice the rate as the rest of the globe.<sup>13</sup> Greenhouse gases are projected to make it warmer still, resulting in further large-scale melting of permafrost. According to WMO, 2004 was the fourth hottest year on record. New figures released by Munich Re, a leading re-insurance company and a UNEP Finance Initiative member, projected that in the first ten months of 2004, natural disasters will cost the insurance industry approximately \$35 billion, up from \$16 billion in 2003. Yet, steps taken towards the “required reduction in emissions of greenhouse gases” remain inadequate.

Major efforts are underway at the intergovernmental level to address climate change. The Kyoto Protocol entered into force in February 2005. The Buenos Aires Conference (COP10) in December 2004 adopted measures to help countries prepare for climate change; furthered cooperation among the Secretariats for the Convention on Biological Diversity (CBD), the UN Convention to Combat Desertification (UNCCD) and the UN Framework Convention on Climate Change (UNFCCC); and welcomed the Implementation Plan for the Global Observing System for Climate (GCOS) in Support of the UNFCCC.

UN organizations continue to deal, individually and collaboratively, with aspects of climate change, including energy, agriculture, cleaner production, human health and forests. They are also undertaking collaborative projects through the Global Environment Facility (GEF)—sponsored by UNEP, UNDP and the World Bank—which aims to reduce the risks of global climate change, while helping to provide energy for sustainable development.

**62.** In the Millennium Declaration, world leaders resolved to intensify cooperation to reduce the number and effects of natural and man-made disasters. This commitment followed the greater awareness engendered by the International Decade for Natural Disaster Reduction (1990–1999) and by the first World Conference on Disaster Reduction (Yokohama, 23–27 May 1994).

13. “Impacts of a Warming Arctic: Arctic Climate Impact Assessment”, Arctic Climate Impact Assessment Overview report, 2004.

**Box 2.22****Coordinating responses to natural disasters****The International Strategy for Disaster Reduction (ISDR)**

The International Strategy for Disaster Reduction (ISDR) builds on the achievements of the International Decade for Natural Disaster Reduction and facilitates disaster reduction efforts worldwide. ISDR combines the strengths of key actors through two groups: the Inter-Agency Task Force on Disaster Reduction, which is the principal body for the development of disaster reduction policy and consists of 25 UN, international, regional and civil society organizations; and the Inter-Agency Secretariat of the ISDR, which serves as the UN system's focal point for promoting coordination of disaster reduction activities in the socio-economic, humanitarian and development fields, as well as for supporting policy integration.

The January 2005 World Conference on Disaster Reduction in Kobe, Japan, set out an action plan for 2005 to 2015 and adopted a common statement on the Indian Ocean disaster. The Declaration adopted in Kobe expressed the international community's determination to reduce disaster losses and reaffirmed the vital role of the UN system in disaster risk reduction.

**Coordinating responses to the Tsunami disasters**

In the aftermath of the devastation caused by the recent tsunami, the General Assembly in resolution 59/279 "welcomed the effective cooperation between the affected States, relevant bodies in the United Nations system, donor countries, regional and international financial institutions and civil society in the coordination and delivery of emergency relief." The Assembly also stressed the need to continue such cooperation and delivery throughout the ongoing relief operations and rehabilitation and reconstruction efforts, in a manner that reduces vulnerability to future natural hazards." In response to the tsunami, UN, UNDP, WFP, UNICEF, UNFPA, UNEP, World Bank, UNHCR, WHO, FAO, UNESCO, UN-Habitat and ITU mobilized rapidly to mount a coordinated response, providing immediate humanitarian relief—food aid, water purification and emergency health kits, sanitation, temporary shelters, supplies for emergency obstetric care and safe blood transfusions, and vaccinations—and coordinating efforts for long-term rehabilitation and reconstruction of the affected areas.

**Developing a global partnership for development**

**63.** In the Millennium Declaration, world leaders resolved "to create an environment—at the national and global levels alike—which is conducive to development and to the elimination of poverty." Towards this end, they committed to "an open, equitable, rule-based, predictable and non-discriminatory multilateral trading and financial system." Subsequent UN conferences in Monterrey, Johannesburg and São Paulo have emphasized the link between trade and development. By one estimate, the successful conclusion of the Doha Development Agenda could bring 144 million people out of poverty by 2015, significantly contributing to the achievement of the Millennium Development Goals.<sup>14</sup> The Bretton Woods institutions and all other UN agencies engaged in development are working closely with the World Trade Organization to help deliver on the promise of Doha.

14. *Global Economic Prospects (2004): Realizing the Development Promise of the Doha Agenda*, World Bank, 2005.

### Trade

**64.** Notwithstanding the great potential benefits that developing countries can expect from increased and improved participation in international trade and trade agreements, various constraints need to be overcome at the international and national levels so that trade can serve to address the most pressing human needs, enhancing opportunities for the poor and women, and to advance sustainable development. To support these priorities, UN organizations are actively supporting the efforts of developing countries to build supply capacities, enhance competitiveness and achieve diversification into the production of higher value and higher technological content. Of critical importance is the provision of trade-related technical and capacity building assistance that addresses both short-term needs of implementation and trade negotiations, and long-term needs of strengthening endogenous institutional, human and regulatory capacities.

#### Box 2.23

#### The Doha Development Agenda

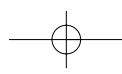
At the Fourth WTO Ministerial Conference in Doha, Qatar, in November 2001, Trade Ministers adopted a Ministerial Declaration setting out a broad work programme for the WTO for the coming years. Known as the Doha Development Agenda, the work programme incorporates negotiations and other activities to address the challenges facing the trading system and the needs and interests of the diverse WTO membership, particularly those of developing and least-developed countries.

The extensive work programme which has evolved since 2001 includes negotiations in specific areas: agriculture, services, market access for non-agricultural products, trade-related aspects of intellectual property rights, trade facilitation, WTO rules, improvements to the Dispute Settlement Understanding and trade and environment. It also includes high-priority aspects that do not involve negotiations, such as: electronic commerce; small economies; trade; debt and finance; trade and transfer of technology; technical co-operation and capacity building; least developed countries; and special and differential treatment.

Progress on the Doha Development Agenda has been mixed, including the disappointment of the 2003 Cancun Ministerial Conference. And the negotiations have extended beyond the original time frame through January 2005. WTO members achieved a breakthrough in July 2004, when they took decisions on key issues to ensure continued momentum. Framework agreements are now in place for the negotiations on agriculture (including cotton) and non-agricultural market access. Negotiations have been launched on trade facilitation, and WTO Members have agreed that the Singapore issues—investment, competition policy and transparency in government procurement—will not be negotiated during the Doha Round. Recommendations have been adopted to advance the negotiations on services. WTO members have also agreed to a package on development issues and reaffirmed their commitment to fulfilling the development dimension of the Doha Agenda.

**65.** Many UN system organizations are collaborating to build trade-related capacities, particularly in the least-developed countries, better to integrate them into the global economy and to enable them to reap greater benefits from globalization. A notable example is the Integrated Framework for Trade-Related Technical Assistance, which combines the efforts of IMF, ITC, UNCTAD, UNDP, World Bank and WTO, in partnership with bilateral donors and recipient countries. The Integrated Framework supports national





development plans with diagnostic studies to identify and respond to trade development needs. Its experience shows that reforming formal trade policies is not enough to stimulate growth. A need exists to address a range of obstacles, including weak institutions, deficient infrastructures and trade barriers in key markets.

**66.** In the area of commodities, which is the dominant sector in many developing countries, the UN system, with UNCTAD in the lead, has been focusing on constraints originating from the supply side and from difficult market entry conditions. Another focus of the work of UNCTAD, FAO and the International Financial Institutions (IFIs) has been to identify possibilities for increased financing in the commodity sector.

### Box 2.24

#### Cooperation on commodities

The International Task Force on Commodities provides a comprehensive and systematic consultative framework, which enables the sharing of information and the use of complementary expertise among key actors involved in reviewing the commodity situation and in operating commodity markets. The efforts of all interested stakeholders are directed towards a pragmatic approach designed to bring both focus and priority to breaking the cycle of poverty which now traps many commodity producers and commodity-dependent countries. Such a consultative process addresses the wide spectrum of the commodity *problématique*.

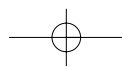
In addition to Member States (both commodity-dependent developing countries and interested development partners), partners include: international organizations (FAO, IMF, ITC, UNDP and the World Bank); commodity-specific bodies (international commodity organizations and study groups); the private sector, in particular major corporations engaged in the production, marketing and distribution of commodities; nongovernmental organizations that promote action on commodity issues; and the academic community.

### Aid

**67.** The goal of developing a global partnership for development provided one of the key platforms for the Monterrey Conference's response to the concerns of Member States over the continuous trend of decline in official development assistance flows to developing countries, which remains their primary source of external funding. The outcome of the Conference, the Monterrey Consensus, derived from full and extensive collaboration among the United Nations, the Bretton Woods institutions and other major stakeholders, such as the WTO. It aims to create a broad-based partnership between developed and developing countries, in order to explore ways of generating additional public and private financial resources to complement national efforts to mobilize domestic resources. As part of that partnership, the Monterrey Consensus sought to reverse the decline in ODA and to affirm the commitment of developed countries to the 0.7 UN Development target.

**68.** Monterrey and the actions taken by donors in its aftermath have had a beneficial impact on the magnitude of official assistance flows.<sup>15</sup> Even with recent progress, however,

15. As a result of commitments undertaken by member states at Monterrey, the decline in the share of ODA in developed-country GNI was reversed and reached 0.25 percent in 2003 and 2004. Moreover, if all commitments are met by the target date of 2006, total ODA is projected to reach \$88 billion, an increase of almost 50 percent in nominal terms from the total recorded in 2002. If these pledges, together with additional commitments made by DAC member countries to increase ODA after 2006 are met, ODA is projected to reach \$108 billion in 2010.



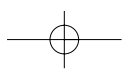
additional funds will be necessary. As a result, along with efforts to establish timetables to reach the ODA target of 0.7 percent reaffirmed at Monterrey, attention has turned increasingly to finding sources of financing in addition to traditional ODA—now referred to as “Innovative sources of financing for Development.” Since 2003, initiatives by Heads of State, studies from independent experts and technical groups have been reviewing the feasibility and implications of various proposals. Recent meetings of the International Monetary and Finance Committee<sup>16</sup> and the Development Committee<sup>17</sup> have pursued the matter, and the General Assembly<sup>18</sup> has requested that possibilities in this regard be given further consideration.

### Box 2.25

#### Financing the development goals

The Financing for Development Office of the UN Department of Economic and Social Affairs works in full and extensive collaboration with the major stakeholders to prepare analytical reports on the follow-up process to the International Conference on Financing for Development, as mandated by the General Assembly. In addition, the IMF, World Bank and WTO participate actively in the multi-stakeholder workshops and consultations requested by the General Assembly (A/58/230), as part of the follow-up process to Monterrey. These dialogues have taken place in New York and at various regional locations and have dealt with issues, such as: building an inclusive financial sector for development; sovereign debt for sustained development; public-private partnerships for improving the effectiveness of development assistance; improving the climate for private investment; and systemic issues. The International Monetary and Financial Committee (IMFC) and the Development Committee have been particularly involved in monitoring the financing requirements of the Millennium Goals, based on the “Global Monitoring reports” prepared by the staff of the two institutions. In this same context, both committees have given attention to the Assembly’s request to follow up on the call in the Monterrey Consensus for further investigation of the potential for innovative sources of finance. Discussion of innovative sources of financing has been on the agenda of the Development Committee at its meetings since the spring of 2003,<sup>19</sup> and on that of the International Monetary and Financial Committee since its annual meetings in 2003.<sup>20</sup>

16. The IMFC noted in its communiqué for the Spring 2005 meetings that “On innovative sources of development financing, such as the International Finance Facility (IFF) and its pilot—the IFF for immunization—global taxes which could also refinance the IFF, the Millennium Challenge Account, and other financing measures, it welcomes the joint IMF and World Bank note outlining progress that has been made. The Committee asks to be kept informed of the further work ahead of the U.N. Summit.”
17. The Communiqué of the Development Committee for Spring 2005 “welcomed further work on innovative sources of development financing. We noted that negotiations among interested parties on the proposed pilot International Finance Facility (IFF) for Immunization are well advanced; and the analysis of technical feasibility of the IFF has created the conditions for the necessary political decisions on participation. We encourage interested donors to proceed with these proposals. Potential participants believe that global tax mechanisms to finance development may be feasible and desirable, while other members do not. We noted the analysis of the economic rationale, technical feasibility, and moderate coalition size needed for some of the global tax proposals. Building upon the existing political momentum in some countries, we invite the Bank and the Fund to deepen their analysis of the most promising nationally applied and internationally coordinated taxes for development for the Annual Meetings, as an input into the consideration of a pilot case for interested countries.”
18. The General Assembly has now requested “further consideration to the subject of possible innovative and additional sources of financing for development from all sources, public and private, domestic and external, taking into account international efforts, contributions and discussions, within the overall inclusive framework of the follow-up to the International Conference on Financing for Development”
19. References to Innovative Financing are found in the following communiqués, 4/17/05, para.11; 10/2/04, para. 9; 4/25/04, para. 8; 9/22/03, para. 3;and 4/13/03, para. 3.
20. The item is discussed in the communiqués of 4/16/05, para.13; 10/2/04, para. 17; 4/24/04, para. 14; and 9/21/03, para. 17.



### *Partnerships*

**69.** The Millennium Declaration reaffirmed the resolve of the international community to “give greater opportunities to the private sector, non-governmental organizations and civil society, in general, to contribute to the realization of the Organization’s goals and programmes.” Organizations of the UN system have forged strong partnerships with non-UN development actors on a wide range of issues and are working with the private sector and civil society organizations to help alleviate poverty and achieve the MDGs. An example is the UN’s Global Compact, an initiative of the Secretary-General to engage the business community in a common effort to support 10 internationally agreed principles in human rights, labour, environment and anticorruption. The Global Compact now involves nearly 2,000 companies and other stakeholders, operating in more than 70 countries.

#### **Box 2.26**

#### **Partnerships with civil society**

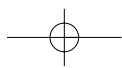
The United Nations System Network on Rural Development and Food Security, promoted by FAO, IFAD and WFP, combines the exchange of best practices among network members with country-level theme groups. The groups include civil society, governments, donors and UN system organizations.

National Cleaner Production Centres, promoted by UNEP and UNIDO, are working with the multinational chemical corporation BASF on eco-efficiency programmes for small and medium-sized enterprises to access methods of analysis and to introduce new production processes at the highest international standard.

The Cities Alliance, promoted by UN-HABITAT and the World Bank, is a global alliance of cities and their partners committed to improving the living conditions of the urban poor, by preparing city development strategies and large-scale slum upgrading programmes.

### *Least Developed Countries*

**70.** In the Millennium Declaration, Heads of States pledged to address the special needs of the Least Developed Countries (LDCs); committed to ensuring the success of the Third United Nations Conference on the LDCs in May 2001; and, to this end, outlined the main support measures that industrialized countries should take to contribute to a successful outcome. Building on the mobilization of the system’s advocacy and analytical resources that characterized the Conference preparations, a strong, deliberate effort is now underway to ensure an effective coordination of the system’s support to the Conference’s follow-up.



**Box 2.27****Working for the implementation of the Brussels Programme of Action**

Following the Third United Nations Conference on the Least Developed Countries in Brussels (May 2001), CEB expressed the system's commitment to make an effective, concerted contribution to the implementation and monitoring of the Conference's outcome. The governing bodies of all concerned organizations within the system are actively engaged to integrate the outcome of the Brussels Conference into their respective programmes. In order to facilitate coordinated follow-up, implementation and monitoring of the Brussels Programme of Action, UN system organizations have designated focal points to work with the UN Office of the High Representative for Least Developed Countries (LDCs), Landlocked Developing Countries (LLDCs) and Small Island Developing States (SIDS), which serves as the system's central coordinating body in this area.

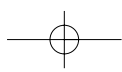
Support programmes specifically aimed at assisting LDCs cover a wide range of activities, from human and institutional capacity-building, strengthening of governance systems, building productive capacities and trade-related assistance to environmental protection and reducing vulnerability to natural disasters. A number of collaborative inter-agency initiatives are underway. The Integrated Framework for Trade-Related Technical Assistance to LDCs, jointly managed by WTO, ITC, UNCTAD, UNDP, IMF and the World Bank, aims to assist LDCs in mainstreaming trade in their national poverty reduction strategies, expand and diversify their trade and become better integrated into the multilateral trading system. Various organizations are also working together to build capacity in LDCs to promote foreign investments and encourage the application of information and communications technology for development. Many UN organizations have also established special trust funds to mobilize resources for LDCs. Monitoring and reporting of progress in implementing the Brussels Plan of Action have proceeded through well-coordinated processes within the UN system.

*Small Island Developing States*

**71.** In the context of their ongoing work to help small Island Developing States to address their economic and environmental vulnerabilities and to confront the challenges they face in trade and development and in human and institutional capacity development, UN organizations have provided advisory services and substantive support for implementing the Barbados Programme of Action for the Sustainable Development of Small Island Developing States (SIDS). The Commission on Sustainable Development guides these activities, which have been complemented by a wide range of multi-stakeholder partnerships.

**Box 2.28****Partnerships for sustainable development of Small Island Developing States**

In preparation for the International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (SIDS) in Mauritius (10-14 January 2005), the United Nations compiled a list of multi-stakeholder initiatives and partnerships, including various UN system organizations, that support the sustainable development of SIDS. Sub-regional or global in scope, the partnerships cover tourism, energy, biodiversity, water, agriculture, waste management, marine resources, rural development and disaster management and vulnerability. Many involve capacity building and technology transfer as key elements in their implementation.



**72.** Preparations for the Mauritius International Meeting, which undertook a ten-year review of the implementation of the Barbados Plan of Action, built on this collaborative work and received strong inter-agency support. The meeting itself included a number of agency-sponsored panels and events, which helped produce an outcome that addressed the most pertinent perspectives, policies and strategies to advance the SIDS' multidisciplinary agenda, including further inter-agency collaboration, to be pursued on an ongoing basis, to help ensure the follow-up to the Mauritius Strategy of Implementation. Towards this end, UN-DESA is devising a plan for coordinated and coherent partnership among UN agencies to secure the effective implementation of the Programme of Action for the Sustainable Development of SIDS, within an interdisciplinary framework for collective action in research and analysis, technical advisory services and support for capacity-building.

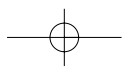
### Addressing the special needs of Africa

**73.** The Millennium Declaration places particular emphasis on the special needs of Africa and calls for focused support to “Africans in their struggle for lasting peace, poverty eradication and sustainable development.” The UN system has shown steadfast commitment to supporting Africans in their development efforts. This support is based on the principle of an Africa-owned and Africa-led development process and provided through international partnerships.

**74.** Launched in 2001, the New Partnership for Africa's Development (NEPAD) fully embraced the Millennium Declaration. NEPAD provides a collective, regional framework for political, social and economic renewal. Just as national action to implement the priorities of NEPAD contributes to achieving the MDGs, so does international support for NEPAD contribute to strengthening African countries' commitment and capacity to achieve the MDGs.

**75.** NEPAD has become the guiding framework for coordinated efforts by UN organizations to help address the special needs of Africa. The UN system has adopted a three-tiered approach to coordinating its support for NEPAD. At the regional level, the Economic Commission for Africa (ECA) acts as the UN system's key interlocutor with African countries on NEPAD. ECA's yearly consultative meetings serve as the principal coordinating mechanism for the activities of UN organizations in Africa. Under a cluster arrangement designed to facilitate inter-agency coordination, UN organizations carry out support activities, working closely with the African Union, the Regional Economic Communities (RECs) and the NEPAD secretariat. And at the country level, UN organizations coordinate their work through the Resident Coordinator System and through existing mechanisms, such as PRSPs and CCAs/UNDAFs.

**76.** For African countries to meet the Millennium Development Goals, substantially enhanced and sustained efforts by the international community will be required, particularly in improving market access for African goods, increasing ODA and debt relief to African countries, promoting both domestic and foreign investments, and facilitating the transfer of appropriate technology. In shaping priorities for inter-agency collaboration in support of NEPAD, particular attention is being given to human resource development and capacity-building. Their crucial importance in advancing the goals of NEPAD has



been recognized by the African Union and highlighted in all recent studies and reports, from the Millennium Project Report to UNESCO's Education For All (EFA) Global Monitoring Report and the Commission for Africa Report.

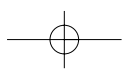
**77.** The UN system views its support for NEPAD as an integral part of its contribution to implementing the Millennium Declaration. From this perspective, the system has provided essential support for implementing the African Peer Review Mechanism (APRM), which aims to review the performance of African countries in adhering to mutually agreed codes and standards of good governance. And the UN system has intensified assistance in education-related areas, particularly literacy, as key not only to developing the human resources needed to enable Africa to play its proper role in the global economy, but also to promoting democratic governance, fostering intercultural dialogue and mutual understanding, and building equitable knowledge societies. As part of this overall effort, UN agencies have helped to assess the institutional capacities of the Regional Economic Communities (RECs) in human resources development. In other MDG-related areas, the system has extended support in developing and implementing the Comprehensive Africa Agriculture Development Programme (CAADP). It has helped establish the NEPAD cities programme, preparing action plans for cities' development, including environmental action plans. And, through UN Water/Africa, the system has made a significant contribution to bringing together UN and non-UN stakeholders at the national, sub-regional and regional levels to develop a water facility with a continent-wide portfolio of projects worth US\$680 million.

**78.** The UN system is currently reviewing the effectiveness of these arrangements, with two objectives in mind: to shift further the focus of the inter-agency regional consultative mechanism from functioning as a forum for sharing information and identifying issues of common concern to operating as a vehicle for enhanced joint action and strategic coordination; and to align better the mechanism's programme cluster arrangements with the planning and implementation of sub-regional and country programmes, thereby improving the overall alignment of the mechanism's work.

#### Box 2.29

#### The Regional Inter-agency Coordination and Support Office

Enhanced cross-sectoral collaboration holds much promise in mainstreaming a number of cross-cutting issues, such as HIV/AIDS, gender and human rights. One notable example of cross-sectoral collaboration among organizations of the UN system in Southern Africa is the Regional Inter-agency Coordination and Support Office (RIASCO), a platform established for innovative programming on food security, HIV/AIDS and the humanitarian crisis. The programme addresses inter-related objectives, such as the fight against the spread of HIV/AIDS, protection of the vulnerable in crisis situations and the special needs of Africa. The joint location of and programming by the relevant UN system organizations has allowed for the close integration of relief, recovery and development. The complementarities between organizational mandates, expertise and physical inputs are promoting synergy among the UN system partners and improving the effectiveness of their work, both individually and collectively.



## Challenges

**79.** As shown in this chapter, the UN system has made significant progress in concerting its support to countries to meet the poverty eradication and development goals of the Millennium Declaration. The challenge remains, however, of shaping comprehensive strategies that fully reflect the interlinkages among the MDGs and that effectively integrate the wealth of policy inputs generated by the global conferences.

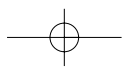
**80.** The UN system must, in turn, translate these strategies into policy advice that is concerted, but not monolithic. This means advice that brings to bear the totality of the system's knowledge and experience to advance holistic, socially conscious approaches to sustainable growth and development; that flows from individual country realities and priorities; and that preserves policy space for developing countries to chart their own integration into the global economy. Beyond that, the UN system must strive to match progress in enhancing policy coherence with an adequate capacity to optimize the sequencing of UN interventions in a given country. The system also needs to continue to strengthen its capacity to mount prompt responses. The UN system's effective handling of the SARS outbreak and its response to the HIV/AIDS crisis provide good examples of the response capacity that needs to be further developed and applied system-wide.

### Box 2.30

#### Inter-agency collaboration on economic development

The slow progress made by some countries and regions in poverty eradication and sustainable development underscores the need for the UN system to give renewed emphasis to enhancing policy coherence and operational coordination in support of accelerated economic development. Under the auspice of CEB/HLCP, work is underway on a UNIDO initiative to elaborate an MDG-based common agenda for collaborative work among organizations of the UN system working in the field of economic development. An inter-agency task force has been established and is now engaged in identifying priority areas for collaboration, developing a result-oriented and time-bound work plan, and setting up a consultative process to fully harness the capacities and comparative advantages of the organizations of the system in support of accelerated economic development, focusing in particular on Africa and the least developed countries.

**81.** Across organizations and programme areas, the UN system confronts the persistent challenge of linking global, regional and national efforts in ways that maximize their mutual reinforcement and their total contribution to meeting the MDGs. Global goals will ultimately have a real impact on the lives of peoples only to the extent that they translate into country-level and region-wide policies and priorities. By the same token, regional and country-level experiences and requirements must consistently inform global policy development.



**82.** The potential for such integration represents a powerful comparative advantage of the UN system, one which could yield significant increases in effectiveness and real impact if fully exploited. Building on country- and regional-level conditions and requirements, the UN system must endeavour to achieve a closer integration of its operational activities with its conceptual and analytical work.

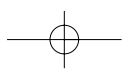
**83.** At the country level itself, the UN system must continue to work to apply approaches to supporting the implementation of the MDGs that are genuinely demand-driven; to ensure that monitoring and evaluation policies and practices lead to systematic accumulation and application of lessons learned to be shared system-wide; to broaden partnerships with key development actors; and to harmonize its efforts with those of the donor community, civil society and the private sector. In all of these areas, true country ownership of development cooperation in meeting the objectives of the Millennium Declaration is key to progress. The UN system must go beyond simply adhering to perceived country priorities and, instead, work purposefully to help strengthen national capacities for setting those priorities and effectively lead the development cooperation effort. The system should come to perceive this task as a way to exploit one of its unique comparative advantages in relation to other development actors and as an important responsibility for which it is uniquely equipped.

**84.** Promoting gender equality and the empowerment of women is another major, and in many ways, unique responsibility for the UN system as a whole. In this area, the primary focus must be on education: the UN system must take bold steps to address the challenges impeding access to education for girls and to ensure that good quality, gender-sensitive education and equal opportunities are made available to all. Beyond education, the empowerment of women must become an integral component of efforts to advance each of the MDGs and of policies and activities across all dimensions of the Millennium Declaration.

**85.** Although not covered by a specific MDG, promoting employment is fundamental to eradicating poverty. As stressed in the Secretary-General's report for the High-Level segment of the forthcoming ECOSOC session (E/2005/56), the power of the poor to extricate themselves from poverty, disease and misery lies in productive employment and decent work. The UN system must strive to ensure that global, regional and national policies are re-directed to and refocused on productivity-enhancing investments and policies designed to generate employment for unskilled and semi-skilled labour, in both rural and urban areas. Poverty reduction strategies, such as the PRSPs, should recognize the critical role of employment and the need to enhance the human capital of the poor, particularly by increasing access to education (especially primary and secondary), skills and healthcare; improving physical infrastructure; easing access to credit; and creating social safety nets.

**86.** Another major challenge for the UN system is to mobilize and integrate more fully its scientific and technological capacities into its support to countries for achieving the MDGs. This relates, in turn, to the challenge of bringing more fully to bear on the pursuit of the MDGs the policy guidance generated by the World Summit for Sustainable Development and the World Summit on the Information Society. Both have stressed the key importance of applying science and technology and innovation in achieving a sustainable development process.

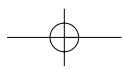


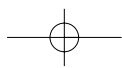
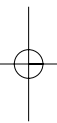
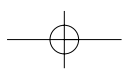


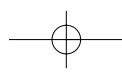
**87.** The impact of trans-boundary issues on the pursuit of the MDGs also requires greater system-wide attention. Particularly relevant in this regard are the development of transport networks in land-locked and poor regions; the integrated management of international rivers, basins and lakes aimed to achieve environmental sustainability; the fight against air pollution; and the rational use of energy. The nature and urgency of these objectives underscore the need further to reinforce inter-agency cooperation not only at the global level, but also at the regional and sub-regional levels.

**88.** Current trends indicate that many parts of Africa, especially sub-Saharan Africa, lag significantly behind in achieving the MDGs. Many encouraging signs exist, however, at the regional level and at the international level, which have seen new and potentially major initiatives. Taken together, they suggest that the development scenario in the region may be poised towards significant change. Building on its historic engagement in African development, the UN system should situate itself as Africa's main partner in helping national and regional institutions to take full advantage of these new opportunities for significant progress. The UN system's capacity to do so should be rooted in: stronger inter-agency collaboration, so as to minimize duplication and better optimize the use of resources; enhanced policy coherence and operational coordination, focusing on capacity and institution-building; and a continuing system-wide effort to mobilize resources to support national progress and the initiatives, programmes and institutions of the New Partnership for Africa's Development.

**89.** In his report to the 2005 World Summit, *In Larger freedom: Towards Development, Security and Human Rights for All* (A/59/2005), the Secretary-General presents various proposals to surmount challenges in implementing the development aspects of the Millennium Declaration—to secure “freedom from want.” The decisions taken by Member States at the Summit in response will guide the ongoing efforts of CEB to drive inter-agency coordination and collaboration in this area.







## Chapter 3.

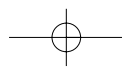
# Working together to promote human rights, democracy and good governance

**90.** The Millennium Declaration commits the nations of the world “to promote democracy and strengthen the rule of law, as well as respect for all internationally recognized human rights and fundamental freedoms, including the right to development.” In it, world leaders resolve “to strengthen the capacity of all our countries to implement the principles and practices of democracy and respect for human rights.” They also commit “to work collectively for more inclusive political processes, allowing genuine participation by all citizens in all our countries” and “to ensure the freedom of the media to perform their essential role and the right of the public to have access to information.” These closely interconnected commitments have required integrated approaches and actions by all parties and challenged the UN system to set the pace. This chapter covers the system’s work underway in terms of three interlocked and mutually reinforcing objectives: advancing human rights, promoting democracy and strengthening good governance.

### Advancing human rights

**91.** The Universal Declaration of Human Rights and the system of human rights treaties together provide a comprehensive framework for action by Member States and by the organizations of the UN system. Within this framework, the UN system contributes to advancing human rights by:

- promoting the signing and ratification of human rights-related international treaties;
- supporting the UN human rights mechanisms, both governmental and expert;
- assisting in the development and clarification of human rights norms and standards;
- addressing issues of impunity, particularly during, but also after conflict;
- extending assistance to governments and civil society organizations in promoting and protecting human rights;
- supporting human rights education programmes;
- helping to develop and monitor the independence of the judiciary;
- promoting women’s human rights and the elimination of violence against women, including through assisting the effective implementation of the Convention on the Elimination of Discrimination Against Women;
- increasing knowledge of governments, civil society organizations and UN partners in the practical application of human rights instruments to advance public health, particularly child and adolescent health and reproductive health;
- promoting greater awareness of the links between human rights, gender and HIV/AIDS, in order to strengthen responses to the pandemic; and
- extending support in respect of prison and detention centre monitoring.



**92.** In response to the Millennium Declaration, the UN system has initiated a major renewed effort to mainstream human rights in its activities and programmes and to pursue a rights-based approach to development.

**93.** To achieve greater coherence in UN efforts to build national systems of human rights protection, the Office of the High-Commissioner for Human rights (OHCHR) and its UN system partners are pursuing the “Action 2 Initiative,” put forward in the Secretary-General’s 2002 report on UN reform. Action 2 seeks to foster a common understanding of the linkages between human rights, development and humanitarian assistance throughout the UN system. It has led to the establishment of thematic groups dealing with human rights issues in UN country teams and has promoted joint programming to support national efforts to foster a culture of human rights. It also aims to support Member States in the ratification of human rights treaties. As part of Action 2, human rights advisers have been assigned to a number of UN country offices, in order to enhance assistance by UN country teams in creating and strengthening national systems of human rights protection. In a related effort, steps are being taken to enhance OHCHR’s capacity to train UN country teams.

**94.** The Millennium Declaration puts a strong emphasis on protecting the vulnerable. Since its adoption, inter-agency collaboration on that front has intensified, particularly in protecting the human rights of women, indigenous peoples, children and migrants. (See also box 2.12, Inter-agency collaboration on gender equality and empowerment of women.)

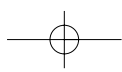
### Box 3.1

#### Protecting the rights of the vulnerable

**Gender.** Collaboration across the UN system on gender has grown in the context of system-wide preparations for the Beijing Conference and its aftermath. The focus has been on the advancement of women and on implementing the Convention on the Elimination of Discrimination Against Women. (See also Box 2.12, Inter-agency collaboration on gender equality and empowerment of women.)

**Reproductive health and population.** To advance the right to health in vulnerable populations, the UN system has established an inter-agency project, Strengthening Voices for Reproductive Health, which works to support governments and their partners in improving the quality of reproductive health care through empowering communities, particularly women and young people. The project is being carried out by an interregional partnership among ILO/STEP, UNICEF and WHO, under the leadership of UNFPA. It focuses on increasing users’ demand for quality services through rights-based, gender-sensitive participatory mechanisms, which strengthen women’s voices to dialogue with health-service providers.

**Indigenous peoples.** An informal contact group on indigenous peoples was established in the early 1990s, after the adoption of the ILO’s Indigenous and Tribal Peoples Convention and the UN’s pioneering work in this field. As a follow-up to the 1993 World Conference on Human Rights, the UN established the Permanent Forum on Indigenous Issues in 2001 to coordinate relevant system-wide actions. The Permanent Forum has now completed the first three years of its mandate, with a unique structure, composed in equal parts of government representatives and representatives of indigenous peoples. The Inter-Agency Support Group on Indigenous Issues assists the Permanent Forum in its work. *(continued on following page)*



### Box 3.1

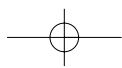
#### Protecting the rights of the vulnerable (continued from previous page)

**Children.** Through collaboration with a wide range of actors, the UN system has made progress in building a worldwide culture of protection of children and youth. It has contributed to raising national standards, in areas ranging from children and armed conflict, to combatting the sale of children, child prostitution, pornography and violence against children. Current efforts emphasize building systems of protection through improved legislation, attitudinal change and children's own knowledge and skills.

**Migrants.** Considerable work has been ongoing within and between parts of the UN system, in close collaboration with regional institutions, to protect migrants and their families. A growing awareness exists of the threats to human rights and dignity from the increased trafficking of migrants, resulting in an increase in modern-day slavery. Coordination among different parts of the system focuses on both the management of migration and on ways to combat trafficking.

**95.** The UN and many of the concerned specialized agencies have actively pursued ways to harmonize and render more effective the various monitoring mechanisms mandated to review the implementation of State Parties' obligations under human rights treaties, including through more integrated reporting. The ILO, for example, is reviewing its supervisory system, with a view towards modernizing and strengthening it. UNESCO has recently adopted a new human rights policy and is currently reviewing the functioning and effectiveness of its supervisory systems. WHO is developing a comprehensive policy framework for health and human rights, and it has initiated national activities to assist Member States in effectively implementing the recommendations of treaty bodies on health matters, particularly in relation to the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination Against Women. The UN system is actively promoting mutual reinforcement among the different oversight mechanisms.

**96.** As evident in the previous chapter, a rights-based approach to development has increasingly guided the work of UN system organizations and inter-agency collaboration in both development and human rights. From the perspective of the system's human rights work, notable examples include: the technical assistance provided by OHCHR; the ILO's collaborative Programme for the Elimination of Child Labour (IPEC); UNICEF's and inter-agency work on the protection of children's rights; the joint programme of OHCHR and UNDP on Human Rights Strengthening (HURIST); WHO's focus on the protection and fulfilment of health-related rights of children and adolescents; UNFPA's work on reproductive health and rights; the establishment by FAO member states, with the support of OHCHR, of an Intergovernmental Working Group, which adopted Voluntary Guidelines to achieve "the progressive realization of the right to adequate food in the context of national food security"; and the joint implementation by UN-Habitat and OHCHR of the UN Housing Rights Programme, as part of the Global Campaign for Secure Tenure. Through inter-agency initiatives such as these, which often cut across institutional boundaries, UN organizations are acting to build synergies among their respective mandates and strengths to optimize impact.



## Promoting democracy

**97.** In the same year that Member States pledged in the Millennium Declaration to strengthen their capacity to implement the principles and practices of democracy, the General Assembly adopted a comprehensive resolution (A/RES/55/96) providing extensive guidelines on principles and processes that should orient Member States in promoting and consolidating democracy.<sup>21</sup> Pluralism, the protection of all human rights and fundamental freedoms, strengthening the rule of law, an electoral system that provides for the free and fair expression of the people's will, a legal framework that enables wide participation of civil society, good governance as defined in the Millennium Declaration and the promotion of sustainable development are all highlighted in the resolution, each in its own right and as linked, integral components of the democratic process.

**98.** These pledges and guidelines have provided new momentum and further direction to inter-agency collaboration to support the spread of democracy and strengthen democratic institutions, in ways that help Member States reinforce and operationalize the key linkages stressed by the Assembly. This collaboration has been most visible in UN support for the rebuilding of civil, political and judicial institutions and its electoral support to countries emerging from crisis and conflict. Many UN organizations have expanded the range of their activities in this area, focusing on different, but related aspects of capacity-building.

**99.** In more than 85 countries, UN organizations have provided various forms of electoral assistance, covering different aspects of the electoral process: from voter education programmes, electoral monitoring and observation to providing essential information on the conduct of elections.

### Box 3.2

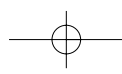
#### Electoral assistance

The electoral assistance provided by the UN system can be grouped into three categories: technical assistance; the organization and conduct of elections; and observation or monitoring of elections and participation, where elections are expected to play a significant role in the peace-building phase of political negotiations. While technical assistance tends to be provided in politically stable contexts, the organization and conduct of elections takes place almost exclusively in post-conflict conditions. Cases where a major peacekeeping and peace-building mission has included an electoral assistance component have been increasing. Recent examples are Afghanistan, the Democratic Republic of the Congo, Iraq and Sierra Leone.

The United Nations Department of Political Affairs (UN-DPA) serves as the first formal contact point for receiving requests for electoral assistance. The Electoral Assistance Division of UN-DPA assists in evaluating these requests, coordinates the provision of electoral assistance by the UN system and ensures a consistent application of standards for the duration of a given project.

The Department collaborates with UNDP, whose field presence facilitates timely responses to electoral assistance requests and the mobilization of resources to meet them. Other UN partners include the Office of the United Nations High Commissioner for Human Rights (OHCHR), the United Nations Volunteers Programme (UNV), the United Nations Office for Project Services (UNOPS) and the Department of Peacekeeping Operations (UN-DPKO), when peacekeeping missions have an electoral component.

21. In that resolution, the Assembly noted a wide range of regional and inter-regional initiatives to advance democracy, including the Warsaw Declaration of the Community of Democracies that counts more than 100 country signatures (see A/55/328, annex I). In 2002 the Community endorsed the Seoul Plan of Action (see A/57/618, annex I), which listed the essential elements of representative democracy and set forth a range of measures to promote it.



**100.** Another key aspect of the system's contribution to building and strengthening democratic institutions is the provision of support to civil society organizations, such as human rights watchdog groups, trade unions and employers' organizations, and sports organizations that help foster youth participation. At the same time, NGOs have increasingly become active partners of governments and the UN system in providing technical assistance and essential services. (See also box 2.26, Partnerships with civil society.)

**101.** The UN system has given special attention to supporting the active participation of youth in the policy dialogue and decision-making processes taking place at the national and local levels. In the recent period, the pursuit of the Millennium Development Goals has provided a main focus for this effort. In different countries and regions, particularly Southern Africa and East Asia, UN agencies have been helping young people: to identify projects that they could implement themselves to contribute to the achievement of the MDGs; to initiate campaigns to create awareness of the MDGs; and to mobilize support for the MDGs from community groups, civil society organizations and local institutions.

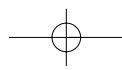
**102.** A common objective of UN system organizations is to support national efforts to further freedom of expression and democratic debate. Different UN organizations are carrying out extensive work toward these ends, particularly UNESCO and UNDP, working closely with other institutions such as the Inter-Parliamentary Union. UNESCO has pursued its work on strengthening the media from the same perspective.

## Strengthening governance

**103.** At the Millennium Summit, world leaders highlighted the key role of effective, transparent and accountable governance in eradicating poverty and achieving the other objectives of the Millennium Declaration. In many parts of the world, citizens have increasingly demanded: a stronger voice in public policy; improved delivery of services; and greater openness and accountability in the way that governments function. Many governments have responded by: introducing reforms; strengthening public institutions; broadening citizen participation in governmental processes; and striving to deliver more and better services, particularly to the poor and most marginalized.

**104.** The work of UN organizations in this area focuses on capacity-building to advance: decentralization; transparency and accountability; "engaged governance," which focuses on mainstreaming citizen participation in public policy; the application of information and communications technology (ICT); and strengthened capacities for data gathering and statistical analysis.

**105.** Decentralized governance has increasingly drawn recognition as a key means of empowering local communities to fight poverty and to improve the delivery of essential services. UN agencies have supported decentralization in various ways—from providing technical advisory services and helping to enhance institutional and human capacities to supporting knowledge sharing, information exchange and the dissemination of best practices. Examples include:



## Working together to promote human rights, democracy and good governance

- Inter-agency collaboration with the UN Centre for Regional Development to support government decentralization programmes, including on regional development planning and implementation, through training and skills-upgrading of public sector employees;<sup>22</sup>
- UN-Habitat implementing campaigns, global programmes, regional and technical cooperation projects and other initiatives to improve urban governance in more than 40 countries, with the ultimate goal of improving the lives of slum dwellers;
- UNICEF, in partnership with the UN and UNFPA, helping raise awareness of the importance of birth registration and strengthened civil registration systems; and
- The collaborative work of OHCHR and UNDP designed to identify and to draw lessons from good governance practices that have had an impact on the promotion of human rights.

**106.** UN organizations have engaged in related efforts to help countries promote transparent and accountable governance, with some key examples, including:

- UNDP devoting more than half of its global technical assistance expenditures to activities in this field and supporting efforts in 135 countries to build national capacities for improved and accountable governance;
- the World Bank's support for broad public sector governance reforms in many countries, through the strengthening of public financial management, public administration and accountability, and institutional checks and balances; and
- IMF's support for increased transparency and accountability in public sector governance, through larger budgetary outlays and monitoring government expenditures on poverty eradication programmes, as well as the provision of technical assistance in such areas as tax policy and administration, both in order to generate the resources needed for poverty eradication.

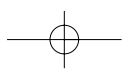
**107.** The UN Secretariat, UNDP and ECA are stepping up support for the efforts of African governments, regional bodies and the NEPAD Secretariat towards transparent and accountable governance in Africa. A recent study by ECA, *Striving for Good Governance in Africa*, found that electoral processes in Africa have become more transparent, voter participation has increased to a high level and political parties have grown stronger.<sup>23</sup> The study also underscored the need for improvement in such areas as tax evasion and corruption; reform of the police and military; and independence of electoral commissions. It called for urgent action to strengthen parliaments, preserve judicial autonomy, improve public sector performance, support the development of professional media, encourage private investment and decentralize service delivery. At the regional level, UN system activities have included technical and advisory support to the African Peer Review Mechanism (APRM) of the African Union and assistance to the African Governance Forum (AGF) in mobilizing governments and civil society to build networks of African practitioners engaged in governance.

**108.** To help ensure that institutional and regulatory frameworks are in place to guard against corrupt practices, the UN Office on Drugs and Crime (UNODC) has launched a global programme, in the context of the follow-up to UN Convention Against Corruption.

22. The United Nations Centre for Regional Development (UNCRD), established in 1971 in Nagoya, Japan, conducts research and training in local and regional development, targeting developing and transitional economies. The Centre's programmes focus on socially and environmentally sustainable development.

23. *Striving for Good Governance in Africa*, United Nations Economic Commission for Africa, Addis Ababa, 2005.





With the World Bank, UNDP, OECD, regional development banks and bilateral development agencies, UNODC has initiated the establishment of the International Group for Anti-Corruption Cooperation (IGAC) to enhance coordination, undertake joint activities and develop a database of past, current and future anti-corruption projects and activities.

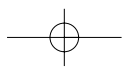
**109.** “Engaged governance” is another key ingredient in advancing poverty eradication and broad-based development by promoting greater participation of citizens and civil society institutions in public governance. In many countries, policy-making is no longer confined to representative government and now engages a wide spectrum of civil society institutions. UN system organizations have supported broader citizen participation in governance by providing technical and advisory services and other forms of assistance; by promoting information sharing and dissemination of good practices; and by fostering partnerships with the private sector and civil society organizations. A noteworthy initiative in this regard is ILO’s “Practical Guide for Strengthening Social Dialogue in Public Service Reform,” which serves as a key instrument in the training of public service managers and other civil servants involved in reform programmes.

**110.** UN organizations have actively promoted the use of information and communications technology (ICT) as a tool for strengthening public sector management and for improving the quality and delivery of public services:

- The United Nations Online Network on Public Administration and Finance (UNPAN), managed by UN-DESA, facilitates dialogue among various stakeholders, expanded collaboration among governments and access to research, training practices, methodologies and technical assistance projects in the field of public administration;<sup>24</sup>
- UNCTAD is strengthening the debt management capacity of developing and transition economies through the use of a computerized debt-management system, which enables the concerned government ministries to establish a complete and up-to-date debt database, to provide timely and accurate debt statistics and to undertake appropriate debt analysis;
- A UN-DESA assistance programme on strengthening parliamentary information systems in Africa started in pilot form in a number of countries and is now expanding to the whole region;
- In partnership with the African Training and Research Centre in Administration for Development (CAFRAD) and the NEPAD Secretariat, UN-DESA is pursuing an e-Africa initiative to improve the capacity of African governments to make use of ICT for effective governance;<sup>25</sup>
- SMART (Simple, Moral, Accountable, Responsible and Transparent) governance, a World-Bank supported programme in Andhra Pradesh, India, makes use of the Internet to implement such reforms as “one-stop shops for citizen services” and digital registration of deeds; and
- The UN Centre for Regional Development is helping improve the skills and knowledge of African civil servants in ICT development and applications through training.

24. Committed to integrity and excellence, UNPAN is designed to promote the sharing of knowledge, experiences and best practices throughout the world in sound public policies, effective public administration and efficient civil services, through capacity-building and cooperation among the Member States, with emphasis on South-South cooperation.

25. CAFRAD is a Pan African intergovernmental organization, established in 1964 by African governments, with the support of UNESCO. It is the first uniquely Pan-African training and research center in the continent for the improvement of public administration and governance systems in Africa. Its headquarters is located in Tangier, Morocco.



**111.** Finally, UN organizations have joined forces to support countries in building statistical capacity, particularly in the analysis and monitoring of progress towards the achievement of the MDGs. (See also box 2.4, Tracking progress on the MDGs.) Examples of collaborative work in this area include:

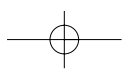
- The UN, UNDP, World Bank, UNFPA and UN-Habitat have teamed up with governments, bilateral donors and civil society organizations to conduct training in such areas as the preparation of MDG indicators, use of alternative data sources and data analysis and methodologies;
- ECA is helping administer a comprehensive set of indicators in 30 African countries in order to capture major data on governance, including political representation, institutional effectiveness and accountability, economic management and corporate governance;
- The World Bank, the UN, UNDP, UNFPA and other system organizations have joined OECD in the project, “Partnership in Statistics for Development in the Twenty-First Century” (PARIS 21), which aims to improve statistical support for monitoring development goals;
- Several UN organizations are working together to plan for the next census round, from 2005 to 2010; and
- A new global partnership—Health Metrics Network—has been launched to facilitate better health information at the country, regional and global levels.

## Challenges

**112.** Active inter-agency collaboration is increasingly a major feature of the UN system’s activities to advance human rights, democracy and good governance. Nonetheless, the system has not yet fully instituted a comprehensive system-wide approach that effectively links all these activities in a mutually reinforcing way and that maximizes its collective capacity to further this key dimension of the Millennium Declaration. The system also confronts the related challenge of effectively integrating its work in these areas with its activities in development and in conflict prevention, at the global and the country levels.

**113.** The integration of human rights activities into the UN system’s development and peace and security agenda continues to pose major challenges. Further progress in this direction will require not only intensified efforts at joint programming among the secretariats, but also more extensive and effective interactions among the system’s inter-governmental bodies. In the short term, the focus should be on:

- mainstreaming human rights into the policies and programmes of UN organizations and promoting wider acceptance of the rights-based approach to development;
- addressing in a more deliberate, forceful way respect for human rights in conflict situations;
- establishing additional means of providing systematic assistance to states in their efforts to implement recommendations of UN human rights bodies at the national level;
- broadening and intensifying support for national human rights protection systems;
- enhancing collective efforts to work with young people to utilize their potential for advocacy and support;
- strengthening human rights training for institutions involved in law enforcement;
- continuing advocacy to encourage ratification of human rights treaties and the removal of reservations to treaties already ratified; and
- improving procedures for supervising implementation of State Party obligations, principally through monitoring by the relevant human rights treaty bodies.



**114.** In an environment of intense anti-terrorism measures, promoting the observance of human rights and ensuring that counter-terrorism measures comply with international human rights obligations raise new issues for the work of the High Commissioner for Human Rights and requires new attention by the UN system.

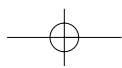
**115.** Inadequacies in resources continue to limit the capacity of UN organizations to meet growing support requirements in human rights areas and to hamper efforts to mainstream human rights into the development and peace and security agendas; they need to be addressed across the system.

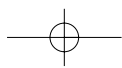
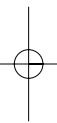
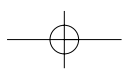
**116.** As in human rights, in the related area of support to democratic processes, the work of the UN system needs to be guided by a more comprehensive system-wide strategy, rooted in the Millennium Declaration, and to be mainstreamed more effectively in the system's overall plans and activities in pursuit of the Declaration's objectives. The universality, legitimacy and impartiality of the UN system gives it a distinct advantage in fostering inclusive democratic processes, which has yet to be fully exploited.

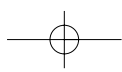
**117.** In the area of good governance, the UN system, in partnership with regional and civil society organizations, needs to integrate more purposefully its various activities in building capacities to advance the rule of law. To reinforce the rule of law, the United Nations has developed a "Strategy for an Era of Application of International Law: Action Plan" that provides guidelines for Member States' participation in compliance with the international treaty framework and aims to help States to prepare the necessary implementing legislation. Moving forward, the focus should be on:

- integrating more systematically the rule of law and transitional justice into the strategic and operational planning of peace operations;
- updating and expanding the UN guidelines, manuals and tools on rule of law topics;
- elaborating new and enhanced tools and mechanisms for transitional justice and for justice sector development;
- ensuring that all programmes and policies that support constitutional, judicial and legislative reform also promote gender equality;
- stepping up training on the rule of law and transitional justice; and
- developing further indicators of good governance, grounded in the provisions of the Millennium Declaration.

**118.** The Secretary-General, in his report to the 2005 World Summit, highlighted various ways to enhance UN efforts to secure for all peoples the "freedom to live in dignity," through promoting the rule of law, human rights and democracy. The future work of the UN system in these and related areas will be framed by the Summit's outcome.







## Chapter 4.

# Working together to prevent and manage armed conflicts

**119.** In the years since the adoption of the Millennium Declaration, the Executive Heads of the UN system in CEB have increasingly focused on the need for the system to reach a deeper understanding of the underlying causes of armed conflict and to make a more effective, sustained contribution to creating the conditions for lasting peace.

**120.** Many parts of the UN system are increasingly engaged in conflict prevention and peace-building activities. A survey in May 2002 evidenced a growing trend in UN organizations and agencies towards incorporating a conflict prevention perspective into their activities—whether geared to fostering economic development, social justice and respect for human rights or to promoting good governance and the rule of law.<sup>26</sup> This chapter focuses in particular on the UN system's work in managing transitions and protecting civilians in armed conflicts in the wider perspective of peace-building. It also addresses the system's efforts to counter terrorism.

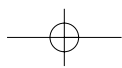
## Advancing a comprehensive culture of prevention

**121.** The UN system is increasingly approaching the construction of a comprehensive culture of prevention as part of the broader effort to build mutual confidence and reduce tensions. A key foundation of this effort is the important engagement of the system in different aspects of disarmament. This engagement ranges from verifying compliance with existing treaties on the proliferation of nuclear and other weapons—led by the IAEA, and involving organizations such as the Organization for the Prohibition of Chemical Weapons (OPCW) and the Comprehensive Test Ban Treaty Organization (CTBTO)—to providing timely assistance to Member States for the removal and disposal of small arms and landmines.

**122.** The UN system is at the same time keenly aware that building a truly comprehensive culture of prevention requires a constant, deliberate effort at integrating a prevention perspective, across all aspects of its work, not only in the political but also in the humanitarian and socio-economic areas, including its development programmes at the country level. Within the UN itself, considerable progress has been achieved in linking peace-building, humanitarian assistance and development work. The four UN Executive Committees—ECHA, ECPS, ECESA and UNDG—have been instrumental in acting on these linkages.<sup>27</sup> In turn, this is serving to facilitate the timely engagement in this perspective, of specialized agencies and other development actors in processes related to post-conflict rehabilitation and reconstruction.

26. Interim Report of the Secretary-General on the Prevention of Armed Conflict (A/58/365-S/2003/888).

27. Reviewing the United Nations: A Programme for Reform—Report of the Secretary-General (A/51/950).



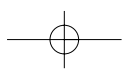
**123.** The UN system, at the same time, is introducing improved methodologies to deepen understanding of the impact of poverty and human rights on conflicts, and has begun to integrate more systematically the outcomes in development planning processes, within the framework of the UN Common Country Assessments (CCAs) and the UN Development Assistance Frameworks (UNDAFs). On this basis, the system is reinforcing policy guidance to Resident Coordinators and UN country teams on conflict prevention. As part of the effort to nurture a culture of prevention among the personnel of all UN organizations, the UN System Staff College (UNSSC) has operated, for the past few years, a system-wide training course, the Early Warning and Preventive Measures Project, which aims to improve UN system's analytical capacities in the area of conflict prevention.

#### Box 4.1

#### Coordination on early warning and preventive action

The UN Interdepartmental Framework for Coordination on Early Warning and Preventive Action ("Framework Team") brings together the various parts of the UN system to devise strategies for consolidating peace, building on national and civil society efforts in the field. The Framework Team has been instrumental in initiating and coordinating early preventive action among a large number of UN bodies. It serves as a "gearbox" between the field and Headquarters, channelling early warning information and suggestions on preventive and pre-emptive measures to the appropriate forums and decision making bodies. It utilizes existing tools, such as UN CCAs, UNDAFs and PRSPs, and builds on specific conflict prevention programmes that may be taking shape at the country level. A main concern of the UN Country Teams is to ensure that initiatives developed under the Framework Team have the necessary support of national governments and local authorities.

**124.** The UN system's capacity-building work on human rights, democracy and good governance highlighted in the previous chapter is equally relevant to the system's conflict prevention and peace-building effort. This is the case in many of the activities designed to: strengthen national capacities to protect human rights and to ensure that domestic institutions and processes respond effectively to civil, cultural, economic, political and social grievances and abuses that could lead to tensions and armed conflict; establish processes of consensus-building; facilitate transitional justice and reconciliation processes; strengthen the rule of law; promote accountability; ensure the delivery of essential services for the most vulnerable elements in society; and ensure the participation of women, youth and minorities in key national processes. From the same perspective, UN organizations are working to build support for diversity and tolerance in media, popular culture and education. Similarly, the system's activities for the settlement and reintegration of conflict-affected peoples, including returned refugees, internally displaced persons and ex-combatants are increasingly being approached from a longer-term perspective, which seeks to advance peace-building and durable development.



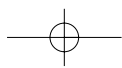
**125.** The system's support to Member States in combatting transnational crime should be seen in the same way—and as key to advancing most, if not all, of the Millennium Declaration's objectives. Recognizing the need for comprehensive and coordinated action to help Member States fight organized crime, CEB in April 2004 adopted a strategy designed to help forge a system-wide response to the challenges posed by transnational crime. All of the immediate inter-agency measures identified by CEB in this area have been initiated, with the United Nations Office of Drugs and Programmes (UNODC) in the lead. The aim is to put in place a comprehensive and coordinated system-wide response to transnational organized crime capable of countering effectively its disruptive impact on economic and social progress and the effort to build peaceful, equitable societies.

**Box 4.2****Curbing transnational crime**

With UNODC as the focal point, four multi-agency task forces were established under the auspices of CEB to identify and elaborate: links between ongoing conflicts and organized crime (UNODC, UNICEF, UNDP, UNDP, DPKO, WFP, OCHA and UNRWA); collaborative interventions to counter trafficking in human beings and the smuggling of migrants, including responses to the vulnerability of trafficking victims to HIV/AIDS (IOM, UNHCHR, UNHCR, ILO, UNODC and UNICEF); the involvement of organized crime in trafficking in a variety of illicit commodities and the UN system's response (UNODC, UNEP, UNDDA, UPU, UNDP, UNESCO, IMO, ICAO, IAEA, ICPO/Interpol, OPCW and CITES); and HIV/AIDS in prisons (UNODC, UNAIDS and WHO). Each of these task teams has produced a detailed report, from which a joint programme of activities to counter transnational crime has been developed. With the completion of the initial phase of raising awareness and building links among UN system organizations, the focus of the process has shifted towards joint programming. Eight specific areas for joint action by the UN system have been identified: implementation of relevant international legal instruments; system-wide information collection, analysis and reporting; development of preventive approaches within the UN system; joint activities and projects; enhanced cooperation with identified external agencies; inclusion in UN country level interventions; promotion of best practices; and raising awareness of the UN system's response.

**Managing transitions**

**126.** Countries emerging from conflicts frequently face multiple challenges that require simultaneous action on many fronts in order to lay the foundation for sustainable recovery and long-term development. UN country teams have developed transitional recovery strategies to address the root causes of conflict and minimize the likelihood of its recurrence. The UN Assistance Mission in Afghanistan and the UN Mission of Support in East Timor provide good examples of efforts towards formalizing integrated, continuing support for good governance and for political and peace-building processes, while responding to urgent humanitarian and recovery needs.



**Box 4.3****Peacebuilding and development in East Timor**

When violence erupted immediately after the vote for independence in September 1999, more than two-thirds of East Timor's 800,000 people fled or were forcibly displaced from their homes. Nearly four-fifths of the infrastructure and public buildings were destroyed, along with much of agriculture.

Organizations of the UN system complemented peacekeeping operations with emergency humanitarian assistance by providing food and medicines, rehabilitating basic infrastructure, protecting displaced persons and repatriating refugees who fled to West Timor. The UN assisted in the drafting of the constitution, which adheres to all international human rights principles.

UN system assistance in this phase created a safe environment and provided the basic conditions for further rehabilitation and development. Key UN system organizations supported a nation-wide process, involving as many as 38,000 ordinary citizens in formulating a vision for the country's future and national ownership of a five-year development plan.

Following Timor-Leste's independence in May 2002, the UN's executive and legislative powers transferred to the sovereign State. The new peacekeeping mission, UNMISSET, continued to have responsibility for external security and law enforcement, as well as capacity building in governance, justice and development. Since May 2004, and pursuant to Security Council resolution 1543, the mission has primarily provided support for the public administration and justice system and for justice in the area of serious crimes. It supports the development of law enforcement and continues to provide support for security and stability. UNMISSET's Civilian Support Group embodies the philosophy of the "Brahimi Report," which advocates a role for peacekeeping missions beyond providing troops and police support and which stresses the need for harmonization of assistance from the UN system.<sup>28</sup> The organizations of the UN system are focusing on the country's social and economic development—from building the capacity of civil servants to strengthening the institutions of governance and from expanding education and health services to reducing poverty and developing communities. With the end of UNMISSET on 20 May 2005, the UN system has laid the foundation to help ensure that peace is durable and that development is sustainable.

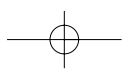
**127.** In framing their response to countries emerging from conflict, organizations of the UN system are collaborating with governments and other partners to prepare comprehensive post-conflict needs assessments, in order to create a basis for longer-term reconstruction plans and to acquire a sound estimate of requirements for funding and other international support.

**128.** Contributions by UN organizations to the overall effort to manage the transition process range from assistance in restoring the institutional capacities of governments and communities for rebuilding and recovering from crisis, to help in creating jobs, reviving local enterprises, rehabilitating airports and civil aviation facilities, and restoring damaged communications networks.

**129.** A joint UNDG-ECHA Working Group has emphasized the need for the system to operate from within a common strategic framework for the transition from conflict to peace, building on shared contextual analysis and needs assessments and responding to nationally defined requirements. Under the auspices of the ECHA, ECPS and UNDG, a standing mechanism has been established to provide support and guidance to the UN country team in planning the system's support to the transition process.

28. Report of the Panel on United Nations Peace Operations (A/55/305-S/2000/809).





**130.** UNDP, UNHCR, the World Bank and other UN entities of the system are piloting an integrated approach known as the 4Rs—Repatriation, Reintegration, Rehabilitation and Reconstruction—in order to bring humanitarian and development agencies and partners together in an effort to reinforce peace processes and avert the re-emergence of violence in transition situations. The approach aims to promote mutually reinforcing interventions by different UN agencies, on the basis of common principles, integrated planning and local ownership.

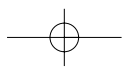
**131.** Accordingly, the UN system is now applying comprehensive transition recovery frameworks that integrate reconstruction, rehabilitation and long-term development to provide support to countries emerging from conflicts. In Liberia, a comprehensive assessment of the country's transitional requirements has led to a results-focused transitional framework that currently serves as the basis for coordinated support by the UN system. In Sierra Leone, the peace-building and recovery strategy integrates humanitarian and development assistance in one process. A large number of UN system organizations are supporting, on similar bases, transition processes in Afghanistan, Bosnia and Herzegovina, Haiti, Burundi, Chad, the Democratic Republic of Congo, Eritrea, Guinea-Bissau, Liberia, Mozambique, Sudan and Timor-Leste.

#### Box 4.4

#### Working together on transition in Liberia

After 14 years of devastating civil war in Liberia, a peace agreement was signed in August 2003. A national transitional government was established and urgent reconstruction needs were identified by organizations of the UN system, together with the World Bank and other partners.

In the transition period, UN organizations have been working together within the Results-Focused Transition Framework adopted by the transitional government. UNDP is funding five reintegration projects and is implementing capacity-building initiatives and activities to increase access to care, support and treatment for people living with HIV/AIDS, tuberculosis and malaria. It is also supporting the work of the Independent National Commission on Human Rights to develop a national action plan on human rights. UNICEF is helping protect and support vulnerable communities and groups, including women and children. UNFPA has provided support to protect women and helped to raise awareness of sexual and gender-based violence. Its "back to school" campaign delivered emergency school-supply kits for 800,000 children and trained 12,000 primary school teachers. It also helped to install 432 water points and basic sanitation facilities in 519 schools. WFP's school feeding programmes have reached 395,510 children in 1,065 schools. WFP is also working closely with UNICEF and WHO to increase the capacity of the transitional government to integrate food assistance with health care. FAO and WFP have been collaborating to revive the agriculture sector. The national immunization programme is continuing with the participation of UNICEF, WHO and other partners. It has already reached 95 percent of its target figure, having immunized 1.5 million children against measles. WHO is working with the Ministry of Health and Social Welfare to improve the quality of drinking water by introducing the local production of chlorine. UNEP and UNDP are working with the Government and non-governmental organizations to help restore proper administration of natural resources. And, in close collaboration with the government, UNHCR is facilitating the voluntary repatriation of some 30,000 Liberian refugees from neighbouring countries, in addition to the estimated 50,000 who have already returned home. UNHCR is also working closely with UNMIL, IOM, partner agencies and the Government to return internally displaced persons to their places of origin.



**132.** The UN is increasingly deploying integrated missions to address comprehensively and from a preventive perspective the interlinked dimensions of peace and security, humanitarian assistance and development. In appropriate situations, a single official has been designated as both Deputy Special Representative of the Secretary-General and Resident Coordinator, supported by an integrated task force at UN Headquarters. This allows the development community to work more closely with peacekeepers in a mutually supportive fashion and enables peacekeepers and development staff to address transition issues and concerns related to the reconstruction of crisis countries in a more coherent way. This integrated approach is currently being applied in Angola, Burundi, Côte d'Ivoire, Liberia and Sierra Leone. While operating within this integrated framework, the UN is taking care to retain its capacity to ensure the independence of humanitarian action, cooperating closely with non-governmental organizations and the Red Cross.

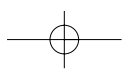
**133.** At the inter-governmental level, the ECOSOC Ad Hoc Advisory Group on African Countries Emerging from Conflict has advanced the UN's capacity to address more coherently the socio-economic and political aspects of post-conflict recovery. It has also contributed to a further strengthening of collaboration between the UN and the Bretton Woods institutions in post-conflict situations.

### **Protecting the vulnerable: special emphasis on civilians in armed conflict**

**134.** In recent years, civilian populations have increasingly become the targets of armed groups. Women, who often suffer in disproportionate numbers, are being subjected to atrocities that include organized sexual violence and exploitation. Children are being targeted—and at times recruited or abducted into militia forces. Women and children also constitute the majority of the world's refugees and internally displaced persons. In the circumstances, the protection of civilians, especially women and children in conflict situations, remains a key humanitarian imperative for the international community and the UN system.

**135.** The work of UN system organizations to address the protection of civilians in situations of armed conflict or transition is guided by international norms derived from humanitarian, human rights, refugee and criminal law. On that basis, the system has endeavoured to establish common policy orientations that can maximize the coherence and impact of its work for the protection of civilians. As a result, the protection of civilians is now more systematically integrated into the mandates of various peacekeeping operations in Africa. As part of the same effort, common approaches are being developed to use multidisciplinary and joint assessment missions for evaluating the implementation of humanitarian mandates within peacekeeping environments.

**136.** A system-wide effort is underway to raise greater awareness of the role and responsibilities of Member States in protecting civilians in armed conflict, including in monitoring, reporting and taking action against violations. In general, the UN is pursuing the protection of civilians in armed conflict through a broad platform for action which covers: (a) improving humanitarian access to civilians in need; (b) improving the safety and



security of humanitarian personnel; (c) improving measures to respond to the security needs of refugees and internally displaced persons; (d) ensuring that the special protection and assistance requirements of children in armed conflict are fully addressed; (e) ensuring that the special protection and assistance requirements of women in armed conflict are fully addressed; (f) addressing shortcomings in the approach to disarmament, demobilization, reintegration and rehabilitation; (g) addressing the impact of small arms and light weapons on civilians; (h) combatting impunity; (i) developing further measures to promote the responsibility of armed groups and non-State actors; and (j) ensuring the provision of the necessary resources to address the needs of vulnerable populations in “forgotten emergencies.” The scope of assistance to countries that receive and provide support to refugees is also being expanded, including assistance to address any environmental impact of hosting large numbers of refugees.

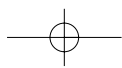
**137.** Guidelines to provide common orientations to the work of UN system country teams have recently been drawn up in a number of areas. These include a Guidance Note on Durable Solutions for Displaced Persons for use by UN Country Teams, prepared by an inter-agency working group led by UNDP and UNHCR. The Note focuses on approaches to the elaboration of development programmes for displaced persons and their host communities, within the framework of the MDGs.

**138.** A task force of the Inter-Agency Standing Committee on HIV Interventions in Emergency Settings has similarly developed guidelines to improve the protection and care of people suffering from HIV and AIDS in situations of conflict and/or displacement. UNHCR and several other UN system organizations have drawn upon this inter-agency work to develop and implement various forms of interventions appropriate to the circumstances of people suffering from HIV and AIDS.

**139.** The Office of the Special Representative of the Secretary-General for Children and Armed Conflict has focused on strengthening and expanding the scope of international instruments for child protection. Together with ILO, UNODC, UNHCR, UNDP, UNIFEM, International Organization for Migration and other partners, UNICEF is working to prevent child trafficking, particularly in conflict situations, by advocating adherence to such legal instruments as the Palermo Protocol to the UN Convention against Transnational Organized Crime, the Convention on the Rights of the Child and its Optional Protocols, and the ILO Convention 182 on the Worst Forms of Child Labour.

**140.** Along with poverty, the AIDS pandemic and other social factors, armed conflicts have contributed to a growing number of children being orphaned or otherwise separated from their families, making them particularly vulnerable. Various organizations of the UN system are helping to enhance their protection by strengthening health care systems, providing affordable supplies and drugs and encouraging local communities and social welfare systems to ensure that caregivers receive the support they need and that access of these children to education improves.

**141.** Effective responses to sexual and gender-based violence are being incorporated in all aspects of peace-keeping operations, including improved physical protection, monitoring and reporting. Personnel-contributing countries are being urged to ensure that all mission



personnel have training, prior to deployment, on the rights and specific protection needs of women and children. Increased donor support is being mobilized for programmes focused on the rights of women and girls, particularly those related to sexual violence and to HIV/AIDS and other sexually transmitted diseases.

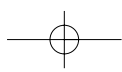
**142.** The United Nations has launched a renewed, vigorous effort to prevent, investigate and address allegations of sexual misconduct by its personnel and peacekeepers. No-fraternization rules and imposition of curfew for military contingents have been tightened and are being strictly enforced. “A comprehensive strategy to eliminate future sexual exploitation and abuse in United Nations peacekeeping operations,” which contains a number of concrete recommendations to deepen the reform processes underway in this respect, has recently been finalized for consideration by the General Assembly (A/59/710); and it has been reviewed, in the first instance, in the Special Committee on Peacekeeping Operations. The recommendations cover: the standardization of rules against sexual exploitation and abuse for all categories of peacekeeping personnel; the provision of a professional investigative capacity for peacekeeping operations; organizational, managerial and command measures to address sexual exploitation and abuse directly; and strengthening of individual accountability through the disciplinary process, as well as financial and criminal accountability, where appropriate.

## Countering terrorism

**143.** An effective approach by the UN system to conflict prevention, peace-building and protecting the vulnerable must fully encompass and, indeed, have a sharp, strong focus on countering terrorism. The system’s work in this area is guided by a large number of international conventions negotiated within the United Nations. It covers a wide spectrum of interventions aimed at:

- Assessing the longer-term implications and broad policy dimensions of terrorism for the United Nations;
- Advising Member States on legislating and implementing antiterrorism measures;
- Auditing States’ aviation security systems to ensure compliance with international standards and to spur the development of new safeguards, including the development of standards and biometrics for international travel documents;
- Fighting piracy in the context of international agreements to prevent and suppress terrorist acts against ships at sea and in port, and improving overall ship and port security;
- Reviewing nuclear facilities in Member States, to identify necessary security upgrades and the financial requirements to carry them out;
- Strengthening Member States’ abilities to detect radioactive material at their borders and to respond to illicit trafficking;
- Combatting the financing of terrorism through the monitoring of postal services; and
- Raising awareness and preparedness at the national and international levels to deal with the accidental release or deliberate use of biological and chemical agents or radio-nuclear materials.

**144.** The work of the organizations of the UN system complements that of the Security Council and its Counter-Terrorism Committee (CTC), which monitors compliance with the provisions of Security Council resolution 1373 (2001). CTC also considers ways in which



States can be assisted and explore the promotion of best practices; the availability of existing technical, financial, in particular to regulatory and legislative programmes; and synergies among assistance programmes within international, regional and sub-regional organizations.

**145.** In addition, the UN has established a Policy Working Group which meets periodically to identify the longer-term implications and broad policy dimensions of terrorism and to formulate recommendations on steps to address it.

## Challenges

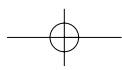
**146.** UN organizations have made considerable strides in adopting multidimensional, country-based approaches to conflict prevention and post-conflict reconstruction. Yet, the challenges posed remain daunting and require intensified efforts by the UN system, as well as greater support from Member States. These challenges include:

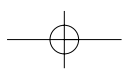
- a reinforcement of the UN system's capacity to act as a "mobilizer," helping to coordinate the efforts of all actors in developing and implementing comprehensive prevention and peace-building strategies;
- a more strategic response to the economic dimensions of conflict;
- greater attention to environmental threats and building additional capacity to analyse and address those threats;
- enhancing the UN system's ability to understand better the local context of armed conflict;
- greater attention and a sharper focus on the immediate post-conflict period, when many of the conditions are set for either sustained recovery or the recurrence of conflict and possibly civil war; and
- a stronger focus by the UN system on helping countries to develop their own institutions and processes for conflict prevention and peace-building.

**147.** For the UN system to build these capacities and effectively engage partners in proactively preventing and managing armed conflicts, it needs to:

- develop, based on a deeper appreciation of the different priorities that countries and peoples have, a better understanding of the nature of the threats to peace, the factors that contribute to violence and the interlinkages among them;
- further enhance inter-agency cooperation at both the analytical and operational levels; and
- identify innovative, mutually reinforcing responses to emerging threats to peace and help build stronger coalitions for action, engaging Member States, multilateral agencies and civil society.

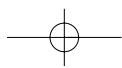
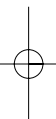
**148.** A major system-wide effort will continue to be required to keep the issue of the protection of civilians in situations of conflict and displacement as a high priority for Member States and the international community. And the UN system will need to step up further its advocacy for the ratification and observance of treaties and conventions relating to the protection of civilians, including the Genocide Convention, the Geneva Conventions, the Rome Statute of the International Criminal Court and all refugee conventions.

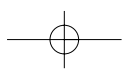




**149.** Devising a comprehensive approach to countering terrorism poses a major, growing challenge for the UN system. In his report to the 2005 World Summit, the Secretary-General suggests the elements of such a strategy, as well as an array of proposals to strengthen the UN framework for and contribution to collective security. The UN system's future work in peace and security will be guided by the consensus reached at the Summit, by the directives of the governing bodies of its constituent members and by the ongoing evolution of the international legal framework.

**150.** The effort to build a fully integrated system response capacity for peace-building, armed conflict prevention and humanitarian interventions will ultimately succeed only if supported by adequate resources. Existing modalities for financing critical operations during the period of transition from humanitarian assistance to peacekeeping and peace-building support and to long-term development programming require urgent review.





## Chapter 5. The Way Forward for the UN system

**151.** The Charter of the United Nations and the constituent instruments of the specialized agencies and other UN organizations stem from a basic quest for multilateral cooperation and from fundamental principles of international solidarity that have stood the test of time. The Millennium Declaration reinforces these principles and provides the basis for a renewed unity of purpose and a new common platform for action across the UN system. While the functions and activities of individual UN system organizations relate in varying degrees to the Millennium Declaration, each organization is committed to doing its part to make the system as a whole a more cohesive and effective agent in upholding the Declaration's values and in advancing its objectives.

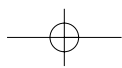
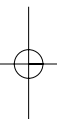
**152.** This report shows how the Millennium Declaration already is transforming the way the UN system works. Under the aegis of the Chief Executives Board (CEB), the UN system has made substantial progress in reinforcing commonalities to be better equipped to help the international community address global challenges and in fostering a culture of excellence and integrity. Nonetheless, much more needs to be done for the UN system to evolve into "One United Nations"—the cohesive force for progress and change that current conditions require and that Member States have demanded in putting forward the Millennium Declaration.

**153.** What would characterize "One United Nations"? Although not the only multilateral player, One United Nations could serve as a unique agent and catalyst of progress, applying its varied strengths to a common purpose. It would both support and build on regional and bilateral cooperation. It would engage in concerted effort with all actors—State and non-State—to advance synergies. Its constituent organizations would together have the ability to attract sustained political support, to formulate coherent policies and to translate those policies into coherent programmes and operations that yield concrete results. It would derive direction from a common set of goals and hold itself accountable for better results. The overall result of One United Nations, so defined, would be an international environment more conducive to progress and real change in the conditions and quality of life of peoples throughout the world.

**154.** Achieving One United Nations will require of the UN system specific changes in policy and in practice. The requisite changes are, in fact, similar to those that citizens increasingly demand of their governments—and can be organized into three categories:

- deepening understanding and better managing knowledge;
- achieving an inclusive, purposeful mobilization of all resources and capacities; and
- increasing transparency and accountability.

Much more action is required for the UN system to evolve into "One United Nations"...



## Deepening understanding and better managing knowledge

**First, system-wide action to deepen understanding and to manage and share knowledge much more purposefully**

**The system must strive to become a centre of excellence, within and across areas of competence**

**155.** A collective capacity to acquire and create knowledge and put it to productive use for the common good is as critical to the efforts of the UN system as it is to individual countries. This means, for the UN system, concerted action to deepen understanding and to manage and share knowledge much more purposefully. On the conceptual level, for example, while peace and development obviously have many interconnections, the exact linkages between them are far from being fully analyzed and understood. In the development area itself, UN system organizations need to reflect further together on how to advance and project to policy makers a holistic approach to economic and social development. That approach would emphasize the mutually reinforcing relationship between the pursuit of the Millennium Development Goals and the pursuit of the wider UN development agenda that has emerged from the global conferences. It would ensure that social objectives are effectively integrated into economic decision-making. And it would factor in the challenge of addressing the inequalities that exist within and among countries, both as an ethical imperative and as a practical necessity to remove a major impediment to growth and sustainable development.

**156.** In our knowledge-intensive world, the efforts of individual organizations to become centres of excellence in their respective areas of competence will have to coalesce into system-wide action to become—and earn recognition as—a centre of excellence across those areas, particularly on multisectoral approaches that can best advance both security and development.

**157.** In the follow-up to the global conferences and the Millennium Declaration, the UN system has intensified its efforts to more effectively manage and share knowledge, to use information technology and to produce reliable standardized data, all of which enable coherent support of decision-making and cogent system-wide strategies for public communication. The system agenda for further progress should thus focus on:

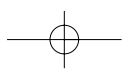
- *Common, more reliable and more accessible, user-friendly statistical and other data.* This should be accompanied by a joint effort to significantly strengthen support for capacity-building in countries in both data gathering and analysis.
- *A common strategy for better employing information and communications technologies (ICT) in both management and operations.*

### Box 5.1

#### Working together on the information society

CEB member organizations collaborated closely in the ITU-led preparatory and follow-up processes for the first phase of the World Summit on the Information Society (WSIS) held in Geneva on 10-12 December 2003. Their contributions were coordinated through the High-Level Summit Organizing Committee (HLSOC) led by ITU. At the second phase of the Summit in Tunis, the HLSOC is expected to monitor implementation of the Geneva Action Plan by organizations of the UN system and report on those efforts to the Summit process. (continued on following page)



**Box 5.1****Working together** (continued from previous page)

The HLSOC is engaged in a stock-taking exercise to assess the current level of programmatic activity by CEB member organizations that touch on the Information Society and to provide information on new activities targeted to meet the goals set by WSIS. Supporting the Information Society requires a coherent and coordinated approach by UN system organizations. While some issues directly interest nearly all organizations of the system (such as access to ICT), others are more specific to individual institutions (such as e-medicine, online dissemination of weather information, technical standards and intellectual property). Many UN system organizations already have linked programmes and actions for bridging the digital divide. In many cases, these involve programmes to use and develop e-applications that fall within their mandates. The Geneva Plan of Action provides a framework for re-orienting and reinforcing those programmes, strengthening synergies and sharing best practices.

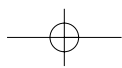
- *Identifying and sharing best practices within the system and outside it.*

**Box 5.2****Knowledge sharing and information technology in support of the MDGs**

Work is underway within the framework of CEB to forge new directions and establish new channels for exchanging ideas and knowledge within the UN system. Underpinning these efforts is a UN System Information and Communication Technology Strategic Framework developed by the ICT Network of CEB. Building on past evaluations of ICT opportunities in the system, this Strategic Framework represents a collaborative initiative geared towards the improvement of communication channels and the development of common ICT infrastructure elements across organizations of the UN system. The Strategic Framework sets out the charter for UN system organizations to pursue ICT investments in a way that could result in savings and improved efficiency in technology operations upon which any knowledge sharing initiative rests.

Two key initiatives under the ICT Strategic Framework involve creating a more connected UN, with an expanded UN system network, and a more informed UN, with an initiative for knowledge sharing. The UN System Development Network envisions an unparalleled ability to communicate amongst all the organizations of the UN family. Currently, most organizations of the system maintain and operate independent global networks that allow them to communicate with their own staff but hinder full cross-institutional collaboration. Work currently underway seeks to eliminate this redundancy, resulting in lower overall operating costs and enhancing the ability of all organizations to communicate throughout the system.

Sharing information across organizations is another major initiative under the Strategic Framework. Knowledge management initiatives are ongoing in many parts of the UN system, but widespread sharing of knowledge outside individual organizations has yet to be realized. Building on lessons learned by the World Bank, this ICT Network initiative seeks to identify the most appropriate tools and techniques to facilitate the widespread dissemination of knowledge existing in individual organizations across the UN system.



- *Promoting a system-wide learning culture rooted in shared values and common objectives for all staff of the UN system.*<sup>29</sup> The culture building effort must focus on staff as they enter the international civil service, joining not only one organization but also an integrated system of organizations. It should focus on staff as they assume management responsibilities and hence a greater role in steering the UN organizations towards One United Nations. And it should engage senior management, charged with providing leadership, momentum and policy guidance for these efforts.

## Achieving an inclusive, purposeful mobilization of all resources and capacities

**Second, action to mobilize all resources and capacities in the most inclusive and purposeful manner possible**

**158.** As at the national level, achieving an inclusive, purposeful mobilization of all resources and capacities should continue to drive change within the UN system. Fragmentation and the pursuit of narrow interests have typically—and in some cases justifiably—featured in descriptions of the UN system. In its response, however, to the Millennium Declaration and to the UN conferences and summits on economic and social issues since the 1990s, the UN system has proven its potential: to overcome the obstacles to policy coherence and cohesive action that are inherent in its structures; to integrate sectoral interventions effectively; and to mount more multidisciplinary and well sequenced responses. Further action on this front must take several forms, including:

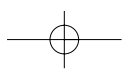
- *A deliberate effort, in the pattern of the global conferences, to engage the active participation of all parts of the UN system in shaping policies.* Participatory processes not only improve the quality and legitimacy of a given policy, but they also help to forge constituencies committed to the policy's implementation. Among the UN organizations, they help to generate the very sense and substance of One United Nations.
- *A constant effort to engage parliaments and local authorities and all forces of civil society in policy development and implementation.* While the implications will vary from organization to organization, the individual and collective actions taken in this area will have to stem from a system-wide commitment, evident to the system's partners. The effort must be pursued coherently at the global, regional and country levels. And it must encompass not only the work methods of the secretariats, but also those of the intergovernmental bodies.

### Box 5.3

#### Report of the Panel of Eminent Persons on UN-Civil Society Relations

Given the rapidly changing international environment—particularly the spread of social movements accompanying the information revolution—the Panel of Eminent Persons on UN-Civil Society Relations called for the United Nations to become more attuned and responsive to citizens' concerns and enlist greater public support. The report of the Panel, entitled "We the Peoples: Civil Society, the United Nations and Global Governance" (A/58/817 and Corr.1, June 2004), outlined a set of proposals for enhancing civil society engagement covering four main areas: ensuring the United Nations became an outward looking organization; connecting "the local with the global"; helping strengthen democracy in the twenty-first century; and embracing a plurality of constituencies. (continued on following page)

29. The UN system Staff College, established in 2002, pursuant to GA resolution 55/207 is a system-wide instrument that focuses on building a common culture across all areas of the work of the system.



### Box 5.3

#### Report of the Panel of Eminent Persons (continued from previous page)

The report advocated a paradigm shift in how the UN works, calling on the Organization to foster "multi-constituency" processes that incorporate into its work the perspectives and capacities of citizen groups, policy advocates, businesses, local governments and parliamentarians.

Noting that the proposals of the Panel aim to strengthen the United Nations, enrich intergovernmental debate and improve the services it provides to the world's people, the Secretary-General endorsed the report and called for greater involvement by civil society in the work of the Organization. The Secretary-General suggested that the contribution of non-governmental organizations (NGOs) in intergovernmental bodies be built into the General Assembly's regular business and called for improving the UN Secretariat's dialogue with NGOs, including by giving them easier access to information and documentation.

- *A renewed effort, within and across organizations, to ensure that the system's conceptual and standard-setting work and its country-level operational activities proceed in a mutually reinforcing manner.* The capacity to combine analytical and normative functions with operational mandates amounts to a unique comparative advantage of the UN system, which so far has been vastly underexploited. A more integrated approach to the system's conceptual and operational functions would also help further harmonize the system's mission to advance agreed goals at all levels and the system's commitment to the basic principle of country ownership of development assistance.

### Box 5.4

#### The Triennial Comprehensive Policy Review of Operational Activities for Development

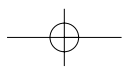
The UN system can only succeed in its mission to help countries implement the goals of the Millennium Declaration if its delivery of services at the country level is well managed, using all its resources and expertise.

Recognizing the need to build on progress underway to ensure a coherent, effective response to country needs, the CEB held a one-day retreat in October 2004, to consider further steps needed to maximize the collective impact and involvement of the UN system as a whole.

The Board identified the need for the UN system to move towards a qualitative shift in its culture to emphasize the primacy of government programmes to which different organizations were called upon to contribute. The Resident Coordinator system had to be so constituted as to fully exploit the contribution of each part of the system, whether or not present on the ground. Certain measures were called for, such as one common UN strategy that would be closely linked to the country's own priorities and to a more inclusive PRSP.

In its resolution 59/250, on the Triennial Comprehensive Policy Review of Operational Activities for Development, the General Assembly set out a road map for organizations of the system, both collectively and individually, to enhance the UN system's development cooperation activities. As this report goes to print, efforts are underway to ensure this is taking place through, among other things, the joint efforts of HLCP and UNDG to bring into closer alignment the policy and operational dimensions of the system's work.

- *A concerted effort to achieve a much more unified system presence at the country level.* Such a unified presence would be centred on the resident coordinator mechanism and draw on all the capabilities available in the system, including especially the organizations and entities represented at the country level. Its guiding objective would



be to promote and sustain capacity development and to support governments in exercising effective leadership over the development assistance they receive. It would enable the system to sequence individual actions to optimize collective performance, in a way that best serves country needs. In order to rally all the talent and resources available to advance coherently agreed development goals and the country's development priorities, the unified system presence would also engage the various constituencies—in government and civil society—to which the different UN organizations relate at the country level.

## Increasing transparency and accountability

**Third, action to internalize and consistently apply transparency and accountability as basic principles of governance throughout the UN system**

**159.** As it promotes transparency and accountability as principles of good governance at the national and local levels, so must the UN system internalize and apply these principles as the core of what “One United Nations” should embody and project at the global level. Genuine transparency and accountability—for both actions and results—must characterize the conduct of UN organizations and international civil servants. The system and the world's people which it aims to serve should expect nothing less than the highest standards of conduct from the UN system's staff. Those standards should translate into concrete measures within individual organizations, responsible for their further development and enforcement. They should also reinforce the system-wide position of zero tolerance for abuses, of openness to scrutiny, and of proactively implementing the most effective and reliable systems for monitoring, evaluation, audit and oversight. One United Nations should act now to shape and reinforce common accountability instruments. Initiatives to strengthen monitoring and evaluation should converge into common, system-wide action to evaluate UN performance in terms not merely of effort, but mainly of real impact.

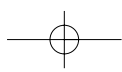


**160.** The 2005 World Summit could do much to sustain and advance the evolution of One United Nations. Governments at the Summit should reaffirm their consensus that these are indeed the directions in which they wish the UN system to continue to move and then act deliberately to advance that movement in the different governing bodies of the system.

**The 2005 World Summit could do much to advance the evolution of One United Nations by reaffirming that these are the directions in which Governments wish the UN system to proceed**

**161.** To be an effective foundation for continued progress and change, the consensus produced by the Summit cannot be selective. It will have to entail a strong, renewed commitment to substantive progress in relation to each of the Declaration's three pillars and the construction of strong bridges among them. The bridge between security and development will be key: the new consensus will have to respond to grave, growing concerns regarding arms proliferation and terrorism, while simultaneously giving real hope to those who live with poverty, illiteracy, contagious diseases and environmental degradation as daily causes of insecurity. Building a firm commitment to human rights and the rule of law will also be crucial in determining the strength of the bridges extended from this pillar to both the development and peace pillars—and hence to the strength and effectiveness of the entire multilateral foundation and framework for collective action.





## List of boxes

### *Chapter 1*

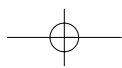
- Box 1.1 UN System Chief Executives Board for Coordination (CEB)
- Box 1.2 Values and principles of the Millennium Declaration

### *Chapter 2*

- Box 2.1 The Follow-up to Monterrey
- Box 2.2 The “Three Ones”
- Box 2.3 United Nations Development Group: Coordinating UN country-level support for the Millennium Declaration
- Box 2.4 Tracking progress on the MDGs
- Box 2.5 The Copenhagen commitments to eradicate poverty
- Box 2.6 Decent work and a fair globalization
- Box 2.7 Coordinated inter-agency action in support of special social groups
- Box 2.8 Addressing the urbanization of poverty
- Box 2.9 Combatting hunger and poverty
- Box 2.10 Nutrition and the MDGs
- Box 2.11 Education for All
- Box 2.12 Inter-agency collaboration on gender equality and empowerment of women
- Box 2.13 Reducing child mortality through immunization
- Box 2.14 Global and regional initiatives to improve maternal and newborn health
- Box 2.15 Responding to HIV and AIDS: Joint UN approaches in action
- Box 2.16 Addressing the triple crisis of AIDS, food security and governance
- Box 2.17 Working together for environmental sustainability
- Box 2.18 Mobilizing the UN system for freshwater resources
- Box 2.19 Managing forests and combatting deforestation
- Box 2.20 Collaboration on energy
- Box 2.21 Coordinating responses to climate change
- Box 2.22 Coordinating responses to natural disasters
- Box 2.23 The Doha Development Agenda
- Box 2.24 Cooperation on commodities
- Box 2.25 Financing the development goals
- Box 2.26 Partnerships with civil society
- Box 2.27 Working for the implementation of the Brussels Programme of Action
- Box 2.28 Partnerships for sustainable development of Small Islands Developing States
- Box 2.29 The Regional Inter-agency Coordination and Support Office
- Box 2.30 Inter-agency collaboration on economic development

### *Chapter 3*

- Box 3.1 Protecting the rights of the vulnerable
- Box 3.2 Electoral assistance

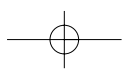


#### *Chapter 4*

- Box 4.1 Coordination on early warning and preventive action
- Box 4.2 Curbing transnational crime
- Box 4.3 Peacebuilding and development in East Timor
- Box 4.4 Working together on transition in Liberia

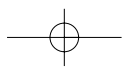
#### *Chapter 5*

- Box 5.1 Working together on the information society
- Box 5.2 Knowledge sharing and information technology in support of the MDGs
- Box 5.3 Report of the Panel of Eminent Persons on UN-Civil Society Relations
- Box 5.4 The Triennial Comprehensive Policy Review of Operational Activities for Development



## List of acronyms

ACC	Administrative Committee on Coordination
AFG	African Governance Forum
AIDS	Acquired Immune Deficiency Syndrome
APRM	Africa Peer Review Mechanism
ARV	Antiretroviral
CAADP	Comprehensive Africa Agriculture Development Programme
CAFRAD	African Training and Research Centre in Administration for Development
CBD	Convention on Biological Diversity
CCA	Common Country Assessment
CEB	United Nations System Chief Executives Board for Coordination
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
COP10	Tenth Session of the Conference of Parties
CSP	Child Survival Partnership
CTBTO	Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization
CTC	Counter-Terrorism Committee
DRC	Democratic Republic of the Congo
ECA	United Nations Economic Commission for Africa
ECE	United Nations Economic Commission for Europe
ECESA	Executive Committee on Economic and Social Affairs
ECHA	Executive Committee on Humanitarian Affairs
ECLAC	United Nations Economic Commission for Latin America and the Caribbean
ECOSOC	UN Economic and Social Council
ECPS	Executive Committee on Peace and Security
EFA	Education for All
EFA-FTI	Education for All-FastTrack Initiative
EMG	Environmental Management Group
ESCAP	United Nations Economic and Social Commission for Asia and the Pacific
ESCSA	United Nations Economic and Social Commission for Western Asia
FAO	Food and Agriculture Organization
FFDO	Financing for Development Office
GAVI	Global Alliance for Vaccines and Immunization
GCOS	Global Observing System for Climate
GEF	Global Environment Facility
GIVS	Global Immunization Vision and Strategy
Hib	Haemophilus influenzae type b
HIV	Human Immune-Deficiency Virus
HLCP	High-Level Committee on Programmes
HLSOC	High-Level Summit Organizing Committee
HURIST	OHCHR's and UNDP's joint programme on Human Rights Strengthening

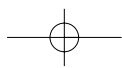
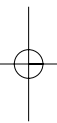
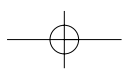


## List of acronyms

IAAH	International Alliance Against Hunger
IAEA	International Atomic Energy Agency
IANWGE	Inter-Agency Network on Women and Gender Equality
ICAO	International Civil Aviation Organization
ICPO/Interpol	International Criminal Police Organization/Interpol
ICT	Information and Communications Technology
IFAD	International Fund for Agricultural Development
IGAC	International Group for Anti-Corruption Cooperation
ILO	International Labour Organization
ILO/STEP	International Labour Organization/Strategies and Tools against social Exclusion and Poverty
IMCI	Integrated Management of Childhood Illness
IMF	International Monetary Fund
IMO	International Maritime Organization
IOM	International Organization For Migration
IPCC	Intergovernmental Panel on Climate Change
IPEC	ILO's collaborative Programme for the Elimination of Child Labour
IPGRI	International Plant Genetic Resources Institute
ISDR	International Strategy for Disaster Reduction
ITC	International Trade Centre UNCTAD/WTO
ITU	International Telecommunications Union
LDCs	Least Developed Countries
LLDCs	Landlocked Developing Countries
MDG	Millennium Development Goals
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
OCHA	Office for the Coordination of Humanitarian Affairs
OECD	Organisation for Economic Co-Operation and Development
OHCHR	Office of the UN High Commissioner for Human Rights
OPCW	Organisation for the Prohibition of Chemical Weapons
OSAA	Office of the Special Advisor on Africa
PARIS 21	Partnership in Statistics for Development in the Twenty-First Century task team
PCNA	Preparation of comprehensive post-conflict needs assessments
PRSP	Poverty Reduction Strategy Papers
PWG	Policy Working Group on the United Nations and Terrorism
RECs	Regional Economic Communities
RIASCO	Regional Interagency Coordination and Support Office
SCN	UN System Standing Committee on Nutrition
SIDS	Small Island Developing States
SMART governance	Simple, moral, accountable, responsible and transparent governance



TB	Tuberculosis
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCCD	UN Convention to Combat Desertification
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDDA	United Nations Department for Disarmament Affairs
UN-DESA	United Nations Department of Economic and Social Affairs
UNDG	United Nations Development Group
UN-DPA	United Nations Department of Political Affairs
UN-DPKO	Department of Peacekeeping Operations
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	UN Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNGEI	United Nations Girls' Education Initiative
UN-HABITAT	United Nations Human Settlements Programme
UNHCHR	United Nations High Commissioner for Human Rights
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNMISSET	United Nations Mission of Support in East Timor
UN-OCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNODC	United Nations Office of Drugs and Crime
UNPAN	United Nations Online Network on Public Administration and Finance
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNSSC	United Nations System Staff College
UNWTO	United Nations World Tourism Organization
UPU	Universal Postal Union
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization
WSIS	World Summit on the Information Society
WSSD	World Summit on Sustainable Development
WTO	World Trade Organization
WWAP	World Water Assessment Programme
WWDR	World Water Development Report



## Annex

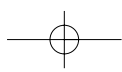
### Collaborative initiatives and actions by the organizations of the United Nations system to support the implementation of the Millennium Declaration<sup>30</sup>

	MECHANISMS	OBJECTIVES	UN PARTNERS	INITIATIVES/ACTIVITIES
<b>I. Poverty eradication and sustainable development</b>				
1. Eradicate extreme poverty and hunger	Multi-donor trust fund	Support capacity building in low income countries with poverty reduction strategies.	Jointly managed in-country by the World Bank and the UN	(i) Strengthen the preparation and implementation of national Poverty Reduction Strategy Papers (PRSPs); (ii) Focuses on activities that are critical to the successful development and implementation of the poverty reduction strategies, building sustainable country capacity and supporting domestic stakeholders and international partners.
	United Nations System Network on Rural Development and Food Security	Global partnership to achieve the shared goals of "food for all" and rural poverty reduction.	FAO, IFAD, WFP, UN, ILO, UNESCO, WHO, UNDP, UNICEF, UNFPA, UNIDO, UNEP, UNDCP, UN-Habitat, World Bank, IAEA, IMF, WMO, UNHCR and UNAIDS	(i) Supporting efforts by governments and their partners to implement the World Food Summit Plan of Action and rural development and food security programmes; (ii) Reinforcing ties between UN System organizations and other stakeholders, notably NGOs and civil society organizations; (iii) Fostering synergies among Network members; (iv) Exchanging and disseminating information, experiences and best practices among network members with country-level theme groups.
	Inter-Agency Working Group on Food Insecurity and Vulnerability Information and Mapping System (FIVIMS)	(i) Reduce global food insecurity and vulnerability, and address their multiple causes closely linked to poverty; (ii) Improve data quality and analysis through the development of new tools and capacity-building in developing countries.	FAO (Lead agency), IFAD, ILO, UNOCHA, UNDESA, UNDP, UNEP, UNICEF, UNFPA, UNU, World Bank, WFP, WHO and WMO	(i) Development of best practices in food security information systems at country level and across a variety of socio-economic circumstances; (ii) Greater co-ordination among donor and technical agency efforts in food security information systems; (iii) Linking information systems to remedial action programmes and evaluating their impact.
	International Assessment of Agricultural Science and Technology for Development (IAASTD)	Reduce hunger and poverty, improve rural livelihoods and achieve equitable, environmentally, socially and economically sustainable development through the generation, access to, and use of agricultural knowledge as well as science and technology.	World Bank, FAO, UNEP, WHO and UNDP	Assessment activities focus on: (i) The challenges that can be addressed through agricultural knowledge, science and technology (KST); (ii) The likely positive and negative consequences of agricultural KST; (iii) The enabling conditions required to optimize the uptake and diffusion of agricultural KST; (iv) Investments to help realize the potential of agricultural KST.
	Diagnostic Trade Integration Studies (DTIS)	Create an environment conducive to development and poverty eradication in the area of trade and development.	UNCTAD, ITC, IMF, World Bank, WTO and UNDP	DTIS prepared for three pilot countries – Cambodia, Madagascar and Mauritania.

30. The examples presented in the following table are illustrative of the range of collaborative work undertaken by United Nations system organizations in areas covered by the Millennium Declaration.

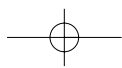
Collaborative initiatives and actions by the organizations of the United Nations system to support the implementation of the Millennium Declaration (cont'd)

	MECHANISMS	OBJECTIVES	UN PARTNERS	INITIATIVES/ACTIVITIES
	Informal International Working Group (IIWG) to coordinate the Implementation of International Year of Rice – 2004 and beyond	(i) Increase public awareness, at all levels, on the contributions of rice-based systems for food security, better nutrition, poverty alleviation and livelihood improvement; (ii) Promote and help guide the efficient and sustainable development of rice and rice-based production systems now and in the future.	FAO, UNDP, UNEP, UNESCO, UNICEF, IFAD and WHO	The IIWG provide a multi-stakeholder mechanism of the UN, donors, countries, Consultative Group on International Agricultural Research (CGIAR) center, NGO and private sector. It is facilitating the pooling of experience and funding support of both developed and developing countries and sharing of lessons learned.
	Initiative to stem the impact of HIV/AIDS on hunger	Reverse the burden of HIV/AIDS on hunger and the decline in food production.	FAO, WFP, IFAD and UNAIDS	(i) A strategic plan developed by FAO in collaboration with WFP, IFAD and the UNAIDS Secretariat to address HIV/AIDS and hunger; (ii) In southern Africa, UN partners collaborate closely, and work with a variety of international NGOs, on collaborative activities.
	Regional Networks for Rural Finance (Regional Agricultural Credit Associations) and Marketing (Technical Cooperation Among Developing Countries Networks)	Strengthen the capacity of financial service providers and policy makers.	FAO, IFAD and UNCTAD	Workshops, bank and microfinance training, materials development and policy dialogue and development.
2. Achieve universal primary education	Education for All (EFA) partnerships	(i) Ensure the integration of international initiatives into national action plans and programmes and improve the linkages between them; (ii) Support countries most at risk of failing to achieve the education MDG.	World Bank, UNESCO, UNICEF, WFP and UNFPA	EFA partnerships involve collaborative efforts such as the UN Girls' Education Initiative, led and coordinated by UNICEF; the Fast-Track Initiative, led by the World Bank; HIV/AIDS and Education, in which UNESCO's International Institute for Educational Planning is a key actor; and the United Nations Literacy Decade (2003-2012), for which UNESCO is the lead agency. These initiatives are channelling donor support to countries with financing gaps, providing technical support for education sector plans and ensuring that gender issues are fully incorporated in the planning and financing of national efforts to achieve universal primary education. The UN agencies and other partners target their support and coordinate their responses to EFA at the country level.
	UN Girls' Education Initiative (UNGEI)	(i) Expand girls education through health and nutrition measures. (ii) Focus especially on the six most cost-effective, scalable interventions (food for education, de-worming, separate sanitary facilities/latrines, safety and security measures, support for female teachers and cash for school supplies and fees); (iii) Raise funds globally for these specific activities, allocating the funds for each intervention to the agency/group that will be most effective in carrying out the intervention in that country.	UNICEF, ILO, World Bank, UNAIDS, UNDESA, UNESCO, UNFPA, UNHCR, UNIFEM, WFP, UNDP and WHO	(i) A minimum package of health and nutrition interventions developed by WFP and UNICEF to promote girls' education with a special focus on Africa. The package includes provision of clean water and sanitary latrines, health, nutrition, hygiene education and micronutrient supplement; (ii) A simple, global approach for UNGEI developed by WFP to raise funds for and implement 6 key interventions to support girls' education in targeted countries under lead agency arrangement.



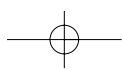
Collaborative initiatives and actions by the organizations of the United Nations system to support the implementation of the Millennium Declaration (cont'd)

	MECHANISMS	OBJECTIVES	UN PARTNERS	INITIATIVES/ACTIVITIES
	Inter-Agency Task Team on Education and HIV/AIDS	Promote a strategic approach to addressing HIV/AIDS and Education at global, regional, and country levels.	UNESCO, UNAIDS Secretariat, UNDCP, WHO, UNICEF, UNDP, UNFPA and World Bank	(i) A framework on the role of education in the protection, care and support of orphans and vulnerable children living in a world with HIV and AIDS developed; (ii) The Global EFA and Global Initiative for HIV/AIDS Prevention Education (GIPE) supported by UN partners.
	Inter-Agency Network for Education in Emergencies (INEE)	Coordinate and strengthen inter-agency responses during emergencies in the area of education.	World Bank, UNESCO, UNICEF and UNHCR	INEE undertakes various activities to ensure provision of educational services during emergency periods.
3. Promote gender equality and empower women	Gender Theme Groups	Serve as a key instrument for dialogue and development of common and coherent strategies and action plans for gender mainstreaming at country level.	86 Gender Theme Groups in 78 UNDP programme country offices involving UNDG member organizations	(i) Pool resources for joint events and provide gender training; (ii) Facilitate dialogue on gender issues and participate in the development of common strategies and action plans; (iii) Advocacy and awareness raising; (iv) Support governments in legislative action, technical support in capacity-building and community-level interventions; (v) Workshops to sensitize policymakers and government officials, as well as United Nations staff.
	Regional inter-agency mechanisms on the advancement of women	Promote women's empowerment and gender equality through a coordinated response by the UN system at the regional level.	UNECA, UNECE, UNECLAC, UNESCAP, UNESCWA and relevant UN system organizations in the respective regions	Mainstreaming gender into the respective work programmes of the Regional Commissions and undertaking joint activities for achieving gender-related MDGs.
	Inter-Agency Task Team (IATT) on HIV/AIDS and Gender	Promote common understanding of the gender perspective on HIV/AIDS among IATT member agencies and reinforce efforts to address the gender dimensions of the HIV/AIDS pandemic.	UNICEF, UNDP, ILO, World Bank, OHCHR, UNESCO, UNFPA, WFP and UNIFEM.	Developing Gender and HIV/AIDS Resource Packages to guide programming and advocacy consisting of: (i) 17 fact sheets on key topics in HIV/AIDS and gender; (ii) An operational guide to improve capacity at the regional and country level to mainstream gender into HIV/AIDS programming through a set of checklists and tools; (iii) A review paper that considers the issues and challenges of integrating gender into programmatic and policy action.
	Interagency Task Force on Gender and Humanitarian Assistance	Integrate gender considerations into humanitarian response planning and operations.	UNFPA, UNIFEM, UNHCR, UNICEF and WHO	(i) Developing a matrix for prevention, protection and coherent inter-agency response to GBV; (ii) Reviewing gender dimensions of the CAP process; (iii) Developing guidelines for gender programming in humanitarian settings.
	Women's health in crisis situations	Review the impact of political, social and economic crisis on women's health and develop a conceptual framework for programme improvements.	WHO, UNFPA, UNICEF and UNHCR	(i) Establishing an evidence base on challenges to women's health – particularly sexual and reproductive health in conflict settings, with a focus on the health consequences of violent acts against women, through multi-stakeholder,



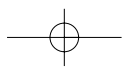
Collaborative initiatives and actions by the organizations of the United Nations system to support the implementation of the Millennium Declaration (cont'd)

	MECHANISMS	OBJECTIVES	UN PARTNERS	INITIATIVES/ACTIVITIES
				<p>rapid analysis (with key-informant interviews);</p> <p>(ii) Building the capacity of health services to better respond to women's health needs in conflict settings with particular attention to the consequences of violent acts, risks of sexual and reproductive ill health and HIV;</p> <p>(iii) Improving the support available to those providing women's health care in crisis settings;</p> <p>(iv) Disseminating experiences beyond the high-emphasis settings;</p> <p>(v) Monitoring health services used by women in conflict settings.</p>
4. Reduce child mortality	Child Survival Partnerships	<p>(i) Provide a forum for coordinated action among UN agencies, consistent approaches between partners and concrete efforts at country level to reduce child mortality;</p> <p>(ii) Mobilize global and national political will, commitments and adequate resources to reduce child deaths.</p>	UNICEF, WHO, World Bank and WFP	<p>(i) National strategy documents for child survival;</p> <p>(ii) Expansion of primary health care services to children;</p> <p>(iii) Enhanced Outreach Strategy (EOS) for the Child Survival Programme aiming at reducing the mortality rate;</p> <p>of mothers and children and increasing access to health care for the target group and provide supplementary food;</p> <p>(iv) Convene national and international events to increase access to and coverage of essential maternal and child care services;</p> <p>(v) Encouraging better use of existing resources to address identified needs;</p> <p>(vi) Advocating, at global and country levels, for additional resources at the national level to scale up programmes.</p>
	Interagency working group on Integrated Management of Childhood Illness (IMCI)	<p>(i) Provide global guidance on improving family and community practices with the greatest impact on child survival, growth and development;</p> <p>(ii) Increase inter-agency support for best practices on management of childhood illness.</p>	WHO, UNICEF and World Bank	<p>(i) Joint development and use of tools for planning, policy definition, and implementation;</p> <p>(ii) Joint development of regional and country policies and plans;</p> <p>(iii) Sharing of organization or country-specific tools and experiences;</p> <p>(iv) Website developed to make tools and experiences available.</p>
5. Improve maternal health	Special Programme of Research, Development and Research Training in Human Reproduction	Promote, coordinate, conduct and evaluate global research and development in sexual and reproductive health, including maternal and newborn health, family planning, the prevention of unsafe abortion, and the control of sexually transmitted and other reproductive tract infections.	UNDP, UNFPA, WHO, World Bank and a wide range of other UN agencies	A global research partnership to strengthen the evidence base and foster knowledge-sharing to develop interventions in sexual and reproductive health that contribute to making pregnancy safer for women and their newborn by promoting best practices during pregnancy, childbirth and the postpartum period, and by preventing unsafe abortion through giving couples the means to plan their families.
	Inter-Agency Working Group on Reproductive Health in Crisis Situations	Collaborate on development of standards and protocols for provision of reproductive health (RH) services in humanitarian settings and operational and research cooperation.	UNFPA, UNHCR, UNICEF, WHO and UNAIDS	<p>(i) Development of Standards for RH services in emergencies and Field Manual on RH in refugee settings;</p> <p>(ii) Development and regular revision of Emergency RH kits (pre-packaged sets of medicine, equipment, supplies for various levels of health care);</p> <p>(iii) Regular technical meetings for review of field experience and for collaborative research;</p> <p>(iv) Recent extensive 10 year evaluation of RH in emergency situations.</p>



Collaborative initiatives and actions by the organizations of the United Nations system to support the implementation of the Millennium Declaration (cont'd)

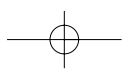
	MECHANISMS	OBJECTIVES	UN PARTNERS	INITIATIVES/ACTIVITIES
6. Combat HIV/AIDS, malaria and other diseases	FAO-Emergency Prevention System – Livestock (EMPRES), the Emergency Centre for Transboundary Animal Diseases (ECTAD), the Global Rinderpest Eradication Programme (GREP), the European Commission for Foot and Mouth Disease (EU-FMD), the Programme Against African Trypanosomiasis (PAAT) and the Caribbean Amblyomma Programme (CAP)	Redress international spread of animal disease, veterinary public health agents and pathogens emerging in the interface of animals and humans.	FAO, WHO, OIE-WTO, IAEA, World Bank, UNEP and UNDP	Collaboration in disease information functions, early warning, transboundary animal disease control strategy development, standard setting, world reference centres and labs, regional networks for epidemiological surveillance, laboratory diagnosis, harmonization of control and prevention activities, contingency planning, early reaction and emergency response plus field programme support.
	The 3 by 5 initiative	Treat 3 million people with anti-retroviral medicines by the year 2005.	WHO, UNAIDS, UNHCR, UNICEF, WFP, UNDP, UNFPA, UNODC, ILO, UNESCO and World Bank	Joint efforts on the most appropriate model of care and close collaboration on estimating the total resource needs for the initiative over the years 2004-2005.
	Roll Back Malaria Project	Reduce human suffering and economic losses due to malaria.	(i) Global level: WHO and UNICEF, World Bank and UNDP. (ii) Regional level: WHO and UNICEF. (iii) Country level: UNESCO and FAO	(i) Strengthening health systems to ensure better delivery of health care, especially at district and community levels; (ii) Ensuring the proper and expanded use of insecticide-treated mosquito nets; (iii) Ensuring adequate access to basic health care and training of healthcare workers; (iv) Encouraging the development of simpler and more effective means of administering medicines such as training of village health workers, mothers and drug peddlers on early and appropriate treatment of malaria, especially for children; (v) Encouraging the development of more effective and new anti-malaria drugs and vaccines.
	Inter-agency collaboration to prevent HIV in women in reproductive age, especially pregnant women; to prevent mother to child transmission of HIV; to provide treatment, care, and support to mothers	Advocate for and increase programming in: (i) Preventing HIV infection in women (especially young and pregnant women); (ii) Preventing unintended pregnancies in women living with HIV; (iii) Preventing HIV transmission from pregnant women living with HIV to children; (iv) Providing treatment, care and support for mothers living with HIV and their families.	WHO, UNICEF, UNFPA, World Bank and UNAIDS	(i) Agreement on six core indicators for preventing mother to child transmission (PMTCT); (ii) A manual on monitoring and evaluation of PMTCT programmes to guide the development of regional and country-level goals and monitoring and evaluation plans, and harmonize efforts among UN agencies and key collaborating institutions; (iii) An advocacy brochure developed, covering such topics as success stories, lessons learned and future challenges and evidence of the effectiveness of the recommended interventions; (iv) Framework for priority actions on HIV and infant feeding endorsed by several UN agencies; (v) Support for country specific action plans and scaling up of PMTCT services; (vi) Country assessment missions and programme reviews to develop and disseminate lessons learned; (vii) Generic training curriculum developed and pilot tested in the Caribbean and Africa; (viii) Support for regional meetings on HIV and infant feeding to train health workers.



Collaborative initiatives and actions by the organizations of the United Nations system to support the implementation of the Millennium Declaration (cont'd)

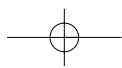
MECHANISMS	OBJECTIVES	UN PARTNERS	INITIATIVES/ACTIVITIES
Inter-agency collaboration to promote life skills education approaches for in-school and out-of-school youth	Mobilize commitment to preventive education and to support the exchange of information on Education and HIV/AIDS.	UNESCO (lead agency), UNDP, UNFPA, UNICEF, UNODC, WHO, World Bank, ILO and UNAIDS	(i) "HIV/AIDS and Education: A Strategic Approach" available electronically in three languages; (ii) Policy package for education decision-makers; (iii) Evidence-based advocacy paper following on from the Strategic Approach; (iv) Communication and advocacy: policy for interagency collaboration and advocacy developed and made available for use; (v) Readiness Survey of national level policy and practice in education and HIV/AIDS; (vi) Technical resource facilities to help countries respond to the impact of AIDS in the education sector.; effective preventive education sector responses developed and implemented; (vii) Training on Accelerating the Education Sector Response to HIV/AIDS in Africa; (viii) Promote the Focusing Resources on Effective School Health (FRESH ) framework;
Inter-agency collaboration to enhance youth-friendly reproductive and sexual health services	Enhance programme approaches on HIV/AIDS prevention among young people at the operational/country-level.	UNFPA (convening organization), WHO, UNICEF, UNESCO, UNDP, UNODC, ILO and UNAIDS	(i) Monitoring and Evaluation Guide including options for targets and indicators for HIV/AIDS prevention interventions for young people; (ii) Global consultation on policies and programmes to achieve the global goals on young people and HIV/AIDS; (iii) Publication of "Protecting Young People from HIV and AIDS: The Role of Health Services", based on the outcome of a global consultation.
UN Regional Task Force on Mobility and HIV Vulnerability Reduction in Asia	Deliver regional support to countries and improve coordination on issues of mobility and HIV vulnerability reduction.	UNDP (convening agency), UNAIDS, WHO, UNESCO, World Bank and IOM	(i) Development of agreements on mobility-related HIV vulnerability reduction; (ii) Development of the Regional Strategy and Joint Action Programmes on migrant workers' HIV vulnerability; (iii) Strengthening of partnership of national AIDS authorities with the agriculture, infrastructure construction, maritime and transport sectors; (iv) Establishment of the Early Warning Rapid Response System (EWRRS) as an effective tool to build regional HIV resilience.
Inter-agency efforts for prevention and care of HIV/AIDS among injecting drug users (IDUs) and in prison settings	HIV/AIDS prevention and care responses associated with injecting drug use and in prison settings.	UNODC (lead agency), UNICEF, WHO, UNAIDS, UNDP, UNESCO and World Bank	Scaling up HIV/AIDS prevention and care programmes targeting IDUs at country-level, including: (i) Mapping of the UN system's support for national efforts on HIV/AIDS and IDU, and circulation of the report; (ii) Development and circulation of guidelines on capacity building for UN Theme Groups on HIV/AIDS; (iii) Regional mobilization and technical support on HIV prevention among injecting drug users.
Interagency Standing Committee on HIV/AIDS in emergency settings	(i) Provide HIV services to persons in emergency settings, including conflict areas, and to those who are forcibly displaced; (ii) Address the response to the HIV/AIDS problem in crisis settings.	WHO (convenor) UNHCR, WFP, UNICEF, WHO, UNFPA, World Bank and UNAIDS	(i) An e-space and various reference materials, including Guidelines on HIV/AIDS in emergency settings created; (ii) The UN Disaster Management Training Programme (DMTP) used as platform to develop a training module to respond to the HIV/AIDS problem in a crisis setting, with a multi-sectoral perspective, both for humanitarian and





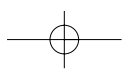
Collaborative initiatives and actions by the organizations of the United Nations system to support the implementation of the Millennium Declaration (cont'd)

	MECHANISMS	OBJECTIVES	UN PARTNERS	INITIATIVES/ACTIVITIES
				development actors from UN Country Teams, national authorities, NGOs and other stakeholders; (iii) Great Lakes Initiative on AIDS, with a refugee, internally displaced person, returnee and host surrounding community component; (iv) Forced and Voluntary Migration symposium and satellite session; (v) Epidemiological research by UNHCR and others for groups in conflict and displaced situations that have changed the perception of HIV in such situations; (vi) Guidelines developed with involvement of all members of the Interagency Standing Committee Task Force on HIV/AIDS in emergency settings, field peer-reviewed and published.
	Inter-Agency Task Team on HIV/AIDS in the World of Work	Prevention of HIV and management/mitigation of the impact of AIDS on the world of work; care and support of workers infected and affected by HIV/AIDS; elimination of stigma and discrimination on the basis of real or perceived HIV status.	ILO (lead agency), FAO, IFAD, UNESCO, IOM, OHCHR, UNAIDS Secretariat, UNDP, UNIFEM, UNFPA, UN-HABITAT, UNHCR, UNICEF, UNODPS, WHO, WIPO and World Bank	(i) Assessment of UN HIV/AIDS policies and their compliance with the key principles of the ILO Code of Practice; (ii) Development of a set of indicators to monitor the implementation and effectiveness of HIV/AIDS workspace policies and programmes.
	Global Coalition on Women and AIDS	(i) Highlight the effects of HIV and AIDS on women and girls through global and national advocacy; (ii) Stimulate concrete and effective action to prevent the spread of HIV.	UNFPA, UNAIDS Secretariat, UNIFEM, WHO, FAO and UNICEF	Advocacy for action covers: (i) Preventing HIV infection among young women and girls; (ii) Reducing violence against women; (iii) Protecting the property and inheritance rights of women and girls; (iv) Ensuring women and girls have equal access to care and treatment; (v) Supporting improved community-based care, with a special focus on women and girls; (vi) Promoting access to new prevention options for women, including female condoms and microbicides; (vii) Supporting ongoing efforts towards universal education for girls.
7. Ensure environmental sustainability	Global Environment Facility (GEF)	Provide new and additional grant and concessional funding to meet the incremental costs of measures to achieve global environmental benefits in the protection of biological diversity; the reduction of greenhouse gases; the protection of international waters; the prevention and reduction of releases of persistent organic pollutants (POPs); the reduction of land degradation, primarily desertification and deforestation; and the protection of the ozone layer.	Implementing agencies: World Bank, UNEP and UNDP. Executing agencies: IFAD, UNIDO, IAEA, FAO and IMO	(i) Since 1991, GEF has provided grants to more than 1,300 projects in 140 countries, providing \$4.5 billion in grants and generating \$14.5 billion in co-financing from other partners for projects in developing countries and countries with economies in transition. 32 donor countries pledged \$3 billion in GEF funds for operations between 2002 and 2006. (ii) As the financial mechanism for four international environmental conventions, the GEF helps fund initiatives that assist developing countries in meeting the objectives of the conventions. GEF also collaborates closely with other treaties and agreements.



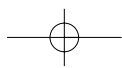
Collaborative initiatives and actions by the organizations of the United Nations system to support the implementation of the Millennium Declaration (cont'd)

MECHANISMS	OBJECTIVES	UN PARTNERS	INITIATIVES/ACTIVITIES
UN-Water	Coordinate, implement and follow-up the World Summit on Sustainable Development (WSSD) water agenda throughout the UN system in collaboration with other stakeholders.	FAO, World Bank, UNESCO, WHO, WMO, UNIDO, IAEA, UNDP, UNEP, UNHCR, UN-HABITAT, UNU/INWEH, UN-DESA, UN-ECA, UN-ECE, UN-ECLAC, UN-ESCAP, UN-ESCWA, CBD and UNFCCC	Has been charged with important series of mandates both from the General Assembly and the Commission on Sustainable Development. The World Water Development Report is the principal collaborative product of UN-Water. A second report is scheduled to be launch at the fourth World Water Forum in Mexico City in 2006. UN-Water is also responsible for organizing the annual UN World Water Day and the UN Decade of Water, 2005–2015.
World Water Assessment Programme (WWAP)	Develop tools and skills to achieve a better understanding of basic processes, management practices and policies that will help improve the supply and quality of global freshwater resources.	FAO, World Bank, UNESCO, WHO, WMO, UNIDO, IAEA, UNDP, UNEP, UNICEF, UNHCR, UN-HABITAT, UNU/INWEH, UNDESA, UN-ECA, UN-ECE, UN-ECLAC, UN-ESCAP, UN-ESCWA, CBD and UNFCCC	(i) Assessing the state of the world's freshwater resources and ecosystems; (ii) Identifying critical issues and problems; (iii) Developing indicators and measure progress towards achieving sustainable use of water resources; (iv) Helping countries develop their own assessment capacity; (v) Documenting lessons learned and publish a World Water Development Report (WWDR) at regular intervals.
2005 Water Resources Alliance Initiative	Coordinate and strengthen support to developing countries to meet the World Summit on Sustainable Development (WSSD) target of developing integrated water resource management and efficiency plans by 2005.	UNEP, UNDP, World Bank, UN-HABITAT, UN-DESA and UNESCO	(i) Compilation of national 2005 status reports; (ii) Assisting and enabling regional and sub-regional networks for knowledge sharing on lessons learned and for concept development in support of integrated water resource management; (iii) Development of specific international guidance documents, capacity development and technical assistance to national activities related to the 2005 integrated water resource management target.
Global Environment Monitoring System (GEMS)/Water	Improve water quality monitoring and assessment capabilities in participating countries and determine the status and trends of regional and global water quality.	UNEP, FAO, IAEA, UNDP, WHO, UNESCO, World Bank and WMO	Provides authoritative, scientifically-sound information on the state and trends of global inland water quality required as a basis for the sustainable management of the world's freshwater to support global environmental assessments and decision-making processes.
Water for Africa's Cities	Addresses different aspects of water for Africa's largest cities.	UN-HABITAT, UNEP, and other partners including the World Bank	Promotes a demand-side perspective of water management and water pollution control methods, gender mainstreaming and improvement of water access for urban poor and peri-urban areas. A similar programme "Water for Asian Cities" has also been launched.
Cities Alliance	Improve the living conditions of the urban poor through the preparation of the City Development Strategies and large-scale slum upgrading programmes.	UN-HABITAT, World Bank and UNEP	(i) Pools the resources and experience of Alliance partners to foster new tools, practical approaches and an exchange of knowledge to promote city development strategies, pro-poor policies and prosperous cities without slums; (ii) Focuses on the city and its region rather than on sectors; (iii) Promotes partnerships between local and national governments, and those organizations



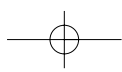
Collaborative initiatives and actions by the organizations of the United Nations system to support the implementation of the Millennium Declaration (cont'd)

	MECHANISMS	OBJECTIVES	UN PARTNERS	INITIATIVES/ACTIVITIES
				<p>directly representing the urban poor;</p> <p>(iv) Promotes inclusive urban citizenship emphasizing active consultation by local authorities with the urban poor;</p> <p>(v) Scale up solutions promoted by local authorities and the urban poor;</p> <p>(vi) Promotes engaging slum dwellers as partners, not problems;</p> <p>(vii) Promotes the role of women in city development;</p> <p>(viii) Engages potential investment partners, encouraging the development of new public and private sector lending and investment instruments to expand the level of resources reaching local authorities and the urban poor, enabling them to build their assets and income.</p>
	UN-Energy	Ensures coherence in the UN system's multi-disciplinary response to the WSSD and to ensure the effective engagement of non-UN stakeholders in implementing WSSD energy-related decisions.	UN-DESA, UN-ECA, UN-ECE, UN-ESCWA, ESCAP, UNCTAD, UNDP, UNEP, FAO, IAEA, UNFCCC, UNESCO, UNIDO, WIPO, UN-HABITAT, UNICEF, WMO and World Bank	<p>(i) UN-Energy convened its first meeting on 2 July 2004 following a meeting of an ad hoc task force on energy on 14-15 April 2004 and the subsequent approval of its terms of reference by HLCF in May 2004;</p> <p>(ii) A work programme has been elaborated that focuses on providing input to the fourteenth and fifteenth sessions of the Commission on Sustainable Development (CSD), promoting policy coherence and galvanizing inter-agency operational coherence.</p>
	Global Network on Energy for Sustainable Development (GNESD)	Enhance the capacity of national institutions to develop policies and undertake planning and research efforts that integrate solutions to energy, environment and development challenges, and reduce pollution from energy activities while allowing developing countries to meet growing needs for energy services.	UNEP, UNIDO, UNDP, UN-DESA and World Bank	<p>(i) Building knowledge and sharing lessons learned;</p> <p>(ii) Improving capabilities, i.e., capacity development on multiple levels;</p> <p>(iii) Facilitating development of new approaches and projects;</p> <p>(iv) Generating new knowledge through structuring energy policy research projects.</p>
	Clean Fuels and Vehicles Partnership	Promote improved urban air quality in developing countries through the promotion of clean fuels and vehicles.	UNEP, UN-DESA, World Bank and WHO-PAHO	<p>(i) Help developing countries develop action plans to complete the elimination of leaded gasoline and start to phase out sulphur in diesel and gasoline fuels;</p> <p>(ii) Provide a platform for exchange of experiences and successful practices, as well as technical assistance;</p> <p>(iii) Develop public outreach materials, educational programmes, and awareness campaigns;</p> <p>(iv) Adapt economic and planning tools for clean fuels and vehicles analyses in local settings;</p> <p>(v) Support the development of enforcement and compliance programmes, with an initial focus on fuel adulteration.</p>
	National Cleaner Production Centres (NCPC)	<p>(i) Promote clean technologies and building of national cleaner production capacities;</p> <p>(ii) Access methods of analysis and introduction of new</p>	UNIDO, UNEP, UNDP, ILO, FAO, IFAD, WHO and World Bank	<p>(i) A comprehensive network of NCPCs has been established covering 30 countries;</p> <p>(ii) UNIDO is cooperating with UNDP, ILO, FAO, IFAD, WHO, and the World Bank in the field of small and medium enterprise development,</p>



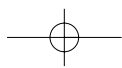
Collaborative initiatives and actions by the organizations of the United Nations system to support the implementation of the Millennium Declaration (cont'd)

	MECHANISMS	OBJECTIVES	UN PARTNERS	INITIATIVES/ACTIVITIES
		production processes at the highest international standard; (iii) Increase the application and raise awareness of cleaner production in industry and encourage the inclusion of cleaner production measures in national environmental policy and legislation in developing countries and economies in transition.		agro-industries and other sectors. (iii) The programme has established a total of 22 centres in developing countries and economies in transition by the end of 2001; (iv) NCPCs have assisted companies to rationalize their production processes and save money on raw materials, energy, water and water treatment; (v) NCPCs are working with the multinational chemical corporation BASF, on eco-efficiency programmes for small and medium-sized enterprises.
	The Marrakech Process: Inter-agency cooperation on the 10-year framework on sustainable consumption and production	Promote international co-operation and inter-agency coordination in support of national and regional activities to change unsustainable patterns of consumption and production.	UN-DESA, UNEP, UNIDO, UN-Habitat, UNCTAD, ILO, UNDP and the Secretariat of the Basel Convention	(i) Identifying specific activities, tools, policies, measures and monitoring and assessment mechanisms, including, where appropriate, life-cycle analysis and national indicators; (ii) Adopting and implementing policies and measures to promote sustainable consumption and production patterns, applying, inter alia, the polluter-pays principle; (iii) Developing production and consumption policies to improve products and services; (iv) Developing awareness-raising programmes on the importance of sustainable consumption and production patterns, particularly among youth and relevant segments in all countries; (v) Developing and adopting consumer information tools to provide the information related to sustainable consumption and production; (vi) Increasing eco-efficiency for capacity-building and technology transfer.
	UN-Oceans	Ensure effective information sharing and coherence in the wide spectrum of activities in the UN system relating to oceans and coastal areas.	UN-DESA, UN-DOALOS/Legal Affairs, World Bank, UNDP, UNEP, FAO, IAEA, UNFCCC, UNESCO, IMO, CBD and ISA	(i) Establishing a workplan to identify areas for enhanced cooperation and collective action in support of the Millennium Development Goals, the Johannesburg Plan of Implementation and the main topics addressed in UNGA's 5th Informal Consultative Process (ICP) on Oceans and the Law of the Sea; (ii) Creating a database of active projects and a website.
	Global Programme of Action for the Protection of the Marine Environment from Land-Based Activities (GPA)	Serve as a source of conceptual and practical guidance to be drawn upon by national and/or regional authorities for devising and implementing sustained action to prevent, reduce, control and/or eliminate marine degradation from land-based activities.	UNEP, WHO, IAEA, FAO, UN-HABITAT, UNDP, GEF, IOC/UNESCO, UNIDO, World Bank, WMO and IMO	GPA provides for implementation through partnerships, including through its clearing-house nodes, i.e. sewage, persistent organic pollutants, heavy metals and physical alterations, radioactive substances, nutrients and sediment mobilization, oils and litter.
	Global Climate Observing System (GCOS)	Obtain and make available to all potential users observations and information needed to address climate-related issues.	WMO, IOC/UNESCO and UNEP	(i) Climate system monitoring, climate change detection and monitoring the impacts of and the response to climate change, especially in terrestrial ecosystems and mean sea-level; (ii) Collecting climate data for application to national economic development; (iii) Research towards improved understanding, modelling and prediction of the climate system.



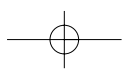
Collaborative initiatives and actions by the organizations of the United Nations system to support the implementation of the Millennium Declaration (cont'd)

	MECHANISMS	OBJECTIVES	UN PARTNERS	INITIATIVES/ACTIVITIES
	Global Terrestrial Observing System (GTOS)	Facilitate access to information on terrestrial ecosystems to aid researchers and policy makers in detecting and managing global and regional environmental change.	FAO, UNEP, UNESCO and WMO	Observations, modelling and analysis of terrestrial ecosystems to support sustainable development.
	Millennium Ecosystem Assessment (MEA)	Serve the needs of decision makers and the public for scientific information concerning the consequences of ecosystem change for human well-being and options for responding to those changes.	World Bank, UNEP, UNDP, FAO, WHO, UNESCO, and the Secretariats of the GEF, UN-CCD, UNFCCC and CBD	(i) Identifying priorities for action; (ii) Developing and providing tools for planning and management; (iii) Providing foresight/assessments concerning the consequences of decisions affecting ecosystems; (iv) Identifying response options to achieve human development and sustainability goals; (v) Helping build individual and institutional capacity to undertake integrated ecosystem assessments and to act on their findings.
	Collaborative Partnership on Forests (CPF)	(i) Support the work of the UN Forum on Forests (UNFF) and its member countries; (ii) Foster increased cooperation and coordination on forests.	UN-DESA, UNEP, UNDP, FAO, World Bank, CBD, UNFCCC, UNCCD and GEF	(i) Providing information and technical assistance to countries; (ii) Facilitating regional and international initiatives; (iii) Identifying and mobilizing financial resources; (iv) Strengthening political support for sustainable forest management; (v) Providing expertise and advisory services to UNFF.
	Ecosystems Conservation Group (ECG)	Promote inter-linkages and complementarities, encouraging the compatibility of different approaches to common problems, and enhancing synergy and harmony among and between work programmes of the Group's members with those of the global environmental conventions.	UNEP, FAO, UNESCO, UNDP and World Bank	Promoting thematic joint programming and advice on the development and implementation of relevant ecosystems and genetic resources conservation activities.
	International Coral Reef Initiative (ICRI)	Pursue implementation of Chapter 17 of Agenda 21 and other international Conventions and agreements for the conservation of coral reefs and related ecosystems.	UNEP, UNDP, FAO, IOC/UNESCO, World Bank, CBD and CITES	Mobilizing governments and a wide range of other stakeholders to improve management practices, increase capacity and political support and share information on the health of these ecosystems.
	International Partnership for Sustainable Development in Mountain Regions	Improve, strengthen and promote greater cooperation between all mountain stakeholders, such as donors, implementing agencies, NGOs, private sector, mountain communities, academia and other field practitioners.	FAO, UNEP, UNDP, UNESCO, UNU, World Bank and CBD	Providing an instrument to implement the WSSD Plan of Implementation as agreed in paragraph 42, on Mountains, with actions at all levels.
	Inter-Agency Task Force for Disaster Reduction of the UN International Strategy for Disaster Reduction (ISDR)	(i) Serve as the main forum within the United Nations system for devising strategies and policies for the reduction of natural hazards; (ii) Identify gaps in disaster reduction policies and programmes	FAO, ITU, UNDP, UNEP, UNESCO, UN-HABITAT, WFP, WHO, WMO and World Bank	Working group II on early-warning, led by UNEP (members include UNEP, FAO, UNCCD, UNDP, UNESCO, UN-HABITAT and WMO), prepared a partnership proposal launched at WSSD on "Integrating early warning and disaster risk management into the sustainable development agenda and practice" (involving, inter alia,



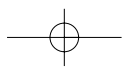
Collaborative initiatives and actions by the organizations of the United Nations system to support the implementation of the Millennium Declaration (cont'd)

	MECHANISMS	OBJECTIVES	UN PARTNERS	INITIATIVES/ACTIVITIES
		and recommend remedial action; (iii) Provide policy guidance to the ISDR secretariat; (iv) Convene ad hoc meetings of experts on issues related to disaster reduction.		ISDR, UNEP, WMO and the UNEP/OCHA joint unit) which looks to strengthen existing early warning systems and disaster risk management strategies at global, regional and national levels and to highlight their important relation to sustainable development. The Partnership is about utilizing effectively and efficiently the existing resources allocated among, and efforts undertaken by, partners and key-stakeholders.
	Awareness and Preparedness for Emergencies at Local Level programme (APELL)	Raise awareness and improve the preparedness of communities exposed to environmental emergencies, particularly those related to industrial activities and natural disaster preparedness.	UNEP, in cooperation with various partners, including WHO, (management of chemical accidents through IPCS), IMO (hazardous substances in port areas), UNIDO and IAEA	UNEP, UNIDO and WHO have an inter-agency programme which brings together expertise in health, the environment, industry and energy, for effective risk management.
	ProVention Consortium	Reduce disaster impacts in developing countries.	World Bank, UNEP, PAHO/WHO, WFP, UNDP, WMO, ISDR and UN-ECLAC	Functions as a network to share knowledge between National Ozone Units (NOUs) and connect governments, international organizations, academic institutions, the private sector, civil society organizations and to leverage resources to reduce disaster risk.
	Partnership for the Development of Environmental Laws and Institutions in Africa (PADELIA)	(i) Enhance capacity of African countries in implementation of existing environmental laws; (ii) Develop legal instruments to fill gaps in the existing laws; (iii) Enhance capacity for sustained development and implementation of environmental law.	UNEP, UNDP, FAO and World Bank	(i) Development of environmental law materials; (ii) Compilation of judicial decisions and national legislative texts related to environment; (iii) Training courses; (iv) Development and strengthening of environmental law courses.
	The Africa Stockpiles Programme (ASP)	(i) Clean up stockpiled pesticides and pesticide-contaminated waste (e.g., containers and equipment) in Africa in an environmentally sound manner; (ii) Catalyze development of prevention measures; (iii) Provide capacity building and institutional strengthening on important chemicals-related issues.	World Bank, FAO, UNECA, UNEP, UNIDO and Secretariat of the Basel Convention	The Africa Stockpiles Programme brings together the skills, expertise and resources of a diverse group of stakeholders, enabling national leadership to carry out country-led activities. By reducing and removing long-standing toxic threats throughout Africa, ASP promotes improved public health, poverty reduction, and environmental safety—critical elements of sustainable development.
	Global Campaign for Secure Tenure	Improve the lives of people living in informal settlements.	UN-HABITAT, UNDP and UNHCHR	Advocating a right-based approach to housing and urban poverty reduction and promote norms, guidelines and action plans for large-scale slum upgrading.
8. Develop a global partnership for development	Inter-agency support for the Information and Communications (ICT) Task Force	Support ICT-for-development.	ITU, UNCTAD, UNDP, UNESCO, UNFIP, World Bank and WIPO	The Task force serves as a multi-stakeholder mechanism of the UN system, donors, programme countries, private industry, financing trusts and foundations and other stakeholders. It is facilitating the pooling of relevant experience of both developed and developing countries and the sharing of lessons learned.



Collaborative initiatives and actions by the organizations of the United Nations system to support the implementation of the Millennium Declaration (cont'd)

	MECHANISMS	OBJECTIVES	UN PARTNERS	INITIATIVES/ACTIVITIES
	Initiative to overcome technical barriers to trade	Help developing countries overcome technical barriers to trade.	UNIDO, UNCTAD and WTO	UNIDO has been working closely with UNCTAD, WTO and the International Organization for Standardization to help developing countries overcome technical barriers to trade and gain greater access to the global market.
	Multi-agency technical assistance programme on Foreign Direct Investment (FDI)	A multi-agency technical assistance programme launched at the Third United Nations Conference on the Least Developed Countries to increase the level of foreign direct investment (FDI) flows to Least Developed Countries (LDCs).	UNCTAD, UNIDO, the Multilateral Investment Guarantee Agency (MIGA) and the Foreign Investment Advisory Service (FIAS) of the World Bank Group	Designing and implementing a coordinated effort to increase the level of FDI flows into LDCs and to maximize the benefits generated by FDI.
	Joint Integrated Technical Assistance Programme (JITAP) for selected least developed and other African countries	Build capacity on multilateral trade issues involving partnership among their organizations and eight beneficiary countries (Benin, Burkina Faso, Côte d'Ivoire, Ghana, Kenya, United Republic of Tanzania, Tunisia and Uganda).	ITC, UNCTAD and WTO	Pioneering a bottom-up, integrated and comprehensive approach to delivery of trade-related technical assistance at the country and inter-country levels.
	Inter-agency collaboration on trade facilitation	Support developing countries in reducing the cost of their international trade transactions and improve their market access.	ILO, WTO, World Bank, FAO, IMF, UNIDO, UN-ECLAC, UN-ECE, UN-ESCAP and UNCTAD	Exchange of information, sharing of knowledge, best use of UN system competencies and joint initiatives to address trade facilitation issues and assist developing countries in this regard.
<b>II. Human rights, democracy and good governance</b>				
1. Advancing human rights, democracy and the rule of law	Action 2 Inter-Agency Initiative	(i) Develop the capacity of UN country teams to support the establishment, strengthening and sustainability of national human rights protection systems; (ii) Support UN country teams to effectively integrate human rights into their development and humanitarian activities, in Common Country Assessments (CCA) and United Nations Development Assistance Frameworks (UNDAF), the Poverty Reduction Strategy Paper (PRSP) process, MDG reporting and any other UN common planning and programmatic frameworks as well as national planning instruments; (iii) Encourage collaborative actions and joint programming on human rights in area of human rights education, strengthening the rule of law, protection of the rights of vulnerable and marginalized groups and adherence to international human rights and humanitarian law;	OHCHR, UNDP, UNICEF, UNHCR, WFP, UNDPKO, UNDPA, UNRWA, Office of the Special Representative of the SG/CAC, WHO, UNFPA and FAO	(i) Practical tools for knowledge-sharing and capacity-building in human rights for UN country teams and their national partners; (ii) Increasing the number and quality of CCAs and UNDAFs and other planning instruments that have systematically integrated human rights; (iii) Promoting integration of human rights in the PRSP process and MDG reporting; (iv) Increasing the number of stand-alone Theme Groups on human rights established in country offices and working effectively to discuss and coordinate human rights issues at the country level and facilitate engagement of national partners, and support implementation of international human rights obligations; (v) Joint programming among UN agencies to support national efforts in areas of human rights education, strengthening rule of law, protection of rights of vulnerable and marginalized groups and adherence to international human rights and humanitarian law.





Collaborative initiatives and actions by the organizations of the United Nations system to support the implementation of the Millennium Declaration (cont'd)

	MECHANISMS	OBJECTIVES	UN PARTNERS	INITIATIVES/ACTIVITIES
		(iv) Give programmatic responses in implementing the recommendations of UN human rights mechanisms in accordance with the second phase of the Secretary-General's reform agenda on human rights.		
	Capacity building in human rights and human rights-based approach to programming	(i) Further enhance the capacities of OHCHR staff in dealing with development issues and the rights-base approach to programming; (ii) Further enhanced the knowledge of UN Country Team members in human rights and rights-based approach to programming.	UN System Staff College, OHCHR and UN Country Teams	(i) Training workshops carried out for OHCHR staff at the UN System Staff College. (ii) The College and OHCHR provided in-country training in nine countries to help develop a rights-based approach to the CCA/UNDAF process.
	Global Campaign on Secure Tenure	Promote secure forms of tenure for the poorest populations, especially those living in informal settlements and slums in cities.	UN-Habitat, World Bank, UN-ESCAP and UN-OHCHR	Raise awareness of housing rights of urban poor, advocacy campaigns for secure tenure, slum upgrading initiatives, establishment of housing rights composite monitoring/indicators, publications and reports.
2. Promoting good governance	International Group for Anti-Corruption Coordination	Strengthening international anti-corruption coordination and collaboration in order to avoid undue duplication and to ensure effective and efficient use of existing resources, using systems already in place at the regional and national level.	UNDP, UNESCO, UN-DESA, World Bank, OIOS, UNODC and UN-DPI	Providing a platform for exchange of views, information, experiences and "best practices" on anti-corruption activities for the purpose of enhancing the impact of these activities, including support for the UN Convention against Corruption.
	Global Forums on Reinventing Government	Bring together government officials, international organizations, NGOs, to discuss how governments' performance and capacities can be improved to support the delivery of public services and development in general.	UN-DESA, UNDP, UNHABITAT, UNICEF and World Bank	(i) Providing a platform for introducing various countries' experiences in government reinvention, seeking a framework and strategy for future innovations in governance; (ii) Promoting cooperation between government, the private sector and civil society organizations to improve the quality of governance at national and local levels; (iii) Discussing key issues regarding participatory and transparent governance to achieve the MDGs; (iv) Identifying potential areas of South-South and North-South cooperation and action at the local, national, and international levels to enhance the capacity of countries for participatory and transparent governance and to cope with the challenges of globalization; (v) Establishing a "Global Network for Reinvention" which will interconnect the key players in governance: government, business and civil society.
	Inter-agency support for the African Governance Forum (AGF)	(i) Assess the state of governance in Africa and discuss how to make improvements; (ii) Promote democracy and good governance in the context of NEPAD.	UNDP, UNCDF, UN-ECA, UNHCHR, UNHCR, UN-OCHA, UN-DESA, UN-OSAA, UNDPA, UNICEF, UNFPA, WFP, World Bank and IMF	(i) An annual event that brings together African leaders, donors, and representatives of civil society and the private sector to discuss a thematic subject that is considered to be pivotal in the advancement of good governance on the African continent. (ii) Supporting the secretariat of the Peer Review Mechanism.



Collaborative initiatives and actions by the organizations of the United Nations system to support the implementation of the Millennium Declaration (cont'd)

	MECHANISMS	OBJECTIVES	UN PARTNERS	INITIATIVES/ACTIVITIES
	United Nations Public Administration Network (UNPAN)	Promote the sharing of knowledge, experiences and best practices throughout the world in sound public policies, effective public administration and efficient civil services, through capacity-building and cooperation among the United Nations Member States, with emphasis on south-south cooperation and UNPAN's commitment to integrity and excellence.	UN-DESA, UN Center for Regional Development, UN-INSTRAW, UN-ECA, UN-ESCWA, UN-ESCAP, UNTC, UN-ECE and UN-ECLAC	(i) Online information, training, advisory, conference and directory services; (ii) Access to regional experience in the practice of public policy development and management at the regional, national and local levels; (iii) Capacity-building and south-south cooperation in information and knowledge management; (iv) Access to worldwide information in all areas of public sector policy and management; (v) Demand-driven and interactive two-way provider of information and knowledge network.
	Global Campaign on Urban Governance and the Urban Millennium Partnership	Apply socially integrated, participatory and accountable urban governance practices.	UN-HABITAT and UNDP, UNESCO and UNICEF	Supports principles of good urban governance through advocacy, collaborating and engaging with partners. The Urban Management Programme represents a major effort by UN-HABITAT and UNDP to strengthen the contribution that cities and towns in developing countries make towards the implementation of the MDGs at the local level. It works through anchor, local and national institutions to provide a platform for partners to discuss emerging themes and the replication of good practices in local democracy and good governance.
<b>III. Preventing and managing armed conflict</b>				
1. Enhancing post conflict peace-building	Collaboration between UNDG and UN-Executive Committee for Peace and Security (ECPS)/Executive Committee for Humanitarian Affairs (ECHA)	Ensure that the CCA/UNDAF process takes into account peace-building and conflict prevention aspects.	UNDG, UN-DPA, UN-OSAA, UN-DPKO, UN-DDA, UN-OCHA, OSRSG/CAC, UNDP, UNHCHR, UNHCR, UNICEF, World Bank, UNSECOORD, UNODC, WFP, UN-DESA, OSAGI, UNDP, UNICEF, OHCHR, UN-DPKO, UNRWA, WHO, FAO and UNFPA	Joint analyses and/or recovery plans developed by UN Country Teams.
	Inter-agency Capacity Building in Early Warning and Preventive Measures Training	Further enhance the capacities of UN staff in conflict prevention and peacebuilding.	UN System Staff College, UN-DPA, UN-OCHA and other participating UN agencies	Training workshops on Early Warning and Preventive Measures help to build the capacities of UN staff members in these areas.
	Inter-Agency Resource Group on Prevention	Develop a culture of prevention within the UN system.	UN-DPA, UNICEF, OHCHR, UNDP, UNEP, WFP, FAO, UN-DDA, UN-OCHA, UN-DESA, UN-DPI, UN-DPKO/BPU, UN-OLA, UNHCR and IMF	(i) The Group was established by the ECPS in 2000 in the context of the preparation of the 2001's Secretary-General's Report on the Prevention of Armed Conflict; (ii) The Group has evolved to become the inter-agency mechanism that considers the implementation of the SG's reports as well as of Security Council res. 1366 (2001) and General Assembly res. 57/337; (iii) The Group has been involved in the preparation of the 2003 SG's Interim Report on prevention and is in the process of preparing

Collaborative initiatives and actions by the organizations of the United Nations system to support the implementation of the Millennium Declaration (cont'd)

	MECHANISMS	OBJECTIVES	UN PARTNERS	INITIATIVES/ACTIVITIES
				the 2005 SG's Report on prevention; (vi) The Group's activities are not operational in nature, focusing instead on policy planning and thematic discussions (country level activities are discussed in the Framework Team).
2. Promoting counter-terrorism measures	Policy Working Group on the United Nations and Terrorism	Identify the implications and broad policy dimensions of terrorism for the United Nations and formulate recommendations.	UN-DPA, UN-OLA, UNODC, UN-DESA, UN-DDA, UN-OSAA, EOSG and the Personal Representative of the Secretary-General for the United Nations Year of Dialogue among Civilizations, UNHCR and UN-DPKO	The Policy Working Group presented its report, containing 31 recommendations, to the Secretary-General in August 2002 (A/57/273-S/2002/875).