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Contents

Text of Article 58

The Organization shall make recommendations for the coordination of the policies and activities of the specialized agencies.

Introductory Note

1.   The following study pertains to significant matters as well as crucial issues arising in the authority of the main organs of the United Nations system, as stipulated in Article 58 of the Charter of the United Nations, to make recommendations for the coordination of both the policies and the activities of its specialized agencies throughout the period under examination.[1]

2.   The organization and presentation of this study remain comparable to those of prior studies of this Article in the *Repertory of Practice, Supplement No. 9*, with the exception of several sub-headings that have been adapted to reflect new or substantial development that occurred during the period under review. Hereof the organization and administrative elements of the coordination of specialized agencies will be considered, and thereafter the coordination of specialized agencies with regards to substantive areas will be provided.

3.   Firstly, the General Survey ensuing the present Introductory Note examines the subject in its entirety, by presenting a succinct synopsis of the trends in the approach to the coordination of policies and activities of specialized agencies during the concerned period.

4.   Thenceforth, the Analytical Summary of Practice will give an overview of issues regarding the application of Article 58 *per se*, with a more extensive overview of decisions and matters of concern by entities of the United Nations system in this area. The main purpose of this section is the presentation of the primary areas of development in the timeframe under consideration.

5.   Further to the practice established in the study of Article 58 in the original *Repertory*[2], with regards to matters such as the characterization or amendments to the terms of agreement between the United Nations and its specialized agencies, or the recommendations made by entities of the United Nations system on the coordination of the Economic and Social Council activities, both are considered in connection with the Study of Article 63 of the Charter in the following document, with the exception of matter for which the mention thereof would clarify the issues raised under Article 58. Regarding the substantive questions linked to Article 58, several may be examined in the Studies of other Articles of the Charter. Financial and budgetary arrangements with specialized agencies as well as the review of their administrative budgets are

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[1] For the purposes of Article 58, the term "Organization" has been taken to include the General Assembly, the Economic and Social Council and the Secretariat. See generally repertory of practice under this article, especially the discussion of the joint committee of the second and third committee, para. 57. For an examination of the process by which organizations are brought into specialized relationship with the united nations, see the studies of Articles 57 and 63 in this and previous supplements.

[2] See *Repertory*, para. 3.

considered in the Study of Article 17(3); the institution of relations between the United Nations and its specialized agencies under Article 57; the initiation of negotiations for the establishment of new specialized agencies under Article 59; recommendations to the specialized agencies in connection with studies and reports initiated by the Economic and Social Council under Article 62(1) and 55; obtaining of reports from specialized agencies by the Council under Article 64; relations with subsidiary bodies established by the Council under Article 68; and arrangements for representation of the specialized agencies in the deliberations of the Council under Article 70.

I. General Survey

A. Overall Trends

6. The period under review was inaugurated with the passage into the new millennial which was the opportunity for the entire United Nations system to reaffirm its goals and development commitments for the next fifteen years.[3] The Assembly convened, as an integral part of the Millennium Assembly, a Millennium Summit of the United Nations, during which it adopted the Millennium Declaration, containing a statement of values, principles and objectives of the international agenda for the twenty-first century, and setting deadlines for many collective actions.[4] In the Declaration, the central challenge presented was that of ensuring that globalization becomes an equal positive force for all, and it therefore called for global policies and measures, corresponding to the needs of developing countries and economies in transition.[5] The General Assembly recognized the need for a strengthened and revitalized United Nations system through reform, and encouraged an increased coordination within the Organization, particularly between the Council and specialized agencies, in order ensure greater policy coherence and urge the Secretariat to make the best use of resources, which should be provided on a timely and predictable basis.[6] These efforts were combined with the ongoing programme of reform of the Secretary-General, initiated prior to the period under examination.[7] In light of the newly adopted development goals, the Assembly recognized the need for the coordinated approach of all United Nations specialized agencies if the Organization was to meet the Millennium Development Goals by 2015, due to the increasingly complex challenges, namely globalization and the greatest financial crisis since the second World War.[8] The Administrative Committee on Coordination (ACC) stated in its annual report for 2000 that,

> "(...) The challenges and opportunities presented by the new millennium have served as a positive force for galvanizing the United Nations system and have provided additional motivation for reinforcing the efforts of the organizations of the system at working together, particularly for a greater impact at the country and regional levels. The imperative of working, as a system, has continued to gain acceptance among member

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[3] See Millennium Declaration, G A Resolution 55/2.

[4] *Ibid.*

[5] *Ibid.*

[6] See Millennium Declaration, G A Resolution 55/2.

[7] See the report of the UN Secretary-General for the Millennium+5 Summit 2005, "In Larger Freedom", A/59/2005, in response to G A Resolution 60/1 and implementation of decisions from the 2005 World Summit outcome for action by the Secretary-General, A/60/568.

[8] See Millennium Declaration, G A Resolution 55/2.

organizations, resulting in increasingly close inter-agency cooperation and collaboration in policy formulation as well as in programme delivery."[9]

7.   The importance of the coordination of activities and programmes within the United Nations system, and particularly with specialized agencies, was repeatedly underlined in recommendations made by the main organs of the United Nations system, especially in the context of follow-up actions to major conferences and summits.[10]

8.   Coordination among the United Nations system - the United Nations, its Funds and Programmes, Specialized Agencies, the Bretton Woods Institutions and Related Organizations – is carried out within the structures of the United Nations System Chief Executives Board for Coordination (CEB). The relationship between the United Nations and the Specialized Agencies is drawn directly from Chapter IX and X of the Charter. The arrangements with which Member States carry out the relevant duties explicit in the Charter were delegated to the Secretary-General by the Economic and Social Council in October 1946 when the Secretary-General was requested to "establish a standing committee of administrative officers of the specialized agencies brought into relationship with the United Nations, for the purpose of taking all appropriate steps, under the leadership of the Secretary-General, to ensure the fullest and most effective implementation of the agreements entered into between the United Nations and the specialized agencies."[11]

9.   The Secretary-General established a coordination arrangement in 1947 which became known as the Administrative Committee on Coordination (ACC) in 1948. ACC adopted its new name - CEB – in 2001 to better reflect its activities to support and reinforce the coordinating role of United Nations intergovernmental bodies. It was through CEB and its subsidiary bodies – the High-Level Committee on Programmes (HLCP) and the High-Level Committee on Management (HLCM) - that most cooperative arrangements involving the 29 organizations that formed the United Nations system on a variety of subjects on which cooperation was needed, were carried out. The United Nations Development Group (UNDG), formerly an Executive Committee of the United Nations Secretariat, became the third pillar of the CEB in 2007 after an internal CEB reform initiated by the Secretary-General. [12]

10.   CEB (formerly ACC) was established as the highest-level forum for inter-agency coordination on shared priorities and initiatives, drawing the disparate elements of a decentralized system comprised of the UN Secretariat, funds and programmes, specialized agencies and related organizations into a cohesive and functioning entity.[13] The Charter of the United Nations called for coordination through "consultation and recommendation" recognizing the decentralized nature of the United Nations system, and the need for an entity, such as CEB,

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[9] See Annual Overview Report of the CEB for 2000, UN Document, E/2001/55.
[10] See G A Resolution 55/2, see also Report of the Secretary-General, A/56/77-E/2001/69 para. 6.
[11] Economic and Social Council resolution 2008 (LX)

[12] See Annual overview report of the United Nations System Chief Executives Board for Coordination for 2001, E/2001/321, para. 3.

[13] Note by the Secretary-General on the Follow-up to the outcome of the Millennium Summit, A/61/583, see also G A Resolution 62/277, para. 9, see also Report of the Secretary-General, A/64/578-E/2010/3.

with the mandate to lead the coordination and cooperation of the Organizations activities in pursuit of common goals.[14]

11.   With regards to substantive matters, the United Nations system recognized that the coordination of its specialized agencies activities and policies concerning, *inter alia*, the eradication of poverty, the promotion of gender equality, environmental sustainability and development, was crucial to a coherent and effective approach.[15] This emphasis placed on the importance of the activities and programmes of specialized agencies in substantial issues was highlighted by their active involvement in the CEB, the focal point of the Organization's coordinated response to such questions.[16]

B.   Organizational and Administrative Trends

12.   Throughout the period being examined, the United Nations system focused its efforts on an integrated implementation of the mandates and activities of its entities, in order to avoid the duplication of efforts or mandates, through the establishment of mechanisms and processes to identify overlapping themes, resolutions and mandates, or gaps.[17] Thusly, means of strengthening such mechanisms for the coordination of activities of specialized agencies were regularly developed and recommended by main United Nations organs, and particularly the Council, including through its subsidiary bodies, in its role as focal point for the coordination of development activities, specifically of the outcomes of major conferences and summits.[18] Nevertheless, both the Secretary-General and the Assembly called for more flexible and responsive approaches in order to empower the country-level agencies with more latitude for a coherent, and thus more effective, activities in line with the "Delivering as one" approach of the Secretary-General, while recognizing that their collaboration with CEB should be enhanced.[19] Consequently, the period saw coordination efforts being carried out by inter-agency committees as well as ad hoc mechanisms - including, *inter alia*, task forces and panels.[20]

13.   Regarding the main organs of the United Nations system, the resolutions and decisions of the Assembly were marked by a recurring focus on restructuring and revitalizing the United Nations in the economic, social and related fields, as well as on an integrated, coordinated, comprehensive and balanced approach in the implementation of the UN Millennium Declaration at the national, regional and international levels.[21] Thusly, it was necessary to improve the

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[14] See Annual overview report of the United Nations System Chief Executives Board for Coordination for 2001, E/2001/321, para. 1.

[15] See United Nations Millennium Declaration, G A Resolution 55/2.

[16] See Annual overview report of the United Nations System Chief Executives Board for Coordination for 2001, E/2001/321, para. 9.

[17] See Note by the Secretary-General, A/61/583, "One United Nations" for development.

[18] See A/57/3/Rev.1, Agreed Conclusions 2002/1, E/2002/291, and G A Resolution 57/144, para. 7, and G A Resolution 57/300, para. 25 (b), and Report of the Secretary-General, A/57/387 & Corr.1, para. 7, G A Resolution 58/291, para. 2, and Towards achieving internationally agreed development goals, including those contained in the Millennium Declaration, Report of the Secretary-General, E/2005/56, para. 3-6.

[19] See G A Resolution 62/277, paras. 1-4, and Letter dated 3 December 2009 from the Permanent Representative of Rwanda to the United Nations addressed to the Secretary-General, A/64/578-E/2010/3, consid. "One programme" and "one budgetary framework".

[20] See Follow-up to the outcome of the Millennium Summit, Note by the Secretary-General, A/61/583, consid. "One United Nations for development — at the headquarters level", and G A Resolution 62/277, para. 2, and Letter dated 3 December 2009 from the Permanent Representative of Rwanda to the United Nations addressed to the Secretary-General, A/64/578-E/2010/3, consid. "Country-led evaluations".

[21] See Annual overview report of the Administrative Committee on Coordination for 2000, E/2001/55, para. 5.

Assembly's coordination role of activities of the United Nations system at a policy level, by using existing structures and mechanisms, and to strengthen the Council's coordination role under the Charter, particularly of the activities of specialized agencies and the Bretton Woods institutions[22]. Recommendations on implementing the Council's coordination function, included the repeated reference to the need to fully take into account, in operational work as well as country frameworks, the outcomes of the major United Nations conferences and summits and the policy guidance from the Assembly.[23] Additionally, the Secretary-General focused his activities on the implementation of Council and Assembly resolutions, in order to assist the Council in exploring ways to streamline its efforts for the restructuring and revitalization of the United Nations in the economic, social and related fields.[24] He also reviewed the follow-up action of commissions and agencies to the Council's and Assembly's policy guidance and subsequently identified common themes, issues and approaches in order to provide a holistic view, facilitating overall policy guidance as well as recommendations on the MDGs.[25]

14.	Given its important role in coordinating activities and programmes, ACC members focused their efforts on ensuring an effective follow-up to the Millennium Declaration and a coherent implementation of the MDGs, as a key priority for policy development and operational activities of the United Nations system as a whole.[26] Furthermore, during the period the Secretary-General called for a review of the International Civil Service Commission (ICSC) The findings of the Panel on the Strengthening of the International Civil Service[27] were considered by the CEB, through the HLCM.[28]

15.	Concerning administrative and budgetary issues, as was the case previously, questions of personnel remained the main concern considered by the United Nations system.[29] The Assembly, through the ICSC, continuously reviewed the conditions of service of the staff of the United Nations common system, and adopted various ICSC recommendations updating the conditions of service, on the strengthening of the international civil service and on pay and

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[22] See G A Resolution 55/2, under VIII. Strengthening the United Nations, para. 30, and Restructuring and revitalization of the United Nations in the economic, social and related fields, Report of the Secretary-General, A/56/77-E/2001/69, para. 57, and G A Resolution 57/144, para. 3, and Implementation of the United Nations Millennium Declaration, Report of the Secretary-General, A/59/282 & Corr.1, para. 24, and Towards achieving internationally agreed development goals, including those contained in the Millennium Declaration, Report of the Secretary-General, E/2005/56, para. 90, and G A Resolution 62/277, para.9.

[23] See G A/Resolution 55/2, VIII. Strengthening the United Nations, para. 30, and Restructuring and revitalization of the United Nations in the economic, social and related fields, Report of the Secretary-General, A/56/77-E/2001/69, para. 65, and Implementation of the United Nations Millennium Declaration, Report of the Secretary-General, A/59/282 & Corr.1, para. 49, and Towards achieving internationally agreed development goals, including those contained in the Millennium Declaration, Report of the Secretary-General, E/2005/56, para. 10, and G A Resolution 62/277, para. 2.

[24] See Restructuring and revitalization of the United Nations in the economic, social and related fields Report of the Secretary-General, A/56/77-E/2001/69, paras. 1-3, and A/61/483, Annex, section D: review of the agenda of the General Assembly.

[25] See G A Resolution 55/2, para. 30, and Status of implementation of actions described in the report of the Secretary-General entitled "Strengthening of the United Nations: an agenda for further change", Report of the Secretary-General, A/58/351, II. Aligning activities with priorities, para. 3 (a), and Letter dated 3 December 2009 from the Permanent Representative of Rwanda to the United Nations addressed to the Secretary-General, A/64/578-E/2010/3, Introductory comments.

[26] See Progress in implementing the Council's agreed conclusions 2002/1 and related provisions of General Assembly resolution 50/227, Report of the Secretary-General, E/2003/74 Annex I, sect. II, para. 19.

[27] See Report of the Panel on the Strengthening of the International Civil Service, Note by the Secretariat, A/59/153, para. 1-2.

[28] See Report of the Committee for Programme and Coordination, Forty-seventh session (11 June-3 July 2007), A/62/16, para. 43.

[29] Report of the Committee for Programme and Coordination, Forty-seventh session (11 June-3 July 2007), A/62/16, Programme 24, para. 75.

benefits.[30] In view of the increase in threats and attacks against United Nations and associated personnel, the Secretary-General and the Security Council both stressed the importance of the consideration of issues of their privileges and immunities.[31] Resolution 59/276 of the Assembly established the Department of Safety and Security (UNDSS), merging the security management element of the United Nations Security Coordinator (UNSECOORD) with the Security and Safety Services (SSS) at Headquarters and at offices away from Headquarters, including regional commissions.[32] The Assembly developed measures for the reinforcement of security operations worldwide and established a unified capacity for policy, standards, coordination, communications, compliance and threat and risk assessment.

16.   A new system of administration of justice at the United Nations came into effect, under which the following bodies were abolished: Joint Appeals Board; Joint Disciplinary Committees; United Nations Administrative Tribunal; Panels of Counsel; and Panels on Discrimination and Other Grievances.[33] The new administration of justice included a two-tier formal system comprising a first instance, the United Nations Dispute Tribunal, and an appellate instance, the United Nations Appeals Tribunal, the United Nations Administrative Tribunal was therefore abolished as of 31 December 2009.[34] Consideration was also given to a coordinated approach to accounting and budget practices as well as information technology and cooperation between the specialized agencies and other international and regional organizations, including with non-governmental organizations (NGOs).[35]

C.   Trends in Substantive Areas

17.   As mentioned, the Millennium Declaration was a commitment made by Member States to a new global partnership, in light of the main challenge of globalization, to coordinate their activities and programmes to reduce extreme poverty, and set out a series of eight time-bound targets, that have become known as the Millennium Development Goals (MDGs), to combat poverty, hunger, disease, illiteracy, environmental degradation, and to promote gender equality and women's empowerment, with the aim of achieving them at all levels by 2015.[36] Thus, a strong emphasis was put on the coordination of development activities and programmes of specialized agencies, as well as on the follow-up and implementation of the outcomes of major United Nations conferences and summits, during which recommendations were made and programmes of action were adopted.[37]

18.   Regarding the matters of economic growth and development, the Secretary-General stressed that the achievement of the MDGs was linked to the implementation of the wider

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[30] See Summary of the conclusions of the United Nations System Chief Executives Board for Coordination at its second regular session of 2004, CEB/2004/2, Para. 44.
[31] See Annual Overview Report of the Administrative Committee on Coordination for 2000, E/2001/55, para. 62.
[32] See G A Resolution 59/276, para. 31.
[33] See Report of the Redesign Panel on the United Nations System of Administration of Justice, A/61/205 and the Report of the Redesign Panel on the United Nations System of Administration of Justice, A/61/758, para. 5.
[34] See G A Resolutions 61/261, 62/228 and 63/253.
[35] See G A Resolution, 56/239, Information technology, para. 1 (c).
[36] See G A Resolution 55/2, United Nations Millennium Declaration.
[37] See G A Resolution 55/2, para. 6, and Restructuring and revitalization of the United Nations in the economic, social and related fields, Report of the Secretary-General, A/56/77-E/2001/69, VIII. Strengthening the United Nations, para. 30, and G A Resolution 57/144, para. 7, and A/59/282 & Corr.1, para. 47, and Towards achieving internationally agreed development goals, including those contained in the Millennium Declaration, Report of the Secretary-General, E/2005/56, para. 5, and G A Resolution 62/277, para. 2.

Agenda.[38] The Millennium Declaration put a particular emphasis on the importance of enhancing policy coherence and the coordination of the activities and programs between the United Nations, its agencies, the Bretton Woods Institutions and the World Trade Organization, as well as other multilateral bodies, when implementing the internationally agreed development goals and the outcomes of major conferences and summits.[39] The objectives of the Declaration were goals as well as a policy framework for an integrated approach of specialized agencies in particular regarding issues related to development and poverty eradication, the protection the environment, strengthening the United Nations, and developing a global partnership for development.[40] Thusly, the Assembly and Council underlined the coordination of actions at the country-level and made recommendations on various operational issues.[41] Some development issues, such as that of population and debt, as well as the particular needs of various economies and regions, e.g. Africa, were also underlined and recognized by the Declaration as requiring coordinated activity from specialized agencies.[42] Consideration was also given to actions led in support of Least Developed Countries (LDCs), as well as land-locked and island-developing States.[43]

19.   In relation with such coordinated actions were those of collective initiatives on cross-cutting areas, including the gender equality and women's empowerment as well as the eradication of poverty. Indeed, the integration of a gender perspective in a range of development issues was a recurring theme in the recommendations made to specialized agencies.[44] The Council called for an enhanced coordination and cooperation among the specialized agencies of the United Nations system, particularly at a country level, on the basis of the common country assessment and the United Nations Development Assistance Framework, in order to support national development strategies.[45] OIOS stated that the linkages within the United Nations system were crucial to a comprehensive, multi-sectoral and coordinated approach to poverty eradication, and made recommendations including enhancing the collaboration among inter-agency coordinating bodies and strengthening management practices and the resident coordinator (RC) system.[46] Further to United Nations Conferences in the period prior, and subsequent Programmes of Action on the subject, the coordination of the specialized agencies

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[38] Towards achieving internationally agreed development goals, including those contained in the Millennium Declaration, Report of the Secretary-General, E/2005/56, pars. 6-10.

[39] See Restructuring and revitalization of the United Nations in the economic, social and related fields, Report of the Secretary-General, A/56/77-E/2001/69, para. 6, and G A Resolution 57/144, para. 7, and the Implementation of the United Nations Millennium Declaration, Report of the Secretary-General, A/59/282 & Corr.1,; E/2005/56, para. 47.

[40] Towards achieving internationally agreed development goals, including those contained in the Millennium Declaration, Report of the Secretary-General, E/2005/56, paras. 61-73.

[41] See G A Resolution 57/300, para. 7, and Strengthening of the United Nations: an agenda for further change Report of the Secretary-General, A/57/387 & Corr.1, and Towards achieving internationally agreed development goals, including those contained in the Millennium Declaration, Report of the Secretary-General, Section IV, Working better together, and III. Towards achieving the comprehensive United Nations development agenda: the role of the United Nations system, E/2005/56, para. 89 (a).

[42] See United Nations Millennium Declaration, G A Resolution 55/2.

[43] Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006), Report of the Secretary-General, A/55/407, para. 1, and G A Resolution 55/212, para. 10, and First United Nations Decade for the Eradication of Poverty (1997-2006), Report of the Secretary-General, A/56/229 & Corr.1, para. 27.

[44] See Report of the Secretary-General on follow-up to and progress in the implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly, E/2005/54, *inter alia*, para. 4.

[45] See G A Resolution 60/2, paras. 2 and 7, and Implementation of the Second United Nations Decade for the Eradication of Poverty (2008-2017), Report of the Secretary-General, A/63/190, para. 7, and Economic and Social Council Resolution 2008/28, 24 July 2008, para. 6, and G A Resolution 63/230, para. 3.

[46] Strengthening of the United Nations system, Note by the Secretary-General, A/58/817 & Corr.1, paras. 158-160.

activities with regards to human settlements[47] as well as youth and children[48] was considered by the United Nations system as well. There were also recommendations stressing the necessity for specialized agencies to continue their activities for the prevention of crime, [49] and the international drug problem.[50]

20.   On environmental protection, the Millennium Declaration stated that the Organization must focus its efforts in a collective approach on sustainable development[51], as well as the protection of the marine environment.[52] The Assembly called for coordination and follow-up mechanisms to the outcomes of the major United Nations summits and conferences, and encouraged specialized agencies of the United Nations system to cooperate with the Secretary-General, the Under-Secretary-General for Humanitarian Affairs, the Emergency Relief Coordinator and the Inter-Agency Standing Committee to maximize the effectiveness of disaster preparedness.[53] The Assembly, further to the review of the International Decade for Natural Disaster Reduction (IDNDR), urged specialized agencies to continue to address ways and means, *inter alia* through cooperation and technical assistance, to reduce the harmful effects of natural disasters, including those caused by extreme weather occurrences, particularly in vulnerable developing countries, through the implementation of the International Strategy for Disaster Reduction (ISDR).[54]

21.   The Secretary-General's Policy Committee (PC), in coordination with OCHA, reaffirmed the importance of "integration" as the guiding principle, asserting that integration measures should include humanitarian principles and safeguard humanitarian space, while facilitating coordination among relevant specialized agencies.[55] Additionally, with regards to the effects of the imposition of sanctions by the United Nations, a shift took place during the period leading from comprehensive economic sanctions to targeted sanctions, resulting in the reduction of unintended, adverse economic problems in third States. Indeed, throughout the period, there were no notifications by third States to the Security Council of special economic problems that resulted from the application of sanctions under Article 50. [56] Several recommendations of the Assembly also reaffirmed the importance of a coordinated approach in activities and procedures of organizations of the United Nations system, including the Bretton Woods institutions, for the transition from peacekeeping to peacemaking, as well as for institution-building and the consolidation of democracies and democratic institutions by

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[47] Implementation of the Outcome of the United Nations Conference on Human Settlements (Habitat II) and of the 25th Special Session of the General Assembly: Report of the 2nd Committee: General Assembly, 58th Session, A/58/491.

[48] Policies and Programmes Involving Young People: Participation, Development, Peace, Report of the Secretary-General, A/42/595.

[49] Tenth United Nations Congress on the Prevention of Crime and the Treatment of Offenders: Note / By the Secretariat, E/CN.15/2000/6.

[50] International Assistance to the States Most Affected by Transit of Drug: Report of The Executive Director, E/CN.7/2003/11.

[51] See United Nations Millennium Declaration, G A Resolution 55/2.

[52] See G A Resolution 57/141, II. World Summit on Sustainable Development, para. 8.

[53] See International cooperation on humanitarian assistance in the field of natural disasters, from relief to development, Report of the Secretary-General, A/56/307, para. 4, and International cooperation on humanitarian assistance in the field of natural disasters, from relief to development, Report of the Secretary-General, A/58/434, para. 6.

[54] See GA Resolution 59/233, *inter alia* para. 1.

[55] See Economic and Social Council resolution 2008/36.

[56] Implementation of the provisions of the Charter of the United Nations related to assistance to third States affected by the application of sanctions, Report of the Secretary-General, A/59/334, paras. 3-10, and Assistance to third States affected by the application of sanctions, Note by the Secretary-General, E/2005/62, para. 1, and Decision of the Economic and Social Council 2005/312, took note of the Secretary-General's 2004 Report and his May Note, and Implementation of the provisions of the Charter of the United Nations related to assistance to third States affected by the application of sanctions, Report of the Secretary-General, A/60/320.

specialized agencies.[62] The Assembly finally upheld its emphasis for the action coordination specialized agencies in areas such as decolonization,[57] and the question of Palestine.[58]

II. Analytical summary of practice

A.   The Making of Recommendations for Co-ordination in the Administrative and Organizational Machinery

1.   RECOMMENDATIONS IN THE MACHINERY OF COORDINATION

22.   Throughout the period under consideration, there was a strong emphasis on the importance of enhancing policy coherence as well as the coordination of the activities and programs between the United Nations, its agencies, the Bretton Woods Institutions and the World Trade Organization, as well as other multilateral bodies, particularly in the implementation of the internationally agreed development goals, including the Millennium Development Goals, and the outcomes of major conferences and summits.[59] Therefore, the Organization concentrated its coordination efforts on reforming the United Nations system and redistributing, revitalizing and strengthening the roles and functions of its main bodies, i.e. the General Assembly, the Economic and Social Council and the Security Council, as well as its functional commissions, in the economic, social and related fields.[60] The Secretary-General stressed that the achievement of the MDGs and the implementation of the wider development Agenda were interlinked, and highlighted that key instruments for the implementation of the MDGs, including *inter alia* strengthening global partnership for development and making macroeconomic policies work for sustained employment-generating economic growth, would serve as tools for the development of integrated policy frameworks at the national and international levels, and the effective monitoring and evaluation of the implementation of the UN development agenda.[61] The main developments to be underlined are firstly the Millennium Summit, and secondly the first World Follow-up Summit in 2005.

23.   The main outcome document of the 2000 Summit, which was unanimously adopted, was the Millennium Declaration, comprising statement of values, principles and objectives for the international agenda for the twenty-first century, that have become known as the "Millennium Development Goals" (MDGs), eight international development goals to achieve by 2015.[62] The 2005 World Summit was related to peace, security and disarmament; development and poverty eradication; protecting the environment; human rights, democracy and good governance; protecting the vulnerable; meeting the special needs of Africa and strengthening the

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[57] See Dissemination of Information on Decolonization: G A Resolution, 60/118.

[58] See Assistance to Palestine Refugees and Support for the United Nations Relief and Works Agency for Palestine Refugees in the Near East: G A Resolution 58/95.

[59] See G A Resolution, United Nations Millennium Declaration, 55/2, and Restructuring and revitalization of the United Nations in the economic, social and related fields, Report of the Secretary-General, A/56/77-E/2001/69, para. 6, and G A Resolution 57/144, para. 7, and Implementation of the United Nations Millennium Declaration, Report of the Secretary-General, A/59/282 & Corr.1, para. 47, and Towards achieving internationally agreed development goals, including those contained in the Millennium Declaration, Report of the Secretary-General, E/2005/56, paras. 6-88.

[60] Restructuring and revitalization of the United Nations in the economic, social and related fields, Report of the Secretary-General, A/56/77-E/2001/69, I. Introduction, para. 2.

[61] See Towards achieving internationally agreed development goals, including those contained in the Millennium Declaration Report of the Secretary-General, E/2005/56, paras. 6-10.

[62] United Nations Millennium Declaration, G A Resolution 55/2.

United Nations, focusing on eradicating extreme hunger; achieving universal primary education; promoting gender equality and empowering women; reducing child mortality; improving maternal health; combating HIV/AIDS, malaria and other diseases; ensuring environmental sustainability; and developing a global partnership for development.[63] The Millennium Declaration was also the opportunity to set deadlines for several collective actions, to strengthen entities of the United Nations system, and to reaffirm the Assembly's central role in leading the efforts for strengthening the Economic and Social Council and for encouraging an increased coordination among the development-oriented organs and specialized agencies, including the implementation of greater policy coherence as well as urging the Secretariat to use resources effectively, on a timely and predictable basis.[64]

24.   Prior to the second World Summit in 2005, a report of CEB titled "One United Nations: Catalyst for Progress and Change – How the Millennium Declaration is changing the way the UN system works" provided an overview of the coordination of specialized agencies to assist Member States in achieving the Declaration's objectives and advancing a coherent and coordinated United Nations system, or a "One United Nations", a concept that was further elaborated on by the Secretary-General's High-level Panel on System-wide Coherence in its Delivering as One report.[65] Consequently, the 2005 World Summit was the occasion for Member States to reaffirm their strong and unambiguous commitment to a coordinated approach to the implementation of the MDGs by 2015.[66] During the Summit, although Member States were encouraged by the reduction of poverty in some States in the recent past, they remained concerned about the slow and uneven progress towards poverty eradication and the realization of other development goals in others.[67] In 2008, the Co-Chairs of the consultative follow-up process by the GA on system-wide coherence stated the fact that the important MDG principles were in fact being observed in practice, including national ownership and "no one size fits all".[68] The Assembly recommended that headquarters levels across the United Nations system should empower the country-level agency representatives with more flexibility and latitude to advance a more coherent, and thus more effective delivery of assistance on the ground in line with the "Delivering as one" approach. By the same text, the Assembly recognized that collaboration within the United Nations System Chief Executives Board for Coordination under the chairmanship of the Secretary-General had been enhanced regarding the consideration of the "four ones" (one programme, one budgetary framework and fund, one leader and one office) at the country level.[69]

25.   Further to the commitments made by Member States as well as the need for enhanced coordination and global partnership required for their achievement, the Secretary-General set out

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[63] Towards achieving internationally agreed development goals, including those contained in the Millennium Declaration, Report of the Secretary-General, E/2005/56, paras. 61-73.

[64] A United Nations Millennium Declaration, G A Resolution 55/2, and Status of implementation of actions described in the report of the Secretary-General entitled "Strengthening of the United Nations: an agenda for further change", Report of the Secretary-General, A/58/351, para. 1 (c), Letter dated 3 December 2009 from the Permanent Representative of Rwanda to the United Nations addressed to the Secretary-General, A/64/578-E/2010/3.

[65] Follow-up to the outcome of the Millennium Summit, Note by the Secretary-General, A/61/583, para. 6, and G A Resolution 62/277, *inter alia* para. 3, Letter dated 3 December 2009 from the Permanent Representative of Rwanda to the United Nations addressed to the Secretary-General, A/64/578-E/2010/3.

[66] See G A Resolution 60/1, 2005 World Summit Outcome, paras. 17ss, and Implementation of the United Nations Millennium Declaration, Report of the Secretary-General, A/57/270 & Corr.1.

[67] *Ibid*.

[68] See G A Resolution 60/1, 2005 World Summit Outcome, paras. 17ss, and Implementation of the United Nations Millennium Declaration, Report of the Secretary-General, A/57/270 & Corr.1, and G A Resolution 62/277, para. 6.

[69] See G A Resolution 62/277, para. 9.

several recommendations, through a yearly report and a comprehensive report every five years on the progress made in meeting the millennium commitments[70], on how the main organs and specialized agencies of the United Nations system could fulfil their mandates and render more effective their activities.[71] Among these recommendations, he continuously called for examining potential action plan, identifying gaps, overlaps and areas of inter-agency cooperation, monitoring the progress in the implementation of United Nations system actions and building a stronger relationship between the United Nations system and the Bretton Woods institutions as well as the World Trade Organization.[72] The Secretary-General namely established a "road map" on the means to enhance coordination and coherence in the United Nations system that was recognized by the Assembly as useful guide in the implementation of the Millennium Declaration by the United Nations system.[73] The General Assembly further stressed the importance of focusing on cross-cutting and cross-sectoral issues in this "road map" in accordance with resolution 55/162.[74] During the period, UNDP ensured that all constituencies enhanced the capacity of United Nations resident coordinators' offices at a country-level in their identification, convening and brokering of partnerships with the aim to build a consensus on country-specific goals.[75] The Economic and Social Council also encouraged its functional commissions to develop means to engage specialized agencies, funds and programmes within the United Nations system in their work and within their respective mandates.[76]

26.   During the period under review, the Assembly, the Council and the Secretary-General all stressed the importance of implementing the outcomes of major United Nations conferences and summits in the economic and social fields, particularly of subsequently translating these outcomes into operational guidelines and programmes in the operational work and country frameworks of United Nations system.[77] The boards of funds and programmes also ensured that the policy guidance from the Assembly and the Council on the follow-up to conferences was then implemented into operational guidelines and programmes, under the review of the Council.[78] Many member entities of the Executive Committee on Economic and Social Affairs, namely UNEP, UNDP, UN-Habitat and DESA, made efforts to integrate the operational and

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[70] Road map towards the implementation of the United Nations Millennium Declaration, Report of the Secretary-General, A/56/326, para. 4, and G A Resolution 56/95, paras. 2-3.

[71] Road map towards the implementation of the United Nations Millennium Declaration, Report of the Secretary-General, A/56/326, Section VIII, "Strengthening the United Nations", and G A Resolution 57/300, para. 7, and Strengthening of the United Nations system, Note by the Secretary-General, A/58/817 & Corr.1.

[72] Road map towards the implementation of the United Nations Millennium Declaration, Report of the Secretary-General, A/56/326, para. 291, and Report of the High-level Committee on Programmes on its second regular session of 2001, ACC/2001/11, para. 4, and Implementation of the United Nations Millennium Declaration, Report of the Secretary-General, A/59/282 & Corr.1, and Letter dated 17 April 2007 from the Permanent Representatives of Belgium, Benin and France to the United Nations addressed to the Secretary-General, A/61/872, II.2 Interactive discussions, para. 4.

[73] See Road map towards the implementation of the United Nations Millennium Declaration, Report of the Secretary-General, A/56/326, para. 291, and Report of the High-level Committee on Programmes on its second regular session of 2001, ACC/2001/11, para. 4; G A Resolution 56/95, para. 2.

[74] See G A Resolution 56/95, para. 3.

[75] See Strengthening of the United Nations system, Note by the Secretary-General, A/58/817 & Corr.1, paras. 79-94.

[76] See Economic and Social Council Resolution 2008/29.

[77] See A/57/3/Rev.1, Agreed Conclusions 2002/1, E/2002/291, and G A Resolution 57/144, para. 7, and G A Resolution 57/300, para. 25 (b), and Report of the Secretary-General, A/57/387 & Corr.1, para. 7, G A Resolution 58/291, para. 2, and Towards achieving internationally agreed development goals, including those contained in the Millennium Declaration, Report of the Secretary-General, E/2005/56, para. 3-6.

[78] See A/57/3/Rev.1, Agreed Conclusions 2002/1, E/2002/291, and Investing in the United Nations: for a stronger Organization worldwide, Report of the Secretary-General, A/60/692 & Corr.1, para. 1.

normative aspects of the Organization's activities in the area of sustainable development through advisory services and technical cooperation, aiming for the creation of national capacity to implement the outcomes of major conferences and summits. [79] In order to achieve the comprehensive United Nations development agenda, the Secretary-General called for specialized agencies, including the Bretton Woods institutions and the World Trade Organization, to integrate and align their policies and programmes with those of national Governments, international commitments and the agreed goals in the agenda, including the MDGs, and consequently to develop system-wide approaches to meet development objectives, which then could be translated into national policies, and finally design operational activities at the country level to support these policies. [80] The 2005 World Summit outcome created the Development Cooperation Forum (DCF), where global, regional and national strategies and policies for the implementation of development cooperation could be reviewed and policy guidance provided. [81]

27.   In order to meet the challenges and opportunities of globalization and sustainable development and ensure the implementation of the internationally agreed development goals, including the MDGs, as well as the outcomes of all major United Nations conferences and summits, the Organization stressed the need to strengthen, revitalize and restructure its main organs and specialized agencies for a more effective use of the existing structure. [82] The Secretary-General proceeded with a review of the United Nations principal organs - the General Assembly, the Security Council, the Economic and Social Council and the Trusteeship Council - in terms of their effectiveness, coherence, as well as the balance of roles and responsibilities among them, with the conclusion that all were in need of reinvigoration or reform. [83] Consequently, he made recommendations on a revitalization procedure that would maximize available resources for United Nations system relief and development programmes, all while decreasing overhead and administrative costs. [84] During its coordination segment, the Council stressed the importance of avoiding overlap and redundancy and therefore it reviewed cross-

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[79] See Report of the Secretary-General on the work of the Organization, A/61/1, para. 19.

[80] Towards achieving internationally agreed development goals, including those contained in the Millennium Declaration, Report of the Secretary-General, E/2005/56, III. Towards achieving the comprehensive United Nations development agenda: the role of the United Nations system, para. 89 (a), and Economic and Social Council Resolution 2008/29, and G A Resolution 62/277, para. 3, and Report of the Secretary-General on the work of the Organization, A/64/1.

[81] Towards achieving internationally agreed development goals, including those contained in the Millennium Declaration, Report of the Secretary-General, E/2005/56, para. 108, and Report of the Secretary-General on the work of the Organization, A/64/1, and Economic and Social Council Resolution 2008/29, para. 2.

[82] See A/57/3/Rev.1, Agreed Conclusions 2002/1, E/2002/291, and Strengthening of the United Nations: an agenda for further change, Report of the Secretary-General, A/57/387 & Corr.1, para. 10, and Implementation of the United Nations Millennium Declaration, Report of the Secretary-General, A/58/323, para. 60, and Status of implementation of actions described in the report of the Secretary-General entitled "Strengthening of the United Nations: an agenda for further change", Report of the Secretary-General, A/58/351, para. 44, and Implementation of the United Nations Millennium Declaration, Report of the Secretary-General, A/59/282 & Corr.1, 27, para. 24, and Follow-up to the outcome of the Millennium Summit, Note by the Secretary-General, A/61/583, para. 10.

[83] Implementation of the United Nations Millennium Declaration, Report of the Secretary-General, A/58/323 para. 4, and Mandating and delivering: analysis and recommendations to facilitate the review of mandates, Report of the Secretary-General, A/60/733 & Corr.1, para. 7, and Follow-up to General Assembly resolution 63/311 on system-wide coherence related to operational activities for development, Report of the Secretary-General, A/64/589, para. 3.

[84] Follow-up to the outcome of the Millennium Summit, Note by the Secretary-General, A/61/583, para. 10.

cutting themes that were common to major conferences and summits, as well as its functional commissions and the enhancement of the effectiveness of actions at all levels.[85] Regarding these functional commissions, the Council recommended means of harmonization, coordination and coherence of their agendas and work programmes, including, *inter alia*, promoting a clearer division of labour among them and policy guidance so that, together with its subsidiary machinery, they would serve as a coherent system for reviewing progress in the implementation of the MDGs.[86] The outcomes of these functional commissions were thereafter consolidated into reports identifying cross-cutting policy issues, gaps/overlaps, and areas of complementarity and cooperation, focusing on substantive issues and underlining coordination issues requiring the Council's attention.[87] The issues raised by the latter were mainly burdensome reporting requirements; an overlap between and within United Nations organs, which adopted mandates on the same issues, particularly the fragmented manner in which the principal organs approached humanitarian assistance; a duplicative implementation architecture; and finally a gap between mandates and resources, therefore stressing the need for more strategic interaction with improved reporting on the state of mandates.[88]

28.   In an effort to redress the overlap of mandates, the Assembly and other relevant organs reviewed all mandates older than five years and requested the Secretary-General to implement a consultative process with the President of the General Assembly and the Chairmen of the Main Committees of the Assembly in order to consolidate reports on related subjects, if decided by the Main Committees.[89] The World Bank, the International Monetary Fund and the World Trade Organization also addressed issues of coherence, coordination and cooperation, as a follow-up to the meetings between the Council and the Bretton Woods institutions during the period.[90] The Secretary-General reviewed of the system of internal justice in order to improve the efficiency of the system and to allow fair and due process.[91] He further established the High-Level Panel on United Nations System-Wide Coherence, responsible for preparing proposals on enhancing the coordination of United Nations activities in the areas of development, humanitarian affairs and the environment, in response to the call by Heads of State and Government at the 2005 World Summit for stronger system-wide coherence.[92] The findings of the Panel concluded that the Organization's work in development and the environment was often fragmented and weak,

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[85] See A/57/3/Rev.1, Agreed Conclusions 2002/1, E/2002/291, and Strengthening of the United Nations: an agenda for further change, Report of the Secretary-General, A/57/387 & Corr.1, para. 94 (b), and Mandating and delivering: analysis and recommendations to facilitate the review of mandates, Report of the Secretary-General, A/60/733 & Corr.1, para. 9.

[86] See A/57/3/Rev.1, Agreed Conclusions 2002/1, E/2002/291, and Mandating and delivering: analysis and recommendations to facilitate the review of mandates, Report of the Secretary-General, A/60/733 & Corr.1, para. 23, and Letter dated 28 December 2007 from the President of the Security Council to the Secretary-General, S/2007/770.

[87] *Ibid.*

[88] Mandating and delivering: analysis and recommendations to facilitate the review of mandates, Report of the Secretary-General, A/60/733 & Corr.1, para. 27, and Letter dated 28 December 2007 from the President of the Security Council to the Secretary-General, S/2007/770.

[89] See G A Resolution 57/300, Strengthening of the United Nations: an agenda for further change, para. 20.

[90] See A/57/3/Rev.1, Agreed Conclusions 2002/1, E/2002/291.

[91] Strengthening of the United Nations: an agenda for further change, Report of the Secretary-General, A/57/387 & Corr.1, para. 192, Action 34.

[92] See Follow-up to the outcome of the Millennium Summit, Note by the Secretary-General, A/61/583, para. 6.

due to inefficient and ineffective governance which contributed to policy incoherence, duplication and operational ineffectiveness, therefore cooperation was hindered by competition for funding and outdated business practices.[93] The Panel's recommendations were based on five strategic directions: ensuring coherence and consolidation of UN activities; establishing appropriate governance, managerial and funding mechanisms; overhauling business practices to focus on outcome; ensuring opportunities for consolidation and effective delivery of "One United Nations" through an in-depth review; and finally undertaking carefully planned implementation.[94] The Assembly, for its part, established at its sixty-third session, an *ad hoc* working group on the revitalization of the General Assembly, open to all Member States, in order to identify the manner in which to enhance its role, authority, effectiveness and efficiency, *inter alia*, by building on previous resolutions.[95]

a.   Principal Organs

i. *The General Assembly*

29.   During the period under examination, resolutions and decisions of the Assembly were marked by an emphasis put on the restructuring and revitalization of the United Nations in the economic, social and related fields, as well as on an integrated, coordinated, comprehensive and balanced approach in the implementation of the UN Millennium Declaration at the national, regional and international levels.[96] In order to ensure an effective revitalization of the United Nations system and implementation of the Millennium Development Goals (MDGs), it was necessary to improve the Assembly's coordination role of activities of the United Nations system at a policy level.[97] The Assembly underlined the need to use existing structures and mechanisms as well as upcoming and special sessions of the General Assembly in the implementation of the Millennium Declaration.[98] To this end, the Assembly continuously called upon all relevant entities of the UN system, the World Trade Organization and the Bretton Woods institutions, to pursue vigorously the implementation of and follow-up to the Summit and the MDGs, and recommended that the "road map" prepared by the Secretary-General be considered a useful guide in the implementation of the MDGs.[99] The Assembly also requested that the Secretary-General prepare annual reports focusing on cross-cutting and cross-sectoral issues and a comprehensive report every five years, on the progress achieved by the United Nations system and Member States towards implementing the Millennium Declaration, drawing

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[93] *Ibid.* para. 17.

[94] *Ibid.* para. 13.

[95] See G A Resolution 62/276, Revitalization of the work of the General Assembly, paras. 2-3.

[96] See G A Resolution 55/162, paras. 1 and 7.

[97] See G A Resolution 55/2, para. 30, and Restructuring and revitalization of the United Nations in the economic, social and related fields, Report of the Secretary-General, A/56/77-E/2001/69, para. 2, and Implementation of the United Nations Millennium Declaration, Report of the Secretary-General, A/59/282 & Corr.1, paras. 45 and 50, and Towards achieving internationally agreed development goals, including those contained in the Millennium Declaration, Report of the Secretary-General, E/2005/56, para. 9, and G A Resolution 62/277, paras. 2 and 6.

[98] See G A Resolution 55/162, para. 4.

[99] See G A Resolution 55/162, para. 4, and G A Resolution 56/95, para. 2, and G A Resolution 57/144, para. 2.

upon the "road map" and in accordance with resolution 55/162.[100] As a follow-up to the 2005 World Summit, the Secretary-General asserted that the Assembly's authority and activity had continued to strengthen, and the General Assembly encouraged the holding of thematic interactive Assembly debates on issues of critical importance to the international community, in an effort to develop the Assembly's ability to establish solutions to current issues.[101] The Assembly asserted its commitment to convene and organize major thematic debates with the aim to establish broad international understanding on current substantive issues of importance to Member States.[102]

30.   The Assembly's role in providing policy-level guidance was asserted within the framework of the implementation and integrated follow-up to major international conferences, and particularly in the context of the Millennium Declaration. The Assembly decided that the review process of the implementation of the development goals contained in the Millennium Declaration would be considered within the framework of the integrated and coordinated follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields.[103] The Assembly put a particular emphasis on the need to attach more importance, coherence and visibility to the implementation of the Millennium Declaration and its review process.[104] The Secretary-General recommended the improvement of the efficiency and effectiveness of the conference-servicing function of the United Nations, which was welcomed by the Assembly, that requested the Secretary-General to consult Member States, including relevant groups, on the best ways to accomplish this goal.[105] The Secretary-General noted that, at the 2005 World Summit, Member States had agreed to adopt comprehensive national strategies to meet the MDGs and attributed new functions to the Economic and Social Council, including the annual ministerial reviews and the biennial Development Cooperation Forums.[106] With the assignment of new functions to the Council, and its subsidiary bodies, there was a functional shift from the Assembly to the Council, placing the latter at the centre of the global effort to further strengthen the integrated and coordinated follow-up to the major UN conferences and summits.[107]

31.   In an effort to further develop internal coordination activities, particularly between its Second and Third Committees, the Assembly extended the practice of organizing a dialogue, when considering an agenda item, with the heads of substantive departments, offices or agencies responsible for reporting requirements in the area of that item, as well as strengthened cooperation between the two Committees, through the organization of joint panels on common

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[100]   See G A Resolution 56/95, para. 2.

[101] Revitalization of the work of the General Assembly, Report of the Secretary-General, A/62/608, II. Update on the implementation of resolutions relating to the revitalization of the work of the General Assembly, para. 5.

[102]   See G A Resolution 59/313, A strengthened and revitalized General Assembly.

[103]   G A Resolution 57/144, para. 7.

[104]   *Ibid.*, paras. 2-7.

[105]   G A Resolution 57/300, para. 19.

[106] See the role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in the light of General Assembly resolutions 50/227, 52/12 B and 57/270 B, Report of the Secretary-General, A/61/90–E/2006/84.

[107] *Ibid.*

issues and recommendations for improved complementarity. [108] Additionally, the Second Committee's Bureau reviewed provisional agendas in order to rationalize the methods of work of the Committee, by further clustering of agenda items, reducing the number of meetings, and adopting more omnibus or integrated resolutions. [109] In order to make more substantive improvements in the revitalization of the Assembly, it decided to implement the clustering and biennialization (or triennialization) of items discussed in the First Committee, where all cooperation items were clustered under the item "Cooperation between the United Nations and regional and other organizations" and individual cooperation items became sub-items of that item. [110] A joint debate was held on the cooperation item, during which all or some aspects of cooperation between the United Nations and other organizations could be addressed. [111] Consequently, the items entitled "Launching of global negotiations on international economic cooperation for development" and "Restructuring and revitalization of the United Nations in the economic, social and related fields" were eliminated from the agenda.[112]

32.   The Assembly requested that the Secretary-General, in consultation with CEB, regularly appraise the Assembly of progress made in this area as part of the triennial and quadrennial comprehensive policy review reporting process.[113] The Assembly also established an *ad hoc* working group on the manner to revitalize the Assembly, in order to enable it to assess and evaluate the status of the implementation of resolutions and to enhance its role, authority, effectiveness and efficiency.[114] Further to the findings of this working group, an issue underlined by the Assembly was the difficulty of identifying resources associated with a mandate in particular, which then limited the potential of the review process to fulfil its objective of strengthening and updating the programme of work of the Organization and improving the allocation of resources for the effective implementation of mandates.[115] In the context of the revitalization and strengthening of the Organization, the Assembly also asserted that regular meetings should be held with the Presidents of the Security and Economic and Social Councils and with the Secretary-General to discuss revitalization measures.[116] The high-

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[108] Restructuring and revitalization of the United Nations in the economic, social and related fields and cooperation between the United Nations and the Bretton Woods institutions, Report of the Secretary-General, A/55/180-E/2000/67 & Corr. 1, para. 22.

[109] Restructuring and revitalization of the United Nations in the economic, social and related fields and cooperation between the United Nations and the Bretton Woods institutions, Report of the Secretary-General, A/55/180-E/2000/67 & Corr. 1, para. 24, and G A Resolution 57/300.

[110] G A Resolution 59/95, para. 9, and G A Resolution 58/316, and The role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in the light of General Assembly resolutions 50/227, 52/12 B and 57/270 B, Report of the Secretary-General, A/61/90–E/2006/84, 21 June 2006, para. 7.

[111] G A Resolution 59/95, para. 9, and G A Resolution 58/316, and The role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in the light of General Assembly resolutions 50/227, 52/12 B and 57/270 B, Report of the Secretary-General, A/61/90–E/2006/84, 21 June 2006, para. 7.

[112] See G A Resolution 58/316, para. 2.

[113] See G A Resolution 63/311, para. 10.

[114] See G A Resolution 61/292, para. 2.

[115] See G A Resolution 62/278, para. 4.

[116] See G A Resolution 56/509, para. 2, Rule 30.

level Working Group on Strengthening the United Nations system, established prior to the period under review, provided further recommendations to improve the organization and procedure of the activities of the Assembly.[117]

33.   The Assembly decided, during the period under review, to continue and deepen its intergovernmental work on system-wide coherence, focusing exclusively and in an integrated manner on "Delivering as one" at country and regional levels, as well as a harmonization of business practices, funding, governance, gender equality and the empowerment of women.[118] The results of these efforts were preponderantly positive, with activities being aligned to an unprecedented degree at a policy-level for Member States, United Nations specialized agencies and the Bretton Woods institutions.[119] The Assembly affirmed the necessity to develop within the United Nations system as well as within the Bretton Woods institutions, a far greater degree of cooperation and collaboration in the context of "Delivering as one".[120]

ii. *The Economic and Social Council*

34.   During the period under examination, a strong emphasis was put on the need to strengthen the Council, particularly in its coordination role under the Charter of activities of specialized agencies and the Bretton Woods institutions.[121] Thus, in order to further strengthen its coordination function, the Council focused its activities on the restructuring and revitalization of the United Nations system in its entirety in the economic, social and related fields.[122] With the challenges and opportunities of globalization and sustainable development in addition to the need to promote the effective implementation of internationally agreed development goals, including the MDGs and the outcomes of all other major UN conferences and summits, the Council recognized the necessity to further strengthen its role and impact.[123] The Secretary-General further recommended that the Council examine the progress made in the implementation of the United Nations development agenda, including the MDGs, in order to strengthen the system's ability to monitor and evaluate comprehensively its implementation and

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[117] See G A Resolution 61/292, para. 2.

[118] See G A Resolution 62/277, paras. 3 and 5.

[119] See G A Resolution 62/277, para. 9, and G A Resolution 63/311, para. 14.

[120] See G A Resolution 62/277, para. 3.

[121] Restructuring and revitalization of the United Nations in the economic, social and related fields and cooperation between the United Nations and the Bretton Woods institutions, Report of the Secretary-General, A/55/180-E/2000/67 & Corr.1, and The role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in the light of General Assembly resolutions 50/227, 52/12 B and 57/270 B, Report of the Secretary-General, A/61/90–E/2006/84, and G A Resolution 61/16, paras. 15-16.

[122] See e.g. Economic and Social Council Decisions 2001/212, and 2005/305.

[123] See A/57/3/Rev.1, Agreed Conclusions 2002/1, E/2002/291, and Economic and Social Council Resolution 2005/4, and Towards achieving internationally agreed development goals, including those contained in the Millennium Declaration, Report of the Secretary-General, E/2005/56, para. 8, and The role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in the light of General Assembly resolutions 50/227, 52/12 B and 57/270 B, Report of the Secretary-General, A/61/90–E/2006/84, para. 5, and Economic and Social Council Resolution 2006/44.

promote effective policies and strategies at all levels. [124] He continued by making the recommendation to the Council to pursue a continuous policy dialogue within the United Nations system to enhance the coherence, coordination and cooperation of policies. [125] The Council concentrated coordination efforts on firstly improving its internal activities, including *vis à vis* to other inter-agency and inter-governmental bodies, and, secondly, on leading the coordination of the implementation and follow-up to the outcomes of major United Nations and non-United Nations summits and conferences. [126] The Assembly asserted the central role played by the Council for overall activities in development in accordance with the Charter and relevant resolutions, in particular Resolutions 50/227 and 57/270 B. [127]

35.   The Secretary-General observed that, while the Council's working methods had significantly improved in their efficiency and in the increased involvement of its subsidiary bodies in its activities, there was a need to develop further the integrated and effective consideration of the follow-up to the common agenda emerging from major conferences and summits. [128] He thus made the recommendation, *inter alia*, that the Council adopt omnibus resolutions, and seek to maximize its support to, and complement, the Assembly's work, as well as further enhance meetings with the Bretton Woods institutions and the World Trade Organization. [129] Both of the latter were repeatedly invited to contribute, within their respective mandates, to the work of the Council, including to the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in accordance with resolution 61/16 of the Assembly. [130] The President of the Council stressed the importance of a more effective use of the existing structure — the Assembly, the Council and its subsidiary machinery — for a coordinated and integrated follow-up to and implementation of the commitments agreed at the Millennium Summit and other major UN conferences and summits, asserting that the Council should continue to examine cross-cutting themes during its annual coordination segment, which could be related to the theme of the high-

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[124] Towards achieving internationally agreed development goals, including those contained in the Millennium Declaration, Report of the Secretary-General, E/2005/56, para. 8.

[125] Towards achieving internationally agreed development goals, including those contained in the Millennium Declaration, Report of the Secretary-General, E/2005/56, para. 15, and G A Resolution 61/16, para. 1.

[126] See the role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in the light of General Assembly resolutions 50/227, 52/12 B and 57/270 B, Report of the Secretary-General, A/61/90–E/2006/84, and Economic and Social Council Resolution 2006/44.

[127] See Strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the Millennium Declaration, Progress in implementing the Council's agreed conclusions 2002/1 and related provisions of General Assembly resolution 50/227, Report of the Secretary-General, E/2003/74, and G A Resolution 61/16, para. 1.

[128] See See Strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the Millennium Declaration, Progress in implementing the Council's agreed conclusions 2002/1 and related provisions of General Assembly resolution 50/227, Report of the Secretary-General, E/2003/74.

[129] See Economic and Social Council Decisions 2003/74 and 2006/274, and Economic and Social Council Resolution 2009/29, para. 5.

[130] Economic and Social Council Resolution 2007/29, para. 6, and 2008/29, para. 5.

level segment.[131] The Council, when examining the implications of the outcome of the World Summit on Sustainable Development, underscored that the outcomes of major United Nations conferences and summits should be fully taken into account in the operational work and country frameworks of UN system organizations.[132] Consequently, the heads of funds and programmes need to translate the policy guidance from the Assembly and the Council on the follow-up to conferences into operational guidelines and programmes, to be kept under review by the Council.[133]

36.   The Organization called on the Council to first of all expand its operational activities segment in order to develop a global forum for providing overall policy guidance to entities of the United Nations system with development operational activities, and secondly to encourage the full cooperation of funds and programmes.[134] The Council evaluated the implementation of Resolution 59/250 of the Assembly in its operational activities, in order to ensure its full implementation, including through a comprehensive review of trends and perspectives in funding for development cooperation.[135] The Council was able to utilize its coordination, operational, humanitarian and general segments in order to mainstream a system-wide implementation of conference goals in all programmes and thus recommended new policies and measures to that end.[136] At the Council's organizational session, its Bureau examined consolidation proposals for reports to be submitted at the general segment.[137] Explicit reference was made by the Assembly to Article 58 in connection with Article 62 of the Charter of the United Nations with regards to the obligation of the United Nations system to promote the objectives set forth in Article 55 of the Charter and the function of the Council to establish or initiate studies and reports on international economic, social, cultural, educational, health and related matters and thereafter to make recommendations regarding these matters to the specialized agencies concerned, for the coordination of the policies and activities of such

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[131] See A/57/3/Rev.1, Agreed Conclusions 2002/1, E/2002/291, and e.g. Economic and Social Council Resolution 2005/4, Decision 2005/74, and Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to the major United Nations conferences and summits, in the light of General Assembly resolutions 50/227, 52/12 B, 57/270 B and 60/265, Report of the Secretary-General, A/62/89-E/2007/76, para. 5, and Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16, Report of the Secretary-General, A/64/87–E/2009/89, para. 16.

[132] See A/57/3/Rev.1, Agreed Conclusions 2002/1, E/2002/291, and Economic and Social Council Resolution 2006/44, and G A Resolution 61/16, paras. 1 and 8, and Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to the major United Nations conferences and summits, in the light of General Assembly resolutions 50/227, 52/12 B, 57/270 B and 60/265, Report of the Secretary-General, A/62/89-E/2007/76.

[133] See A/57/3/Rev.1, Agreed Conclusions 2002/1, E/2002/291, and E/2004/81, Consolidated report on the work of the functional commissions of the Economic and Social Council in 2004 Report of the Secretary-General, paras. 2-3.

[134] Strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the Millennium Declaration, Progress in implementing the Council's agreed conclusions 2002/1 and related provisions of General Assembly resolution 50/227, Report of the Secretary-General, E/2003/74, para. 6.

[135] See e.g. Economic and Social Council Decisions 2006/215, 2008/207, and 2009/206.

[136] Economic and Social Council Decision 2003/74, para. 60.

[137] *Ibid*. para. 5.

agencies.[138] In the same vein, the World Tourism Organization agreed to arrange for the submission of such recommendations.[139]

37.   As the lead Charter body for coordination activities in several substantive areas, the Council held several informal dialogues on cross-cutting themes in order to benefit from the expertise of delegates attending a commission session and to broaden that commission's perspective on interrelated issues. [140] The Council thus examined ways to facilitate the participation of specialized NGOs without a consultative status with the Council in commission sessions of direct interest to their work.[141] On the cooperation between the United Nations and the Bretton Woods institutions, the Assembly recommended that the Council involve in its future joint meetings the chairpersons of the relevant functional commissions and of the Executive Boards of UN funds and programmes. [142] The Secretary-General continuously identified common themes, issues and approaches to assist the Council in providing policy guidance to the commissions and in coordinating their activities. [143] He also provided an overview of the procedural aspects of their work, summarizing their working methods and interactions, and analysed the practice of commissions in preparing draft resolutions for action by the Council and the Assembly. [144] The Council took note of the Secretary-General's recommendations on the work of its functional commissions.[145] The Secretary-General also reviewed the work division between the Assembly (the Second and Third Committees) and the Council, with its functional commissions, noting that after the 2005 World Summit Member States had adopted comprehensive national strategies to meet the internationally agreed development goals and assigned new functions to the Council.[146] Among these new functions

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[138] See G A Resolution 58/232, Article 2, para. 1, and G A Resolution 61/16, para. 1 and 6.

[139] See G A Resolution 58/232.

[140] Restructuring and revitalization of the United Nations in the economic, social and related fields and cooperation between the United Nations and the Bretton Woods institutions, Report of the Secretary-General, A/55/180-E/2000/67 & Corr.1, para. 2.

[141] Restructuring and revitalization of the United Nations in the economic, social and related fields and cooperation between the United Nations and the Bretton Woods institutions, Report of the Secretary-General, A/55/180-E/2000/67 & Corr.1, para. 2.

[142] See Restructuring and revitalization of the United Nations in the economic, social and related fields and cooperation between the United Nations and the Bretton Woods institutions, Report of the Secretary-General, A/55/180-E/2000/67 & Corr.1. The Assembly suggested the extensions of a similar partnership with the World Trade Organization and discuss the modalities for such cooperation and closely involve UNCTAD in that process. The role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in the light of General Assembly resolutions 50/227, 52/12 B and 57/270 B, Report of the Secretary-General, A/61/90–E/2006/84, para. 25, and Economic and Social Council Resolution 2008/29, para. 7.

[143] Consolidated report on the work of the functional commissions of the Economic and Social Council in 2002, Report of the Secretary-General, E/2002/73, paras. 63-73, and Consolidated report on the work of the functional commissions of the Economic and Social Council in 2004 Report of the Secretary-General, E/2004/81, paras. 46-60.

[144] Consolidated report on the work of the functional commissions of the Economic and Social Council in 2002, Report of the Secretary-General, E/2002/73, paras. 41-49.

[145] See A/57/3/Rev.1, Agreed Conclusions 2002/1, E/2002/291, and Consolidated report on the work of the functional commissions of the Economic and Social Council in 2003, Report of the Secretary-General, E/2003/90 & Add.1, paras. 32-34.

[146] The role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in the light of General Assembly resolutions 50/227, 52/12 B and 57/270 B, Report of the Secretary-General, A/61/90–E/2006/84, para. 10.

was the organization and follow-up to the annual ministerial reviews and the biennial Development Cooperation Forums mentioned earlier.[147] Consequently, the Council and its subsidiary bodies were able to further strengthen an integrated and coordinated follow-up to major conferences and summits of the United Nations, as the focal point of the global effort to monitor and advance implementation.[148] In this context, the Assembly urged the Presidents of the General Assembly, the Security Council and the Economic and Social Council to meet periodically to ensure an increased cooperation and coordination of their work programmes in accordance with their respective roles under the Charter.

38.   During the period under review, the Council focused its activities on ensuring the harmonization, coordination and coherence of the agendas and work programmes of the functional commissions by promoting an effective division of activities as well as providing policy guidance in order to, together with its subsidiary machinery, serve as a coherent system for reviewing progress.[149] So as to implement the Council's role in inter-agency coordination through the mobilization of resources for coordination purposes and joint activities, the President of the Council invited its functional commissions to provide concise, action-oriented input to its annual high-level and/or coordination segments, including through the utilization of their standing agenda item on new trends and emerging issues affecting the overall goals within their mandates.[150] The Council confirmed that, when mandated, the functional commissions should continue to explore ways to engage agencies, funds and programmes and have the primary responsibility for the review and assessment of progress made in implementing the outcomes of the United Nations conferences and summits in the economic, social and related fields.[151] These actions resulted in an enhancement of system-wide coordination and the Council requested that the Secretary-General provide comprehensive information on all existing multi-year work programmes and special themes as well as prepare guidelines addressed to the functional commissions on the submission of proposals to the Council, with the aim of increasing their coordination in the planning stage of such programmes.[152] The Council further invited its functional commissions to provide inputs into the Council's own work on means of implementation, with a particular focus on impact, gaps, good practices and lessons learned, of the outcomes of the major United Nations conferences and summits, including the Millennium Summit and the 2005 high-level plenary meeting of the Assembly.[153] The Council also encouraged the World Bank, the International Monetary Fund and the World Trade Organization to address issues of coherence, coordination and cooperation, as a follow-up to the International Conference on Financing for Development and in the context of the

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[147] *Ibid.* para. 16.

[148] *Ibid*. para. 83, and G A Resolution 61/16, para. 1.

[149] See E See A/57/3/Rev.1, Agreed Conclusions 2002/1, E/2002/291.

[150] See Economic and Social Council Resolutions 2001/27, para. 10, 2004/63, 2006/44, para. 8, 2007/29, para. 3, and Decision 2005/74, and The role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in the light of General Assembly resolutions 50/227, 52/12 B and 57/270 B, Report of the Secretary-General, and G A Resolution 61/16, para. 9.

[151] See Economic and Social Council Resolutions 2007/29, para. 3, 2008/29, para. 3, 2008/29, para. 4.

[152] See Economic and Social Council Resolution 2001/27, para. 4 and 6 and 12, and Decision 2005/74.

[153] See Economic and Social Council Resolutions 2001/27, para. 21, 2005/4, 2009/29, 31 July 2009, Para. 6 and Decisions 2004/81, E/2004/81.

implementation of the Monterrey Consensus.[154] Finally, the Council made the decision to replace the individual joint bureau meetings with one meeting of the chairs of the functional commissions and the Council.[155]

39.   The Secretary-General considered the CPC report based on the conclusions of United Nations Office of Internal Oversight Services (OIOS) reports on strengthening the role of evaluation and the application of its findings on programme design and delivery and policy directives, particularly in the context of the Council's coordination role.[156] The Assembly decided that the Council should continue its promotion of global dialogue, *inter alia*, through strengthening existing arrangements, such as the special high-level meeting with the Bretton Woods institutions, the World Trade organization and the United Nations Conference on Trade and Development, the annual high-level policy dialogue with international financial and trade institutions, and also thematic discussions from economic, social and related fields to be decided by the Council and informed by a report of the Secretary-General.[157] When the Assembly further decided to launch the biennial high-level Development Cooperation Forum (DCF) that later was held within the framework of the high-level segment of the Council, it stressed the need to preserve the distinct identity of the Forum so as to facilitate high-level participation, in order to enhance the implementation of international development cooperation issues affecting the implementation of international development goals, including the MDGs, and to promote dialogue to find effective ways to support it.[158] The DCF was launched during the period under review in response to significant changes in development cooperation and the growing number of actors involved.[159] The DCF was mandated to firstly review trends in international development cooperation, including strategies, policies and financing, secondly to promote greater coherence among the development activities of different development partners, and finally to strengthen normative and operational links in the work of the United Nations and identify gaps and obstacles.[160] The Assembly welcomed the first DCF and the second annual ministerial review as steps forward in the strengthening of the Council.[161] The Assembly suggested that an integrated and coordinated approach to development activities could be enhanced by an emphasis on substantive coherence, rather than process-related.[162]

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[154] See A/57/3/Rev.1, Agreed Conclusions 2002/1, E/2002/291, and G A Resolution 61/16, para. 1, and Economic and Social Council Resolution 2008/29, para. 8.

[155] See Economic and Social Council Resolution 2006/44.

[156] See Economic and Social Council Decision 2006/257.

[157] See G A Resolution 61/16, para. 2.

[158] See G A Resolution 61/16, para. 3, and Economic and Social Council 2006/274, Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to the major United Nations conferences and summits, in the light of General Assembly resolutions 50/227, 52/12 B, 57/270 B and 60/265, Report of the Secretary-General, A/62/89-E/2007/76.

[159] *Ibid.*

[160] See G A Resolution 61/16, para. 4.

[161] See Economic and Social Council Resolution 2008/29, para. 2.

[162] Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16, Report of the Secretary-General, A/64/87–E/2009/89, para. 29.

40.   The President of the Council recommended the establishment of a technical cooperation programme for the NGO Section in order to provide advisory services, and the conduct of capacity-building workshops to launch the United Nations Non-Governmental Organizations Informal Regional Network (UN-NGO-IRENE), at the regional, sub regional and national levels, and the development of training materials and the promotion of pilot joint partnership initiatives, projects and programmes.[163] CEB recognized the potential that the new functions entrusted to the Council carried to enhance the relevance and impact of its work. The new mandates entrusted to the Council provided new opportunities for a meaningful policy dialogue between the Council and the United Nations system on system-wide coordination and policy coherence.[164]

41.   During the period under review, the Council was mandated another new function by the Member States during the 2005 World Summit, in an effort to increase and coordinate activities of the international community towards achieving the Millennium Development Goals by 2015, namely the Annual Ministerial Review (AMR).[165] The first AMR took place in 2007, and was meant as a global high-level forum, during which measures and tools could be developed for the advancement of internationally agreed development goals, such as the MDGs and the larger Development Agenda.[166] Through the discussion and review of lessons learned and successful practices, the AMR discussed ways to overcome obstacles to the implementation of national development strategies, as well as effective activities and programmes to effectively reduce poverty and scale-up actions to realize the development agenda.[167]

42.   In 2007, the AMR focused mainly on "Strengthening efforts to eradicate poverty and hunger, including through the global partnership for development" in 2007, in order to enhance development efforts on the matter.[168] During its subsequent sessions, the AMR continued to review the progress made towards implementing the goals and commitments regarding sustainable development, as contained in the Millennium Declaration, as well as the implementation of internally agreed health goals.[169] An innovative and important component of said meetings, was the voluntary presentation of Member States of their progress in achieving the development goals and implementing their national development strategies.[170] During these sessions, the AMR, *inter alia*, assessed the key challenges that the United Nations Development Agenda along with the global public health commitments faced in its implementation as well as

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[163] See Economic and Social Council Resolution 2008/5.

[164] See Annual Overview Report of the United Nations System Chief Executives Board for Coordination for 2006/07, E/2007/69, para 10.

[165] See 2005 World Summit Outcome, G A Resolution 61/1, para. 155.

[166] See *Ibid*.

[167] See *Ibid.*, para. 155 c).

[168] See Report of the Secretary-General on the Annual Ministerial Review Geneva, 3 July 2007, E/2007/71.

[169] See Report of the Secretary-General, Annual ministerial review: implementing the internationally agreed goals and commitments in regard to sustainable development, E/2008/12.

[170] See Report of the Secretary-General, Annual ministerial review: implementing the internationally agreed goals and commitments in regard to global public health, E/2009/81.

promoted the implementation of Agenda 21, and the Johannesburg Programme of Implementation.[171]

43.   Further to the AMR meetings, subsequent roundtable discussions were led on the same themes, focusing on the food crisis and poverty eradication, in order to continue the debates led during the high-level forums. In preparation of the annual forum, several national and regional meetings, as well as a global preparatory meeting, were also held.[172]

iii. The Secretary-General

44.   During the period under examination, the Secretary-General focused his activities to the implementation of resolutions of the Assembly and the Council, aimed at assisting the Council in exploring the best ways to streamline its efforts for the restructuring and revitalization of the United Nations in the economic, social and related fields[173]. He analysed the follow-up action of commissions to the Council's policy guidance and subsequently identified common themes, issues and approaches in order to provide a holistic view to the Council, to facilitate its overall policy guidance and make recommendations on key issues, including the commitments made in the Millennium Declaration.[174] The Secretary-General called for a stronger relationship among the United Nations system, the Bretton Woods institutions and the World Trade Organization.[175] In the same vein, he asserted he would submit a yearly report charting progress made in fulfilling the millennium commitments and highlighting specific themes of special significance for each year, and a comprehensive progress report every five years.[176] The Secretary-General stressed the need to align activities of the United Nations system with the priorities defined in the Millennium Declaration, particularly through the revitalization and reform of the General Assembly, the Economic and Social Council and the Security Council. [177] The Secretary-General asserted that, seeing as many of the

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[171] See Reports of the Secretary-General, Annual ministerial review: implementing the internationally agreed goals and commitments in regard to sustainable development, E/2008/12, and Annual ministerial review: implementing the internationally agreed goals and commitments in regard to global public health, E/2009/81.

[172] See e.g. National Voluntary Presentations (NVPs) of Barbados (LAC) in 2007, Belgium (WEOG) in 2008 and Bolivia (LAC) in 2009 (retrieved on 30 December 2018, at < http://www.un.org/en/ecosoc/newfunct/pdf14/list_of_nvps_2014.pdf>).

[173] Restructuring and revitalization of the United Nations in the economic, social and related fields, Report of the Secretary-General, A/56/77-E/2001/69, paras. 4-5.

[174] See Restructuring and revitalization of the United Nations in the economic, social and related fields, Report of the Secretary-General, A/56/77-E/2001/69, para. 60, and Road map towards the implementation of the United Nations Millennium Declaration, Report of the Secretary-General, A/56/326.

[175] See Road map towards the implementation of the United Nations Millennium Declaration, Report of the Secretary-General, A/56/326, para. 90.

[176] *Ibid*. para. 305.

[177] Strengthening of the United Nations: an agenda for further change, Report of the Secretary-General, A/57/387 & Corr.1, para. 1, and Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16, Report of the Secretary-General, A/63/83–E/2008/77, para. 15.

recommendations were consistent with existing mandates for reform, the Organization should move forward with enhancing its coherence, effectiveness and efficiency at the country level.[178]

45.   The Secretary-General called for more flexible and responsive approaches to how the Council organized its work and presented proposals on ways for the Council to address issues related to follow-up to the Millennium Declaration, the Monterrey Consensus, adopted by the International Conference on Financing for Development, the outcomes of the World Summit on Sustainable Development, and other recent conferences.[179] He recommended other steps for increased cooperation among the main organs, as well as for an improved impact of the Council's operational activities and humanitarian affairs segments that would result in an enhanced effectiveness of the management of the work of its functional commissions.[180] In an effort to facilitate an integrated follow-up to conferences, the Secretary-General proposed the establishment of a quadrennial report, the first of which should be submitted to the Council and the Assembly in 2015.[181] This report would assess the progress made for the integration and coordination of the implementation of outcomes of major United Nations conferences and summits, enabling the Assembly and the Council to determine which area**s** required further oversight and guidance, and thereafter to assess how follow-up mechanisms had contributed to the follow-up, and the effectiveness of the UN system in providing policy advice in support of national policies.[182] In order to improve the functioning of the governing bodies to ensure the integrated functioning of the tiers of governance engaged in operational activities, with well-defined lines of responsibilities and accountability, the Secretary-General offered two options for the evaluation: either through identifying an existing evaluation function with the mandate to deliver such an evaluation; or setting up an ad hoc arrangement by establishing an evaluation management group.[183]

46.   During the period under examination, the Secretary-General, in view of the strengthening and revitalization through reform of the United Nations system, repeatedly reviewed the activities of its principal organs - i.e. the General Assembly, the Security Council, the Economic and Social Council and the Trusteeship Council - in terms of their effectiveness,

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[178] See Recommendations contained in the report of the High-level Panel on United Nations System-wide Coherence in the areas of development, humanitarian assistance and the environment, Report of the Secretary-General, A/61/836, paras. 1-2.

[179] See Strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration, Report of the Secretary-General, E/2002/62, para. 8, and Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16, Report of the Secretary-General, A/63/83–E/2008/77, paras. 47-53.

[180] Strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration, Report of the Secretary-General, E/2002/62, para. 8.

[181] Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16, Report of the Secretary-General, A/64/87–E/2009/89, para. 54.

[182] *Ibid.*, para. 54 (e).

[183] See Follow-up to General Assembly resolution 63/311 on system-wide coherence related to operational activities for development, Report of the Secretary-General, A/64/589, para. 63.

coherence, and the balance of roles and responsibilities among them.[184] The Secretary-General asserted the importance of the annual special high-level meeting between the Assembly, the Bretton Woods institutions, the World Trade Organization and the United Nations Conference on Trade and Development (UNCTAD), as a unique platform for the promotion of coherence and coordination within the United Nations system regarding economic and financial issues in support of the United Nations development agenda, including the MDGs, in the context of the implementation of the Monterrey Consensus.[185] He called for the consideration of means to enhance meetings with the Bretton Woods institutions and the World Trade Organization as a global forum for the advancement of commitments made at the International Conferences on Financing for Development and the MDGs.[186]

47.   In an effort to reduce the built-in bias towards institutional inertia of the Organization's work and in order to facilitate the strategic redeployment of resources, the Secretary-General made several recommendations for reform measures in order to implement a stronger system-wide coordination at both a substantive and organizational level, including time limits or "sunset provisions" for initiatives involving new organizational structures or major commitment of funds.[187] These measures included recommendations on strengthening the United Nations human rights mechanisms, enhancing public information activities through a restructuring of the Department of Public Information (DPI) and, in order to better serve Member States, the implementation of these reforms by the Department for General Assembly and Conference Management to implement an integrated approach to managing meetings and documentation.[188] He further established an additional position of Assistant Secretary-General in the Department of Economic and Social Affairs (DESA) in order to support policy coherence and management, as well as a policy planning unit in DESA, a panel of eminent persons to examine ways to improve the modalities of interaction between the United Nations and civil society, and finally a Partnerships Office to regroup under a common entity the Global Compact Office and the United Nations Fund for International Partnerships.[189]

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[184] See Implementation of the United Nations Millennium Declaration, Report of the Secretary-General, A/58/323, para. 97, and The role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in the light of General Assembly resolutions 50/227, 52/12 B and 57/270 B, Report of the Secretary-General, A/61/90–E/2006/84, para. 62.

[185] See Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16, Report of the Secretary-General, A/63/83–E/2008/77, para. 24.

[186] See Strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the Millennium Declaration, Progress in implementing the Council's agreed conclusions 2002/1 and related provisions of General Assembly resolution 50/227, Report of the Secretary-General, E/2003/74, Recommend. 2, and Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16, Report of the Secretary-General, A/63/83–E/2008/77, para. 13.

[187] See We the peoples: the role of the United Nations in the twenty-first century, Report of the Secretary-General, A/54/2000, and Strengthening of the United Nations: an agenda for further change, Report of the Secretary-General, A/57/387 & Corr.1, para. 44.

[188] See Strengthening of the United Nations: an agenda for further change, Report of the Secretary-General, A/57/387 & Corr.1, para. 102.

[189] See Strengthening of the United Nations: an agenda for further change, Report of the Secretary-General, A/57/387 & Corr.1, para. 146.

48.   With regards to the reform of the Secretariat, the High-level Panel on Threats, Challenges and Change made recommendations for the strengthening of support to the Secretary-General, mainly through the establishment of an additional Deputy Secretary-General position responsible for peace and security.[190] The report of the Panel of Eminent Persons on United Nations-Civil Society Relations proposing the creation of global policy networks of Government and others sharing specific concerns in order to promote global debate and/or pilot activities to handle specific issues, and the establishment by the Secretary-General of a Partnership Development Unit for the identification of partnership focal points throughout United Nations entities and specialized agencies.[191] Further reforms recommended by the panel were the creation by the Secretary-General of an Elected Representatives Liaison Unit to promote opportunities for parliamentarians to take part in United Nations forums, as well as the appointment an Under-Secretary-General in charge of the new Office of Constituency Engagement and Partnerships, which would be responsible for formulating and implementing the United Nations strategy for engagement with constituencies, comprising several units to absorb several disparate entities.[192] The Secretary-General established an Ethics Office reporting to him, in order to assist with a comprehensive review of governance arrangements, including an independent external evaluation of the auditing and oversight system; and the creation of an independent audit advisory committee.[193]

49.   In the same vein, the Secretary-General submitted the terms of reference for the latter comprehensive review, including an independent external evaluation of the auditing and oversight system within the United Nations and its funds, programmes and specialized agencies.[194] In the context of the Secretariat's management reform, he recommended a number of actions for strengthening the main organs of the United Nations system, including an external evaluation of auditing and oversight, as part of the comprehensive review of governance arrangements, as well as the submission of proposals for the creation of an oversight advisory committee.[195] The Independent Steering Committee for the Comprehensive Review of Governance and Oversight within the United Nations and its Funds, Programmes and Specialized Agencies, also recommended the implementation of a risk management framework, as well as the Assembly's decision to establish an Independent Audit Advisory Committee (IAAC) and discontinue the Joint Inspection Unit (JIU), and finally the establishment of a

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[190] See Follow-up to the outcome of the Millennium Summit, Note by the Secretary-General, A/59/565&Corr.1, para. 3.

[191] Strengthening of the United Nations system, Note by the Secretary-General, A/58/817 & Corr.1, Proposal 7.

[192] *Ibid.*

[193] See Implementation of decisions from the 2005 World Summit Outcome for action by the Secretary-General, Ethics office; comprehensive review of governance arrangements, including an independent external evaluation of the auditing and oversight system; and the independent audit advisory committee, Report of the Secretary-General, A/60/568 & Corr.1, 2, para. 1 (b).

[194] See Implementation of decisions from the 2005 World Summit Outcome for action by the Secretary-General, Ethics office; comprehensive review of governance arrangements, including an independent external evaluation of the auditing and oversight system; and the independent audit advisory committee, Report of the Secretary-General, A/60/568 & Corr.1, 2, para. 1 (b).

[195] Activities of the Ethics Office, Report of the Secretary-General, A/61/274, para. 46.

United Nations Code of Governance, founded on external best practices adapted to circumstances of the United Nations system, for adoption by its entities.[196]

50.   Building on the momentum generated by the 2005 World Summit, the CEB, under the chairmanship of the Secretary-General established inter-agency mechanisms for system-wide follow-up to the Summit with a focus on the implementation of development goals.[197] Such mechanisms made possible the coordination of policy initiatives by entities of the United Nations system and, at a field level, the integration of the outcomes of such summits into national strategies related to sustainable development.[198] The Secretary-General recognized the efforts made by member entities of the Executive Committee on Economic and Social Affairs, such as the regional commissions, UNEP, UNDP, UN-Habitat and DESA, for the integration of these outcomes into operational and normative aspects of the Organization's work through technical cooperation, including through the implementation of the outcomes conferences and summits.[199] The Secretary-General recognized the progress achieved by entities of the United Nations system and Member States in implementing the United Nations Millennium Declaration in the areas of peace and security, development, and human rights, democracy and good governance.[200] He also focused on the contributions of commissions to the implementation of the MDGs relevant to their areas of activity, in order to assist the Council with providing policy guidance[201] The Council invited the commissions to provide concise, action-oriented input to its substantive sessions, including the assessment of progress in achieving the agreed development goals.[202]

b.   Subsidiary Organs

i. The Chief Executives Board for Coordination (formerly Administrative Committee on Coordination) and the Committee for Programme and Coordination

51.   CEB is the highest forum for coordination among the United Nations, its Funds and Programmes, the specialized agencies, the Bretton Woods Institutions, and related organizations. It is chaired by the Secretary General of the United Nations and includes the Executive Heads of

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[196] *Ibid.* para. 15.

[197] Report of the Secretary-General on the work of the Organization General Assembly Official Records Fifty-eighth Session Supplement No. 1 (A/58/1), para. 135.

[198] *Ibid.*

[199] *Ibid.* and Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16, Report of the Secretary-General, A/63/83–E/2008/77, para. 44.

[200] Implementation of the United Nations Millennium Declaration, Report of the Secretary-General, A/58/323, paras. 73-90.

[201] See Consolidated report on the work of the functional commissions of the Economic and Social Council in 2004, Report of the Secretary-General, E/2004/81.

[202] Consolidated report on the work of the functional commissions of the Economic and Social Council in 2005, Report of the Secretary-General, E/2005/74, para. 9.

29 organizations of the UN system[203]. CEB is the successor body to the Administrative Committee on Coordination (ACC) formed by ECOSOC under 13 (III) in 1946 to assist Member States to effectively discharge their responsibility to coordinate the activities of the specialized agencies.

52.   In light of the internationally agreed upon development goals, as well as their challenges with globalization and the unforeseen financial crisis of 2008, the coordination role of the Organization was particularly crucial to an effective and coherent implementation of these targets by specialized agencies of the United Nations system. Following the Millennium Summit, the Administrative Committee on Coordination (ACC, since 2001 CEB) focused on necessary measures to ensure an effective and coordinated follow-up to the Millennium Declaration, as a key priority for policy development and operational activities of the United Nations system as a whole.[204]

53.   The Council agreed, at its 45th plenary meeting, to changing the name of the Administrative Committee on Coordination to the United Nations system's Chief Executives Board (CEB) for Coordination, without a change in its mandate.[205] The mandate of CEB remained the same as that of ACC, i.e. an institutional mechanism to coordinate the disparate entities of a decentralized system of specialized bodies - with their own respective mandates, governing bodies and budgets - as a cohesive whole.[206] As mentioned *infra*, CEB was the highest level forum for inter-agency coordination in the United Nations, bringing together the executive heads of 29 (now 31) specialized organizations, including, *inter alia*, the United Nations and its Funds and Programmes, the Specialized Agencies, including the Bretton Woods Institutions, and Related Organizations - the WTO and the IAEA, to pursue common goals through "consultation and recommendation", underscoring the decentralized nature of the UN system and the need for coordinated action, at all levels.[207] As part of its reform process, CEB transitioned from a structure of permanent subsidiary inter-agency committees, to "networks" of experts and ad hoc inter-agency groups that were time-bound and task-oriented under lead agency arrangements.[208]

54.   The CEB's work focusing on the effective coordination and coherence on a wide range of programmatic, operational and management issues facing the organizations of the UN system was supported by HLCP as the principle mechanism for system-wide coordination and policy coherence in the programme area, HLCM for ensuring coordination in administrative and management areas and, since 2007 UNDG for seeking to improve the coordination and effectiveness of operational activities. CEB focused its efforts on the interrelated dimensions of globalization and coordinating inter-agency cooperation towards the achievement of the MDGs.

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[203]ILO, FAO, UNESCO, ICAO, WHO, WB, IMF, UPU, ITU, WMO, IMO, WIPO, IFAD, UNIDO, IAEA, WTO, UNWTO, UNCTAD, UNDP, UNEP, UNHCR, UNRWA, UNICEF, UNFPA, WFP, UNODC, UN-HABITAT, UN-Women.

[204]   See Report of the High-level Committee on Programmes and its second regular session of 2001, ACC/2001/11.

[205]   See Economic and Social Council Decision 2001/321.

[206]   *Ibid.*

[207]   See G A Resolution 62/277, para. 3.

[208]   See Economic and Social Council Decision E/2001/321.

55.   The main focus of the Board, however, remained the systematic and effective follow-up to the Millennium Declaration including a coherent system-wide response to the achievement of its development goals. In its formulation of United Nations system responses to the Millennium Declaration, CEB reaffirmed the multisectoral challenge of achieving the several MDGs and thus promoted mutually reinforcing actions in a number of areas.[209] The CEB also put a strong emphasis on strengthening system-wide support for the sustainable development of the African continent through the New Partnership for Africa's Development (NEPAD), an Africa-owned and Africa-led initiative, as a framework for United Nation actions and programmes.[210] The Board also considered modalities for an integrated follow-up of major summits and conferences.[211]

56.   In its supporting of the work of CEB, and acting on its behalf, the High-level Committee on Management (HLCM) promoted coordinated action within the United Nations system in a number of key areas of common concern, including, *inter alia*, information and communication technologies the security and safety of staff and the strengthening of the United Nations security system, development of policies on support costs, electronic inter-agency payments and cash management, and the harmonization of staff management policies and practices within the system[212]. Regarding the area of programmes, the High-level Committee on Programmes (HLCP), in addition to its assistance with the follow-up to the Millennium Summit and system-wide support for NEPAD, supported inter-agency collaboration in various areas, such as decent work and employment, and aid-for-trade, and addressed several programme issues with system-wide implications necessary for the development of a coordinated response from the Organization, such as the midterm review of the Brussels Programme of Action for the Least Developed Countries (LDCs).[213] Both the HLCM and the HLCP also considered the cross-cutting issues of gender mainstreaming and knowledge management.[214] The CEB further reconfirmed its support of the Doha Development Round, which placed development at the heart of the multilateral trading system, and thusly resolved to coordinate with the World Trade Organization to ensure the success of the conclusion of the round in 2006.[215] The consideration of management issues in a more integrated manner was continued with the support of the HLCM, along with its networks, with efforts focused on the harmonization and reform of management within the competence of United Nations system executive heads, in order to share information, avoid duplication, and identify successful experiences.

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[209] See Annual overview report of the United Nations System Chief Executives Board for Coordination for 2009/10, E/2010/69.

[210] Report of the Committee for Programme and Coordination, Forty-second session, A/57/16, Paragraph 7.34 (b).

[211] See Comprehensive Management Audit of the Department of Safety and Security: Report of the Office of Internal Oversight Services: "Governance and Coordination Issues need to be addressed as a Priority to strengthen the Department of Safety and Security and to Effectively mitigate the Security Risks facing the United Nations", A/63/379.

[212] See Annual overview report of the United Nations System Chief Executives Board for Coordination for 2003/04, E/2004/67.

[213] See Annual Overview Report of the United Nations System Chief Executives Board for Coordination for 2006/07, E/2007/69.

[214] Report of the Committee for Programme and Coordination on its forty-eighth session: Supplement No. 16, A/63/16.

[215] See Ministerial Statement, E/ECA/CM.37/10, *Inter alia* para. 4.

57.   The CEB's work was guided by the Committee for Programme and Coordination (CPC) on a variety of development related issues during the period under review.[216] Such areas of collaboration included the development of an inter-agency collaboration against hunger upon the request of the CPC, and an effective coordinated United Nations system support for Africa.[217] The Committee urged the Board to develop strategies for an efficient and coherent collaboration of specialized agencies to address development issues, in particular the continued needs of the African continent, through an integrated United Nations framework.[218] The CPC further recommended that the Assembly request CEB to continue to monitor the collaboration of system-wide efforts against hunger and poverty, and noted the Board's deliberations on "One United Nations" at the country level, stressing the need to implement the recommendations of the High-level Panel on System-wide Coherence.[219]

58.   During the period under review, the CPC, considering a HLCM proposal for a study on the functioning of the International Civil Service Commission (ICSC) to be redundant, made the recommendation that the Assembly request CEB to revoke its approval of the proposal, in light of Assembly Resolution 61/239 and in view of the fact that it exceeded the authority of CEB.[220] The Committee stressed the importance of the CEB ensuring its full cooperation with ICSC, particularly the necessity to adhere to ICSC decisions and to subsequently implement them, with a view to harmonizing business practices in the common system.[221] Throughout the period under examination, the CPC also reviewed the Office of Internal Oversight Services (OIOS) and its implementation of CPC's 1997 recommendations on the in-depth evaluation of the Department of Humanitarian Affairs, renamed the Office for the Coordination of Humanitarian Affairs by the Assembly in Resolution 52/12 B.[222]

ii. The International Civil Service Commission (ICSC)

59.   During the period under examination, the ICSC continued to review, the conditions of service of the staff of the United Nations common system including, *inter alia*, the base/floor salary scale, the common staff assessment scale, dependency allowances and the education grant.[223] ICSC's issuance of standards of conduct for the international civil service and an integrated framework for the human resources management were welcomed by the Assembly.[224]

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[216] Report of the High-Level Committee on Programmes at its Intersessional Meeting, New York, 3 November 2003, CEB/2003/8.

[217] Report of the Committee for Programme and Coordination on its forty-seventh session (11 June-3 July 2007): Supplement No. 16, A/62/16.

[218] *Ibid.*

[219] Recommendations contained in the report of the High-level Panel on United Nations System-wide Coherence in the areas of development, humanitarian assistance and the environment, Report of the Secretary-General, A/61/836, para. 3.

[220] Report of the Committee for Programme and Coordination on its forty-seventh session (11 June-3 July 2007): Supplement No. 16, A/62/16, paras. 111-112.

[221] *Ibid, para. 113.*

[222] *Ibid*.

[223] See Report of the International Civil Service Commission for the year 2000, A/55/30.

[224] *Ibid.*

60.   In the context of his program for revitalizing and reforming the United Nations system, the Secretary-General, *inter alia*, issued the report "Renewing the United Nations: A Programme for Reform" [225] , where he underlined the necessity for urgent efforts to enhance the effectiveness of the management of human resources in the United Nations system and to strengthen the international civil service.[226] In light of the crucial regulatory and coordination function played by the ICSC regarding conditions of service of the United Nations common system, the Secretary-General made a recommendation to the Assembly to initiate a review of the Commission to increase its effectiveness in meeting the challenges facing the organizations of the system. [227] The main aim of the review, as proposed by the Secretary-General and subsequently endorsed by the General Assembly, was developing a focused process solidly set in the framework of the Commission's Statute and aimed at strengthening and maximizing its capacity to support the Assembly in leading the common system.[228]

61.   The High-Level Consultative Committee on Administrative Questions (CCAQ-HL), at its 4th high-level meeting, also reviewed the work of the ICSC and concluded that the Commission did not have the full confidence of the management and staff of the common system, seeing as it appeared as lacking sufficient technical expertise and lagging behind on human resources management trends.[229] The principal preoccupation remained that of cost containment instead of an effective and flexible management of human resources, and, consequently, organizations were introducing reforms without addressing their implications for the common system.[230] Taking into account the latter issue, the Committee asserted that the Secretary-General's Report to the Assembly at its fifty-fifth session should be forward-looking, focusing on manners through which the ICSC could improve its response to the various management needs of the organizations and therefore make concrete contributions to the ongoing reform processes. [231] During the ACC's second session in 2000, Executive Heads reiterated their strong support for the proposed review of ICSC, underlining the need to proceed with the active participation of the Commission and all other stakeholders, and that the reform should be considered a positive initiative for the reinforcement of the Commission and maximization of its capacity to support the strengthening of the common system.[232] At this occasion, the Committee asserted the importance of ensuring a substantial dialogue with staff representatives in support of the implementation of the Secretary-General's proposals for the reform of the ICSC.[233]

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[225] Renewing the United Nations: A Programme for Reform, Report of the Secretary-General, A/51/950.

[226] See Report of the International Civil Service Commission for 2004, A/59/30 (Vol. II).

[227] *Ibid.,* para. 1

[228] *Ibid.*

[229] Conclusions of the Meeting of the High Level CCAQ, ACC/2000/21, para. 14.

[230] See Report of the ad-hoc Working Group on ICT Coordination, ACC/2000/CCAQ-HL/3.

[231] *Ibid.*

[232] Conclusions of the Meeting of the High Level CCAQ, ACC/2000/21, para. 14.

[233] *Ibid.*

62.   Subsequently, the work of the ICSC, was reviewed by the Panel on the Strengthening of the International Civil Service, appointed by the Secretary-General. [234] This Panel recommended modalities to improve the functioning of the Commission, including, *inter alia*, proposals for the enhancement of the consultative process, the facilitation of the selection of high-level experts to bring their expertise to the ICSC and finally the limitation of the terms of office of its members and the length of its sessions.[235] The Panel on the Strengthening of the International Civil Service firstly considered ways to provide the ICSC, within the Statute, with instruments for implementing its functions, while ensuring its independence, impartiality and effectiveness, and secondly reported on ways of enhancing the Commission's capacity to reinforce, and thusly strengthen, the international civil service to tackle new and complex challenges.[236] Pursuant to Resolution 57/285 of the Assembly, the Commission was invited to comment on the findings and recommendations of the Panel and then to submit its comments to the Assembly at its fifty-ninth session to be considered together with the report of the Secretary-General.**[237]**

63.   The report of the Panel on the Strengthening of the ICSC was considered by CEB/ HR Network and HLCM.[238] The Commission noted "(…) with interest and appreciation" the report of the Panel, asserting that its mandate was clear and specific, i.e. strengthening the ICSC through a focused process.[239] Although the Commission noted that various recommendations made by the Panel were in line with ICSC decisions, it expressed concern at other ones, seeing as, in its view, they would in fact weaken the ICSC, seeing as several recommendations seemed to be in direct contravention of the Statute of the Commission.[240] Given that the Commission had been established by the General Assembly as an independent and impartial technical body, a review of the Statute did not fall within the mandate of the Panel.[241] In the Commission's view, such independence was crucial for the realization of the objectives for which it has been established.[242]

64.   Following the completion of the work of the Panel on the Strengthening of the International Civil Service, HLCM informed CEB on the outcome of the Committee's discussions on the report of the Secretary-General, comprising the various views of entities of the United Nations system on the findings and recommendations of the Panel, and on the comments of the ICSC itself on the report.[243] HLCM expressed the hope that the Assembly

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[234] See Report of the Panel on the Strengthening of the International Civil Service, Note by the Secretariat, A/59/153.

[235] *Ibid.*

[236] See Report of the International Civil Service Commission for 2004, A/59/30 (Vol. II), para. 1.

[237] *Ibid.*

[238] Conclusions of the Meeting of the Human Resources Network, CEB/2004/HLCM/25, para. 19 & Section 11.2, para. 23, and Conclusions of the eighth session of the High-Level Committee on Management, CEB/2004/6, paras. 34-36.

[239] See Report of the International Civil Service Commission for 2004, A/59/30 (Vol. II), para. 2.

[240] *Ibid.*

[241] *Ibid.*, para. 3.

[242] See Report of the International Civil Service Commission for 2004, A/59/30 (Vol. II), paras. 2-4.

[243] Summary of the conclusions of the United Nations System Chief Executives Board for Coordination at its second regular session of 2004, CEB/2004/2 para. 40.

would consider the Panel's recommendations as a constructive tool for the enhancement of the capacity and effectiveness of the common system.[244] The CEB asserted its endorsement of the Secretary-General's report.[245] In the view of the CEB, ICSC's position casted doubt on the Commission's real commitment to reform and change, as real progress could only be implemented with the full support of the Panel's recommendations.[246]

65.   CEB members considered the first eight recommendations of the Panel to be basic reform measures intended to put in place practices that had already been approved in 1998, and strongly endorsed the strict application of Articles 3 and 4 of the ICSC statute in order to ensure the nomination and selection of properly qualified members of the Commission.[247]   At its 14th session, HLCM welcomed an initiative from ICSC aiming to strengthen its partnerships with CEB, the organizations and staff representatives, seeing as this would allow the Commission to focus on more pressing issues of higher value to organizations.[248]

66.   In its resolution 61/239, the General Assembly decided to institute a limit of two full terms for the positions of Chair and Vice-Chair of the Commission, encouraged Member States to achieve a greater gender balance in the selection of members of the Commission and stressed the importance of candidates having relevant managerial, leadership and executive experience. In the same resolution, the General Assembly also invited the Secretary-General, in his capacity as Chairman of the United Nations System Chief Executives Board, to urge the heads of the organizations of the common system to fully support the work of the Commission, including by providing the latter with relevant information in a timely manner for studies that it conducts under its statutory responsibilities for the common system.

iii.   The Joint Inspection Unit (JIU)

67.   Throughout the period under review, entities of the United Nations system repeatedly considered the role and function of the JIU, asserting the unique role of the Unit as the only external and independent system-wide inspection, evaluation and investigation body.[249]

68.   The function was subject to fragmentation within the entities of the United Nations system, due to the non-neglectable differences among them with regards to lines of reporting for units specifically mandated to conduct investigations. JIU therefore made the recommendation that the forthcoming Conference of Investigators of United Nations Organizations and Multilateral Financial Institutions develop as well as adopt standards and procedures for conducting investigations in the United Nations system, and thus continue the development of occasions for fostering inter-agency cooperation. OIOS reaffirmed the importance of the 2001

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[244] *Ibid.*

[245] *Ibid.* para. 40, and Report of the International Civil Service Commission for 2004, A/59/30 (Vol. II).

[246] *Ibid*. paras-41-44.

[247] Summary of the conclusions of the United Nations System Chief Executives Board for Coordination at its second regular session of 2004, CEB/2004/2, para. 41.

[248] Conclusions of the High-level Committee on Management at its fourteenth session, CEB/2007/6, paras. 20-21.

[249] See G A Resolutions 60/258, 62/246, 63/272, 63/272..

JIU recommendations for training and procedures for those performing investigations and developed in coordination with other United Nations oversight bodies.

69.   Stressing the importance and necessity of further improving evaluation and integrating it into the cycle of programme planning,[250] the Assembly repeatedly requested that the Unit place more emphasis in the evaluation aspects of its work, in accordance with recommendation of the Group of high-level intergovernmental exerts to review the efficiency of the administrative and financial functioning of the United Nations, as endorsed by the Assembly.[251] It underlined the fact that the evaluation function is envisaged in the statute of the Joint Inspection Unit, and stressed the need for the Unit to pay special attention to the preparation of reports that are more evaluation-oriented.[252]

70.   During the period under review, the Unit responded to the requests to increase focus of its programme of work on issues of system-wide relevance by including in its programme of work reports, whenever possible, on issues of system-wide interest, value and relevance to the efficient and effective functioning of all organizations to which the Unit provides services.[253]

71.   In this respect, the Assembly repeatedly requested the secretariats of the United Nations and all participating organizations to facilitate the work of the Unit, including in particular by offering full access to and the timely provision of all information requested by it [254]. Consequently, the Assembly reiterated the need for the Unit to emphasize well-defined and timely items of high priority, targeting concrete managerial, administrative and programming issues to provide practical and action-oriented recommendations[255], such as the establishment of new tools and processes for the adoption of effective results-based approaches to implement and monitor the MDGs.[256]

72.   The Assembly reaffirmed the need for executive heads of participating organizations to respect the time frame for the submission of their comments, as provided in Article 11, paragraphs 4 (d) and (e), of the statute of the Unit[257], and stressed the need for the Unit to emphasize prioritization and timeliness in identifying concrete managerial, administrative and programming questions providing practical and action-oriented recommendations.[258]   The Assembly acknowledged the Unit's undertaking to apply results-base management in its work during the period under review.[259]

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[250] G A Resolution 57/282, chapter III, para 1.

[251] G A Resolution 41/213.

[252] G A Resolution 57/284 A-B,

[253] G A Resolution 61/238.

[254] See G A Resolution 58/286, para. 7, 63/272, para. 9.

[255] See G A Resolution 57/287 A & B, paras. 2 and 7.

[256] See Report of the Joint Inspection Unit on the results approach in the United Nations: implementing the United Nations Millennium Declaration, Note by the Secretary-General, A/57/372/Add.1.

[257] See G A Resolution 56/245, para. 6.

[258] See G A Resolution 56/245, para. 8, 57/284 A-B, para 7.

[259]   See G A resolution 63/272.

73.   The Unit established a results-based Strategic Framework for 2010-2019, in accordance with priority areas relevant to its mandate, thus providing a roadmap for increased oversight in response to stakeholders' demands, which was thereafter acknowledged by General Assembly Resolution 63/272.[260] The Unit's medium- and long-term strategy approach for 2010-2019 took into account the dynamics and challenges of the environment in which it undertakes its activities.

74.   The General Assembly welcomed the measures taken by the Unit in coordination with external and internal oversight bodies of the United Nations system to develop interaction and intensify relations in order to obtain better coordination among them with respect to the oversight coverage and sharing of best practices, thus enhancing the impact of oversight activities, avoiding duplication, and requested the Unit to report thereon.[261] JIU therefore subsequently reviewed the coordination and cooperation within the United Nations oversight bodies in order to ensure increased synergy and mutual complementarity in the joint efforts to improve the efficiency of the administrative and financial functioning of the Organization.[262] The Unit enhanced its coordination with the Board of Auditors and the Office of Internal Oversight Services of the Secretariat, by sharing experiences, knowledge, best practices and lessons learned with other United Nations audit and oversight bodies as well as with the Independent Audit Advisory Committee[263].

75.   Throughout the period under review, JIU also reviewed procurement practices within the United Nations system with the aim of identifying opportunities for increasing procurement efficiency in the common system, through productivity enhancement, improved cooperation and coordination and technological innovations.[264] The Unit's review focused on the cost effectiveness of common system organizations' procurement services, and gave an overview of procurement operations, including issues relating to, *inter alia*, cooperation and coordination among common system organizations, including on the question of policy and related mechanisms and capacity-building in public procurement.[265]

76.   During the period, and further to its reviews of oversight in the United Nations system, the Independent Steering Committee for the Comprehensive Review of Governance and Oversight within the United Nations and its Funds, Programmes and Specialized Agencies, made the recommendation, in its report of 2006, to discontinue the JIU.[266] The Steering Committee based its recommendation on the fact firstly that the Unit's mandate way restricted

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[260] See Annex III of A/63/34.

[261] See G A Resolution 56/245, para. 14, and Report of the Joint Inspection Unit, A/58/34, and G A Resolution 58/286, para. 8.

[262] See G A Resolution 56/245, para. 14, and Report of the Joint Inspection Unit, A/58/34.

[263] See G A Resolutions 62/226, 62/246.

[264] See JIU/REP/2004/9 & Corr.1.

[265] *Ibid*.

[266] Activities of the Ethics Office, Report of the Secretary-General, A/61/274, para. 39, and Implementation of decisions contained in the 2005 World Summit Outcome for action by the Secretary-General, Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies, Report of the Secretary-General, A/60/883, and Implementation of decisions contained in the 2005 World Summit Outcome for action by the Secretary-General Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies, Report of the Secretary-General, A/60/883/Add.2, Volume IV - Oversight - Current UN Practices, Gap Analysis and Recommendations, recommendation 4.

by the Assembly from a system inspection role with wide-reaching powers of investigation to focus on the improvement of management, and secondly, that the JIU is not directly accountable to any of the governing bodies of the United Nations system, meaning that the Unit's system-wide inspections could not be matched to a governing body responsibilities, rendering them ineffective.[267] Indeed, the Committee found that the governing bodies of the United Nations system did not consistently follow up on its recommendations and the role of improving management is usually reserved for the mandate of executive management.[268] Therefore, the Committee recommended that, in order to avoid duplication within the oversight framework of the United Nations system, matters of audit and inspection within the system, or regarding cross-agency research, be attributed to coordinated OIOS resources, and elements regarding cross-agency research be covered by executive management, for instance the CEB.[269] While this may have been the recommendation of the Committee in its report of the Secretary General, the recommendation was not accepted nor supported by any resolution of the General Assembly.

2. RECOMMENDATIONS FOR THE COORDINATION OF PROGRAMME PLANNING

77.   The MDGs put a particular emphasis on the importance of enhancing policy coherence and the coordination of activities and programs between the United Nations, its agencies, the Bretton Woods Institutions, the World Trade Organization, as well as other multilateral bodies, when implementing the internationally agreed development goals, and the outcomes of major conferences and summits.[270] The objectives of the Declaration were goals as well as a policy framework for issues related to peace, security and disarmament; development and poverty eradication; protecting the environment; human rights, democracy and good governance; protecting the vulnerable; strengthening the United Nations; focusing on eradicating extreme hunger; achieving universal primary education; promoting gender equality and empower women; reducing child mortality; improving maternal health; combating HIV/AIDS, malaria and other diseases; ensuring environmental sustainability; and developing a global partnership for development.[271] The particular needs of some regions, such as Africa, were also recognized by the Declaration, including the conditions resulting from geographical circumstance.[272]

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[267] Activities of the Ethics Office, Report of the Secretary-General, A/61/274, and Implementation of decisions contained in the 2005 World Summit Outcome for action by the Secretary-General Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies, Report of the Secretary-General, A/60/883/Add.1, 2, paras. 22-23.

[268] See Implementation of decisions contained in the 2005 World Summit Outcome for action by the Secretary-General Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies, Report of the Secretary-General, A/60/883/Add.1, 2, paras. 23-24.

[269] *Ibid.*, para. 26.

[270] See G A Resolution 55/2, and Restructuring and revitalization of the United Nations in the economic, social and related fields, Report of the Secretary-General, A/56/77-E/2001/69, para. 2, and A/Res/57/144, para. 7, and Implementation of the United Nations Millennium Declaration, Report of the Secretary-General, A/59/282 & Corr.1, para. 47.

[271] See Towards achieving internationally agreed development goals, including those contained in the Millennium Declaration, Report of the Secretary-General, E/2005/56.

[272] See *Ibid.*

78.   With regards to Article 58 expressly, the Millennium Declaration reaffirmed the coordination role of the United Nations system regarding the policies, activities and programmes of specialized agencies.[273] The Declaration called for the establishment of mechanisms that would allow the Council to exercise its coordination function regarding the activities and programmes of specialized agencies of the United Nations system in order to ensure coherent policies as well as an effective approach to implement development priorities, as defined by the Assembly.[274] Recommendations were therefore made for an increased exchange between specialized agencies and the Council, in order to avoid duplication of efforts and ensure the identification of the ideal manner in which to focus the United Nations system's efforts.[275] Specialized agencies thusly prepared a plethora of reports during the period under review, that were reviewed by the Council and thereafter transmitted to the Assembly in an effort to improve the cooperation between United Nations entities.[276]

79.   With regards to the Triennial comprehensive policy review of operational activities for development system of the United Nations system, the General Assembly, in its Resolution 56/201, reaffirmed that national plans and priorities remained the only viable frame of reference for national programming of operational activities for development of the United Nations system, and, consequently, that programmes and activities should be country-driven.[277] The Resolution also reaffirmed that United Nations funds, programmes and specialized agencies needed to take effective actions for the implementation of the Secretary-General's reform programme, as well as the Millennium Declaration and major United Nations conferences and summits.[278] Finally, the Assembly requested the Secretary-General to submit a progress report to the Economic and Social Council, after consulting with United Nations funds, programmes and specialized agencies, and the Economic and Social Council to examine the operational activities of the United Nations system to evaluate the implementation of Resolution 56/201.[279]

80.   Member organizations of CEB actively participated in the consultative process for the 2007 policy review. The DESA was also key in the facilitation of deliberations by Member States, through the preparation of two reports of the Secretary-General, one reviewing and analysing the implementation of Resolution 59/250[280] and the other comprising conclusions and recommendations.[281] Further to said resolutions, the CEB secretariat along with the United Nations Development Group Office held a briefing session with Member States.[282] Resolution

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[273] *Ibid.* para. 30.

[274] See Millennium Declaration, G A Resolution 55/2.

[275] Annual overview report of the United Nations System Chief Executives Board for Coordination for 2006/07, E/2007/69, para. 3.

[276] *Ibid.* para. 9.

[277] See GA Resolution 56/201.

[278] *Ibid.*, para. 93.

[279] *Ibid.*, para. 94.

[280] See Triennial comprehensive policy review of operational activities of the United Nations development system Report of the Secretary-General, A/62/73-E/2007/52

[281] See Triennial comprehensive policy review of operational activities of the United Nations development system: conclusions and recommendations Report of the Secretary-General, A/62/253.

[282] See GA Resolution 62/208. E/2008/58.

62/208, adopted by the General Assembly, was key in encouraging the Secretary-General, through the CEB and UNDG, to enhance the coherence, effectiveness and efficiency of United Nations activities and programmes pertaining to development matters. [283] Regarding management issues, the Assembly made recommendations in line with the Plan of Action for the harmonization of business practices and requested that the Secretary-General prepare a report to be submitted to the Economic and Social Council, after consulting with relevant funds, programmes and specialized agencies of the United Nations system.[284] The latter report was to include a framework of appropriate management process, particularly for interdepartmental and inter-agency measures, with clear guidelines, targets, benchmarks as well as time frames to ensure the effective implementation of the resolution, that could subsequently be monitored and evaluated.[285] In order to ensure the implementation of Resolution 62/208, CEB submitted to the DESA a report containing clear guidelines, targets, benchmarks and time frames for the full implementation of the resolution.[286]

3.   RECOMMENDATIONS FOR THE COORDINATION OF ADMINISTRATIVE AND BUDGETARY MATTERS

a.   Administrative and budgetary matters

81.   Further to the reform of the ACC, establishing the CEB as exposed *supra*, the functions of the CCAQ, including that of inter-agency coordination, were thereafter carried out by the High-Level Committee on Management and its networks.[287]

82.   The Advisory Committee on Administrative and Budgetary Questions (ACABQ) considered the issue of procurement arbitration, as well as examined of practices and procedures in the handling of arbitration/claim cases as reviewed in a report conducted by the United Nations Board of Auditors.[288] The Committee underlined the lack of coordination between the Office of Legal Affairs and the Office of Central Support Services, therefore exposing the Organization to claims, due to the insufficient rigour in the negotiation, review and management of contracts.[289] The Assembly requested that the Secretary-General ensure that entities of the United Nations system, including affiliated funds and programmes, implement to their full

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[283] See G A Resolution 62/208.

[284] See *Ibid.*, para. 141.

[285] *Ibid.*

[286] See e.g. Annual overview report of the United Nations System Chief Executives Board for Coordination for 2008/09, E/2009/67, and The role of the United Nations system in implementing the ministerial declaration of the high-level segment of the substantive session of 2008 of the Economic and Social Council, A/64/87–E/2009/89.

[287] See Conclusions of the Meeting of the High Level CCAQ, ACC/2000/21.

[288] See Procurement-related arbitration, Report of the Advisory Committee on Administrative and Budgetary Questions, A/55/829.

[289] *Ibid*.

extent recommendations of the OIOS as well as those of the Board of Auditors, with regards to procurement, in accordance with the Financial Regulations and Rules of the United Nations.[290]

83.   The Assembly, in its review of the implementation of its Resolutions 48/218 B and 54/244, emphasized that real, effective and efficient mechanisms were crucial to ensure responsibility and accountability, underlining its regret that the implementation measures offered by the Secretary-General, namely the establishment of an Accountability Panel, were taking time to be set in place, thus affecting the effectiveness of the functioning of the Organization. The Assembly further concurred with the recommendations of the OIOS, including, *inter alia*, the establishment of a high-level follow-up mechanism under the authority of the Secretary-General in order to effectively transmit findings and recommendations of the OIOS, the JIU, and the Board of Auditors, into the executive management processes.[291]

84.   In further efforts to the procurement reform, ACABQ welcomed the various initiatives developed by the United Nations system to improve efficiency, including the review of vendor management and the implementation of related recommendations.[292] With regards to the issue of accountability, the Advisory Committee made the request to the Secretary-General that he provide related information, and further made the recommendation that weaknesses in the procurement process identified by the Board of Auditors be addressed.[293] The Assembly called upon executive heads of the funds and programmes of the United Nations to continue their efforts for improving the efficiency of procurement by decreasing duplication and harmonizing the procurement procedures within the system as a whole, in close cooperation with the Procurement Service of the Office of Central Support Services of the Secretariat.[294] The activities of the Inter-Agency Procurement Working Group and of the Common Services Procurement Working Group on enhancing the transparency and increasing the harmonization of procurement practices were noted by the Assembly, that requested the Secretary-General, considering the observations of the Board of Auditors and the OIOS, ensure that information concerning the accountability factor within the procurement reform framework be included in his report.[295]

85.   In an effort to implement the decisions from the 2005 World Summit Outcome, the Secretary-General submitted a comprehensive review of governance arrangements, which included an independent external evaluation of the auditing and oversight system within the United Nations and its funds, programmes and specialized agencies.[296] This independent

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[290] See G A Resolution 57/279, para. 8.

[291] See G A Resolution 59/552, para. 7.

[292] See Procurement reform, Outsourcing practices, Report of the Advisory Committee on Administrative and Budgetary Questions, A/59/540, para. 6.

[293] See Procurement reform, Outsourcing practices, Report of the Advisory Committee on Administrative and Budgetary Questions, A/59/540, and Investing in the United Nations: for a stronger Organization worldwide, Report of the Advisory Committee on Administrative and Budgetary Questions, A/60/735 and Corr. 1, paras. 20ss.

[294] See G A Resolution 59/288, para. 5.

[295] See *Ibid.*, para. 6.

[296] Implementation of decisions from the 2005 World Summit Outcome for action by the Secretary-General Ethics office; comprehensive review of governance arrangements, including an independent external evaluation of the auditing and oversight system; and the independent audit advisory committee, Report of the Secretary-General, A/60/568 & Corr.1, 2, para. 7.

external evaluation would consist of, *inter alia*, a review of best governance and oversight structures within the public and private sectors, analysing comparatively those structures within the United Nations system, and finally developing approaches for model governance and oversight structures and mechanisms for the United Nations system.[297] He suggested that it be named the Independent Audit Advisory Committee, and it would assist the Assembly in fulfilling governance and oversight responsibilities, and would have as its primary function to review the OIOS budget and audit work plans, assessing its work and effectiveness.[298] The Committee's other functions comprised, *inter alia*, advising on the appointment of the Under-Secretary-General for Internal Oversight Services, reviewing the system of internal control and risk management and any material weakness and compliance with corrective action plans, discussing with the United Nations Board of Auditors the audited financial statements, and considering the effectiveness and objectivity of the internal audit process.[299] The Assembly approved the establishment of an evaluation study, and made the decision to proceed with the creation of an Independent Audit Advisory Committee, consequently requesting that the Secretary-General propose its terms of reference, in order to ensure coherence with the outcome of the ongoing review of oversight and report to the Assembly.[300] ACABQ welcomed the creation of the Independent Audit Advisory Committee and provided comments on the updated terms of reference prepared by the Secretary-General.[301]

86.   During the period under review, the Independent Steering Committee for the Comprehensive Review of Governance and Oversight within the United Nations and its Funds, Programmes and Specialized Agencies recommended a United Nations Code of Governance, founded on external best practices adapted to United Nations circumstances, for consideration and adoption by UN entities.[302] ACABQ, in its recommendations stated that the report of the Steering Committee lacked organization and was repetitive.[303] The Committee stated that the Secretary-General's report did not concretely expose the manners in which the proposed accountability frameworks would lead to a strengthened and more accountable Organization, seeing as specific timelines were not consistently provided and the linkages between the various proposals or to other existing structures were not clearly established, and therefore recommended that the issues be further developed with entities of the United Nations system

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[297] *Ibid.* para. 164 (b).

[298] *Ibid.* para. 5.

[299] *Ibid.*, para. 8 (h).

[300] See G A Resolution 60/248, XIII Ethics office; comprehensive review of the governance arrangements, including an independent external evaluation of the auditing and oversight system; and the independent audit advisory committee.

[301] See Investing in the United Nations: for a stronger Organization worldwide: detailed report, Report of the Secretary-General, Addendum, Updated terms of reference for the Independent Audit Advisory Committee, A/60/846/Add.7, and Investing in the United Nations: For a stronger Organization worldwide: detailed report, Report of the Secretary-General, A/60/846, para. 8.

[302] Implementation of decisions contained in the 2005 World Summit Outcome for action by the Secretary-General, Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies, Report of the Secretary-General, A/60/883, Annex 1, and A/60/883/Add.1,2, and Activities of the Ethics Office, Report of the Secretary-General, A/61/274, para. 37.

[303] Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies, Report of the Advisory Committee on Administrative and Budgetary Questions, A/61/605, para. 8.

through the CEB and the oversight bodies, and that use should be made of expertise within the United Nations system.[304]

b.   Oversight

87.   During the period under review, the Secretary-General, in transmitting a report on the activities of the Office of Internal Oversight Services (OIOS) asserted that the Office was recognized as an objective source of reliable information as well as an agent of change within the United Nations system, particularly concerning the strengthening of internal controls and management performance, and noted the Office's continued efforts focused on the improvement of relationships with management and Member States and the coordination of its activities and programme with other oversight bodies, including the Board of External Auditors and the Joint Inspection Unit (JIU).[305]

88.   With regards to oversight, the Independent Steering Committee for the Comprehensive Review of Governance and Oversight within the United Nations and its Funds, Programmes and Specialized Agencies mentioned *supra*, made the recommendation to implement a risk management framework, assigning responsibility for internal controls and reporting on their effectiveness to the executive management. The Steering Committee also recommended the implementation of the General Assembly decision to establish an Independent Audit Advisory Committee (IAAC).[306] The Steering Committee further recommended to discontinue the JIU, to set new standards for oversight of inter-agency programmes, through enhancing the operational independence of the internal audit function within the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Development Programme (UNDP) and the United Nations Children's Fund (UNICEF), and finally to clarify responsibilities of the UNHCR oversight committees with joint responsibilities for internal audit, investigations and evaluations.[307] The findings of the Joint Inspection Unit study on Oversight Lacunae in the United Nations system[308] constituted a source of information that was taken into account by the Review.[309]

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[304] Accountability framework, enterprise risk management and internal control framework, and results-based management framework, Report of the Advisory Committee on Administrative and Budgetary Questions, A/63/457, para. 4.

[305] See Conclusions of the Meeting of the High Level CCAQ, ACC/2000/21.

[306] See Implementation of decisions contained in the 2005 World Summit Outcome for action by the Secretary-General, Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies, Report of the Secretary-General, A/60/883 and A/60/883/Add.1,2, and Activities of the Ethics Office, Report of the Secretary-General, A/61/274, para. 39.

[307] *Ibid*.

[308] JIU/REP/2006/2.

[309] *Ibid*.

c.   Personnel Questions

i. Pay and conditions of service

89.   Throughout the period under review, entities of the United Nations system made several recommendations on matters of pay and benefits across the Organization, including requests to the ICSC to enhance transparency and administrative simplicity in that system. The Assembly, through the International Civil Service Commission (ICSC) continuously reviewed the conditions of service of the staff of the United Nations common system, and adopted various ICSC recommendations updating the conditions of service, on the strengthening of the international civil service and on the conditions of service of staff in the professional and higher categories, the implications for the United Nations system of the introduction in 2002 of the euro as the national currency in the 12 euro-zone countries of the European Union, the common staff assessment scale, and establishing standards of conduct and dependency allowances. The adoption by ICSC of the integrated framework for human resources management was also welcomed by the Assembly.[310] The Assembly, noting the progress made in establishing the Senior Management Service, requested the ICSC to review the question of whether the Service should be dealt with in the framework of the review of the pay and benefits system, and asked the Secretary-General to redesignate that Service to enhance the managerial capacity of senior staff.[311] The Assembly expressed concern that only limited progress had been made towards the advancement of women in the United Nations common system.

90.   In addition, the Commission examined the pay and benefits system, hazard pay levels as well as the best prevailing conditions of employment in Paris and Montreal.[312] Regarding the conditions of service, the Assembly approved during the period the Secretary-General's proposals for streamlining United Nations contractual arrangements and harmonizing conditions of service, under which a single series of staff rules would provide for one United Nations staff contract.[313]

91.   As part of the programme for reform and revitalization of the United Nations system, the Secretary-General, following his report entitled "Investing in the United Nations: for a stronger Organization worldwide", proceeded with the review and strengthening of entities of the United Nations system, including the ICSC. As part of his reform of the ICSC, he established the Panel on the Strengthening of the International Civil Service and endorsed the terms of reference. The Panel recommended several measures for the improvement of the functioning of the Commission, including proposals for enhancing the consultative process, facilitating the selection of high-level experts to bring to the Commission a mix of knowledge and expertise, strengthening managerial capacity, including through the development of a senior

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[310] See Conditions of Service and Compensation for Officials, other than Secretariat Officials, serving the General Assembly: Full-Time Members of the International Civil Service Commission and the Chairman of the Advisory Committee on Administrative and Budgetary Questions, Report of the Secretary-General, A/C.5/57/35.

[311] *Ibid.*

[312] *Ibid.*

[313] See Conditions of Service and Compensation for Officials, other than Secretariat Officials, serving the General Assembly: Full-Time Members of the International Civil Service Commission and the Chairman of the Advisory Committee on Administrative and Budgetary Questions, Report of the Secretary-General, A/C.5/57/35.

management service and limiting the terms of office of its members and the length of its sessions.

92.   The Office of Internal Oversight Services (OIOS) audited the Secretariat's recruitment process and examined the implementation of Assembly provisions on human resources management, while the Joint Inspection Unit (JIU) examined, *inter alia,* the recruitment and management of young professionals,[314] the use of consultants,[315] conditions of travel,[316] staff mobility,[317] the process of senior-level appointments,[318] delegation of authority for the management of human and financial resources in the UN Secretariat,[319] and selection and condition of service of executive heads.[320] The Secretary-General developed revised funding arrangements for the OIOS, and the Assembly requested that he establish an effective internal control framework, which included a mechanism of enterprise risk management, seeing as the resources needed to strengthen the Office were related to the strength of the internal controls of the Organization.[321]

93.   Resolution 63/269 of the Assembly reaffirmed that a global operational framework was necessary to enable the United Nations to respond to emergency situations where operations of critical elements of its information and communications technology infrastructure and facilities could be impaired.[322] In this regard, the Assembly requested the Secretary-General to submit to the General Assembly no later than at the main part of its sixty-fifth session a unified disaster recovery and business continuity plan, including a permanent solution for Headquarters.[323]

ii. *Privileges and immunities, and the safety and security of United Nations personnel*

94.   Given the increase of threats and attacks against United Nations and associated personnel serving in the field, the Assembly, the Secretary-General and the Security Council all stressed the importance of the consideration of issues pertaining to their privileges and immunities. The Assembly and Secretary-General underlined their concern over this increase of attacks on United Nations personnel, and the Security Council along with the Assembly emphasized that the responsibility for the security and safety of such personnel lay primarily on

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[314] JIU/REP/2000/7: Young professionals in selected organizations of the United Nations system: Recruitment, management and retention.

[315] JIU/REP/2000/2: The use of consultants in the United Nations .

[316] JIU/REP/2004/10: Harmonization of the conditions of travel throughout the United Nations system

[317] JIU/REP/2006/7: Staff mobility in the United Nations.

[318] JIU/NOTE/2002/1: Senior-level appointments.

[319] JIU/REP/2000/6: Delegation of authority for the management of human and financial resources in the United Nations Secretariat.

[320] JIU/REP2008/9: Selection and conditions of service of Executive Heads in the United Nations system organizations.

[321] Accountability framework, enterprise risk management and internal control framework, and results-based management framework, Report of the Secretary-General, A/62/701, para. 33.

[322] See G A Resolution 63/269.

[323] See G A Resolution 64/204.

the host Governments, which were strongly urged to take necessary protective measures and to prosecute the perpetrators of such acts.[324] Additionally, the Secretary-General appointed a United Nations Security Coordinator (UNSECCOORD) to assist him in accomplishing his obligation to ensure the security of United Nations personnel.[325]

95.　　In an effort to enhance of the security and safety of United Nations staff and associated humanitarian personnel, the Assembly underlined the necessity to allocate adequate and predictable resources and thus requested the Secretary-General ensure the respect of privileges and immunities of United Nations and other personnel carrying out activities in fulfilment of the mandate of a United Nations operation.[326] The Assembly further urged States to take stronger action to ensure that threats or acts of violence against staff on their territory was appropriately investigated and the perpetrators brought to justice.[327] The Assembly thus called for the full cooperation of States with the Organization in complex humanitarian emergencies to ensure the safe access of humanitarian personnel, allowing for an efficient performance of their task.[328] Finally, the importance of a system-wide policy on the safety and security of United Nations staff was reaffirmed by the Assembly, that requested the Secretary-General to ensure a common interpretation of policies and encourage the development of practical methods for the implementation of arrangements to distribute the costs for safety and security across the UN system.[329]

96.　　The UNSECCOORD made efforts to professionalize personnel security within the United Nations system through the improvement of recruitment and training, and the institutionalization of security coordination among United Nations agencies, Funds, and Programmes through the establishment of an Inter-Agency Security Management Network (IASMN).[330] Nevertheless, the security structures in PKOs, Special Political Missions, and in Security and Safety Service (SSS) locations continued to function as separate entities.[331] Consequently, independent security experts analysed the United Nations security management system and reached the conclusion that the development and implementation of an overall security governance and accountability framework, including, *inter alia*, humanitarian and

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[324] See Report of the Office of Internal Oversight Services on the Global Audit of Field Security Management, A/59/702.

[325] See *Ibid.* para. 88.

[326] See Safety and Security of United Nations Personnel: Report of the Advisory Committee on Administrative and Budgetary Questions, A/56/619, para. 2.

[327] Strengthening of the coordination of emergency humanitarian assistance of the United Nations Report of the Secretary-General, A/64/84–E/2009/87, *inter alia* para. 63.

[328] Strengthening of the coordination of emergency humanitarian assistance of the United Nations Report of the Secretary-General, A/64/84–E/2009/87, *inter alia* para. 63.

[329] *Ibid*, para. 36.

[330] See Common services, Report of the Secretary-General, A/57/176, para. 20, and Comprehensive management audit of the Department of Safety and Security Report of the Office of Internal Oversight Services "Governance and coordination issues need to be addressed as a priority to strengthen the Department of Safety and Security and to effectively mitigate the security risks facing the United Nations", A/63/379, para. 4.

[331] *Ibid.* para. 13.

development personnel and civilian personnel in peacekeeping missions, would establish a strengthened and coordinated security management system.[332]

97.   The Canal Hotel in Baghdad attack on 19 August 2003, the first significant and targeted attack against the United Nations, led to an urgent second review of the security system by the Independent Panel on the Safety and Security of United Nations Personnel, known also as the Ahtisaari panel. The Panel called for a drastically revised security strategy for the United Nations, including a clear articulation of the responsibilities of the Organization to ensure the security of its personnel, the establishment of professional assessment instruments for the analysis of threat, a robust security management system with adequate disciplinary measures to counter non-compliance, accountability at all managerial levels for the implementation of security regulations, and finally a considerable increase in resources for the development of the necessary security infrastructure.[333]

98.   Accordingly, the United Nations system made concentrated efforts for the improvement of security arrangements with the proposal presented to the Assembly at its fifty-ninth session for strengthening and coordinating the United Nations security management system.[334] Through Resolution 59/276 of the Assembly, the Department of Safety and Security (UNDSS) was established, headed by a senior United Nations official at the rank of Under-Secretary-General, merging the security management element of the United Nations Security Coordinator (UNSECOORD) with the Security and Safety Services (SSS) at Headquarters and at offices away from Headquarters, including the regional commissions.[335] The Assembly further adopted measures for the reinforcement of security operations worldwide and made the decision to establish a unified capacity for policy, standards, coordination, communications, compliance and threat and risk assessment.[336] UNDSS united the different SSS locations under its management, thusly establishing a new security paradigm, revising the mandate and functions of the services.[337] The Department was responsible for the strategic management of safety and security operations at the SSS locations, providing the main operational and technical support.[338]

99.   The High-Level Committee on Management, at the request of the Secretary-General, undertook a detailed review of the recommendations of the Independent Panel on Safety and Security of United Nations Personnel and Premises Worldwide[339], particularly with respect to the redesign of the Security Phase System which exposed decisions on security measures to political pressure from host countries and thus limited the flexibility of country managers by

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[332] *Ibid*. para. 4.

[333] See Transport and Security, Note by the Secretariat, ECE/TRANS/2007/6.

[334] See Strengthened and unified security management system for the United Nations, Report of the Secretary-General, A/59/365.

[335] *Ibid.*

[336] See Strengthened and unified security management system for the United Nations, Report of the Secretary-General, A/59/365, para. 9.

[337] *Ibid.* para. 25.

[338] *Ibid.* para. 26.

[339] "Towards a Culture of Security and Accountability", The Report of the Independent Panel on Safety and Security of UN Personnel and Premises Worldwide, 9 June 2008.

imposing administrative and financial decisions.[340] During the period, CEB established an HLCM Steering Committee on Safety and Security in order to assist with the analysis and implementation of the Independent Panel's recommendations The Steering Committee, in cooperation with the Inter-Agency Security Management Network and the UNDSS, undertook the development of a set on actions to re-align the security management culture from a "when to leave" approach towards a new risk-management based approach informed by the notion of "how to stay".[341]

100.   The Steering Committee, made further recommendations on changes to the Security Phase System, emphasizing the need for a strong, dynamic and proactive security and risk management structure in order to improve the protection of United Nations staff, all while allowing critical programme operations to carry on in insecure and unstable environments.[342] The Committee therefore developed a new Security Level System, including a framework to define Programme Criticality, as well as a series of instruments and mechanisms to improve the operation under the CEB principle of "how to stay".[343] This new System provided a method for assessing threats and fostered collaboration at all levels so as to determine the appropriate mitigating measures and promote transparency and consultation with host Governments.[344] CEB, through its High-Level Committee on Management, endorsed the new Security Level urging Member States to uphold fully their responsibilities as host Governments by recognizing the changed security environment within which the staff of the United Nations system must operate and ensuring that all necessary mitigating measures are taken to protect staff from identified threats. CEB further called on Member States to support the core resources for the United Nations security system at a level that is adequate to match the new reality, and to ensure that organizations of the United Nations system are provided with appropriate and sustainable funding for security so as to enable the safe and effective execution of their mandates.[345]

101.   The CEB further established an Executive Group on Security in order to support the rapid response capacity of the Department of Safety and Security.[346] The Committee also accepted a revised framework for accountability for the security management system, in order to support both the decision-making process for senior managers and the change to a culture of managerial responsibility, as well as the new Security Risk Management model, including the assessment of programme criticality for the appraisal of risks to be weighed against programmatic needs.[347]

iii.   Administration of Justice

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[340] *Ibid.*

[341] Annual overview report of the United Nations System Chief Executives Board for Coordination for 2008/09, E/2009/67.

[342] Annual overview report of the United Nations System Chief Executives Board for Coordination for 2008/09, E/2009/67.

[343] *Ibid.* para. 23.

[344] *Ibid.*

[345] *Ibid.*

[346] Report of the High-level Committee on Management on its eighteenth session, CEB/2009/6, para. 14.

[347] Report of the High-level Committee on Management on its eighteenth session, CEB/2009/6, para. 23.

102.   During the period under review, the Joint Inspection Unit (JIU) reviewed the machinery for the administration of justice in the United Nations[348], considering opportunities for higher recourse within the context of the reform of the administration of justice in the United Nations system, following which the Assembly amended the Statute of the United Nations Administrative Tribunal (UNAT).[349] The Secretary-General established the Redesign Panel on the United Nations System of Administration of Justice, with the aim of reviewing and redesigning the system, and the Panel found the current system outmoded, dysfunctional and ineffective, therefore making the recommendation that it be replaced.[350]

103.   The Assembly made the decision to establish an adequately resourced and decentralized system that is independent, transparent, professionalized, and consistent with the rules of international law, the principles of the rule of law and due process, in order to ensure respect for the rights and obligations of all staff members as well as accountability within the United Nations system, and acknowledged the need to monitor the new system due to its evolving nature.[351] The new system of administration of justice therefore came into effect, under which the following bodies were abolished: Joint Appeals Board; Joint Disciplinary Committees; United Nations Administrative Tribunal; Panels of Counsel; and Panels on Discrimination and Other Grievances. The new administration of justice included a two-tier formal system comprising a first instance, the United Nations Dispute Tribunal, and an appellate instance, the United Nations Appeals Tribunal.[352] The United Nations Administrative Tribunal was abolished as of 31 December 2009.[353]

104.   The United Nations Dispute Tribunal (UNDT) was established as the court that United Nations system staff members apply to when they make the decision to challenge an administrative decision of an entity over which the UNDT has jurisdiction and which the Applicant believes violates their rights as a staff member.[354] The UNDT is considered the "first instance court" of the United Nations internal justice system, as it is the first court of the United Nations internal justice system that staff members and former staff members may apply to.[355] The United Nations Appeals Tribunal (UNAT) was therefore established by the Assembly as the second level appellate review tribunal within the internal justice system, with the role of reviewing, within its specific jurisdiction, appeals against judgments rendered by the UNDT, the Dispute Tribunal of the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), as well as appeals of decisions made by the Standing Committee acting on behalf of the United Nations Joint Staff Pension Board (UNJSPB), and by those

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[348] JIU/REP/2000/1: Administration of justice at the United Nations and JIU/REP/2002/5: Reform of the administration of justice in the United Nations system: Options for higher recourse instances.

[349] Administration of justice in the Secretariat, Report of the Advisory Committee on Administrative and Budgetary Questions, A/57/736, para. 9.

[350] Administration of justice in the Secretariat: implementation of resolution 59/283, Report of the Secretary-General, A/61/342, para. 4.

[351] *Ibid.*, para. 30.

[352] See G A Resolutions 61/261, 62/228, and 63/253.

[353] *Ibid.*

[354] See Administration of justice, Report of the Secretary-General, A/62/782, paras. 59-60.

[355] *Ibid.*

organizations, agencies and entities that accepted UNAT's jurisdiction.[356] The Office of Staff Legal Assistance (OSLA) was also established in 2009 with the aim of providing legal advice and representation to United Nations staff members (and former staff or affected dependents) who wish to appeal an adverse administrative decision, or who are subject to disciplinary action. [357] OSLA was defined as independent and not affiliated with the Staff Unions, Ombudsman or the other United Nations offices involved in resolving employment disputes.[358]

B. The Making of Recommendations in Substantive Areas

1. RECOMMENDATIONS IN ECONOMIC GROWTH AND DEVELOPMENT

a. Overall development concerns

105.   By Resolution 55/2 the Assembly adopted the Millennium Declaration, a commitment made by Member States to a new global partnership, in light of the main challenge of globalization, to coordinate their activities and programmes to reduce extreme poverty, and set out a series of eight time-bound targets, the Millennium Development Goals, to combat poverty, hunger, disease, illiteracy, environmental degradation, and discrimination against women, with the aim of achieving them at all levels by 2015.[359] The Declaration was the occasion to set deadlines for several collective actions, to strengthen the specialized agencies of the United Nations system, and to encourage an increased coordination among development-oriented organs and specialized agencies as well as a greater policy coherence.[360]

106.   As for the role played by the United Nations system in development activities, a strong emphasis was placed on the need to strengthen and enhance the capacity of its main organs and agencies through reform and revitalization, ensuring a coordinated approach, coherent policies, as well as an efficient use of resources.[361] Indeed, the Organization required improvement in order to serve as an effective tool for pursuing all of the priorities defined by the MDGs.[362]

b. Operational Activities for Development

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[356] Administration of justice, Report of the Secretary-General, A/62/782, para. 64.

[357] *Ibid.* para. 4.

[358] *Ibid.* para. 67 (a).

[359] *Ibid.*

[360] See Millennium Declaration, G A Resolution 55/2, and Status of implementation of actions described in the report of the Secretary-General entitled "Strengthening of the United Nations: an agenda for further change", Report of the Secretary-General, A/58/351, e.g. para. 46 (a).

[361] See *Ibid.*

[362] GA Resolution 55/2, para. 29.

107.   Throughout the period under review, the fundamental characteristics of the operational activities of the United Nations system continued to be, inter alia, their universal, voluntary and grant nature, their neutrality and their multilateralism, as well as their ability to flexibly respond to the development needs of developing countries. These activities were delivered by the UN system for the benefit of recipient programme countries, at the request of those countries and in accordance with their own policies and priorities for development. This mantra is cited in all the principle guiding resolutions of the General Assembly on the triennial comprehensive policy review of the operational activities for development of the UN system[363]   In this regard, all organizations of the United Nations development system, in accordance with their respective mandates, focused their efforts at the field level in supporting programme countries in accordance with the priorities identified under their leadership in efforts to achieve the goals, targets and commitments set in the Millennium Declaration and the major United Nations conferences.[364] In the key decisions taken, the role of the Secretary-General and that of the heads of the funds and programmes as well as other UN entities, as well as their governing bodies for ensuring the full implementation of measures recommended by the General Assembly is stressed throughout.[365]

108.   In the reporting period, the General Assembly, the Economic and Social Council, and the governing bodies of specialized agencies, funds and programmes, continued to constitute a three-tiered interlinked intergovernmental policy-making and oversight mechanism for the operational activities for development of the UN system. It was seen to be critical to improve the way they perform on their respective functions so that they advance the changes requested by Member States in the operations of the UN development system. To this end, the General Assembly urged that the strategies of organizations of the United Nations development system are consistent with the overall policy guidance set forth by the General Assembly and Economic and Social Council.[366]   The General Assembly also decided to change the comprehensive policy review of operational activities from a triennial to a quadrennial cycle in order to better provide policy guidance to the United Nations funds, programmes and specialized agencies.[367]

109.   Throughout the period, the harmonization and simplification of procedures of the United Nations system for operational activities for development, on the basis of the common country assessment and the United Nations Development Assistance Framework, in order to support national development strategies, is emphasized. [368] In this context, the Assembly asserted the need for country development support strategies of the UN system to be based on common objectives with harmonized time frames, and to integrate the normative and operational aspects of the comparative advantages of the UN system in the area of sustainable development.[369] In order to achieve the comprehensive United Nations development agenda, the

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[363] GA resolutions 56/201; 59/250 and 62/208.

[364] GA resolution 56/201, para 10

[365] GA resolution 56/201 para 92.

[366] GA Resolution 59/250 OP 74.

[367] See General Assembly Resolution 63/232 (OP 18).

[368] G A Resolution 62/208. para. 43.

[369] See Report of the Secretary-General on the work of the Organization, A/58/1, paras. 133-137.

General Assembly also called for specialized agencies, including the Bretton Woods institutions and the World Trade Organization, to integrate and align their policies and programmes with those of national Governments, the internationally agreed goals, including the MDGs, and consequently to develop system-wide approaches to meet development objectives, which then could be translated into national policies and programmesThe heads of funds and programmes therefore needed to translate the policy guidance, particularly following major conferences and summits, as well as in the triennial comprehensive policy review, into operational guidelines and programmes, and to report on their achievements and challenges faced for the review by the Economic and Social Council and further guidance from the General Assembly.[370]

110.   The Assembly called for a streamlining of targeted conditionalities in support of developing countries, as enacted in the frameworks of the Bretton Woods institutions, through *inter alia*, modernizing conditionality, and the establishment of more flexible instruments.[371] A closer collaboration between the Bretton Woods institutions and the United Nations system was encouraged, in order to improve global partnerships, namely through less stringent conditionalities, giving more policy space to recipient countries.[372] A particular emphasis was put on the need for the Council to facilitate dialogue among Member States, and with the IMF and the World Bank, on the best ways of improving poverty reduction strategies and the national development strategies, particularly in areas such as technical cooperation.[373]

111.   During its 2008 Annual Ministerial Review, the Council focused its discussions on "Implementing the internationally agreed goals and commitments in regard to sustainable development".[374] This high-level forum was the opportunity for specialized agencies and institutions of the United Nations system to assess the state of implementation of the United Nations Development Agenda, including the MDGs, to review the main challenges to ensuring that the global consensus on sustainable development be translated into action at a country-level, to promote the implementation of Agenda 21 and the Johannesburg Programme of Implementation (JPOI), to continue efforts to integrate the implementation of MDG7 with other MDGs, and finally to discuss recommendations to be made for actions, including new initiatives.[375]

112.   Towards the end of this decade, there was growing emphasis placed on strengthening system-wide coherence with the ultimate goal to improve the effectiveness of the delivery of development assistance. These efforts would focus on four priority areas, namely (a) delivering as one at the country level with the related aspect of harmonization of business practices; (b)

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[370] Consolidated report on the work of the functional commissions of the Economic and Social Council in 2004, Report of the Secretary-General, E/2004/81, paras. 53-58.

[371] See G A Resolution 63/303, para. 17.

[372] See Report of the Joint Inspection Unit on the national execution of technical cooperation projects, Note by the Secretary-General, E/2009/103, para. 38.

[373] Report of the Secretary-General on the work of the Organization, A/58/1, para. 68.

[373] Towards achieving internationally agreed development goals, including those contained in the Millennium Declaration, Report of the Secretary-General, E/2005/56, paras. 78ss.

[374] See Annual ministerial review: implementing the internationally agreed goals and commitments in regard to sustainable development, Report of the Secretary-General, E/2008/12.

[375] *Ibid.*

funding; (c) governance; and (d) gender equality and the empowerment of women. At this time, specialized agencies were increasingly being seen as an essential part of the United Nations development system. This was tied to the evolving thinking that the United Nations should be seen as a single body working as a unit in a coherent and effective manner, rather than collection of distinct organizations.

113. During the dialogues on strengthening system-wide coherence, which began in 2007, the General Assembly stressed that the governance of operational activities for development should be transparent and inclusive and should support ownership and national development strategies.[376] While there was no appetite in the General Assembly for intergovernmental governance at the central level, including the putative Sustainable Development Board which had been recommended by a High-Level Panel on system-wide coherence[377], it was clear that new realities that were growing in a number of developing countries in the approach to operational activities, such as the "Delivering as One" approach, had to be accommodated and addressed more effectively by the existing boards as well as by ECOSOC. In 2009, the General Assembly requested the Secretary-General to develop actionable proposals for the further improvement of the governance of operational activities for development.[378] The General Assembly also requested the Secretary-General for actionable proposals to strengthen the funding architecture of the United Nations development system, including achieving a better balance between core and non-core resources.[379]

114. The role of the resident coordinator (RC) at a national level remained central to the enhancement of the coordination of the United Nations development system.[380] The Assembly and UNDP ensured that all constituencies enhanced the capacity of United Nations resident coordinators' offices at a country-level in their identification, convening and brokering of partnerships in order to build a consensus on country-specific goals.[381] The Council recognized that an increased coordination was necessary and complex, particularly in post-conflict transition, and therefore called upon specialized agencies, as appropriate, to enhance their efforts towards an integrated coordination, including *inter alia*, by strengthening the United Nations RC system.[382] However, the Secretary-General reiterated the need to avoid overburdening the RC with coordination functions.[383]

115. The Assembly also made recommendations on capacity-building activities, including, *inter alia*, through the establishment of offices for regional disaster response advisers to strengthen local capacity-building for natural disasters, preparedness, mitigation and response

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[376] General Assembly Resolution 63/311 (OP 5)

[377] A/61/583

[378] General Assembly Resolution 63/311 (OP 6)

[379] General Assembly Resolution 63/311 (OP 15)

[380] See Economic and Social Council Resolution 2008/29.

[381] Strengthening of the United Nations system, Note by the Secretary-General, A/58/817 & Corr.1, paras. 79-94.

[382] See Economic and Social Council Resolution 2003/5.

[383] *Ibid.*

and through technical assistance.[384] Organizations of the United Nations system therefore made continuous efforts to coordinate their activities as a support to nations and regional actions, particularly regarding communications (e.g. workshops, trainings, etc.)[385], and procurement.[386]

c.   Population and development

116.   Activities of organizations of the United Nations system continued to be guided by the Programme of Action of the International Conference on Population and Development (ICPD) endorsed by the Assembly at its forty-ninth session.[387] A number of efforts were made towards a system-wide coordination of the activities of organizations of the United Nations system, particularly regarding the relationship between population and development.[388] These efforts included, *inter alia*, the development of a new global strategy for reproductive health commodity security by the United Nations Population Fund, as one of its top priorities.[389] The ICPD underlined its central themes as being those of population, gender, environment and development, considering key actions on the latter, focused on the main challenges in the context of sustainable development.[390] The Assembly called upon all specialized agencies of the United Nations system to contribute through their activities to the implementation of the Programme, and reiterated the central role of the Council for the harmonization and coordination of implementation activities.[391]

117.   During the period under review, the theme of international migration was central to the implementation of the Programme of Action. The Assembly devoted a day of its fifty-ninth session to the commemoration of ICPD's tenth anniversary and decided to devote a day to a high level dialogue on international migration and development.[392] The latter was the occasion for the Assembly to call upon organizations within the United Nations system to reaffirm their commitment to the Programme of Action.[393] During the high-level dialogue on international migration and development, the Assembly used contributions from a number of organizations that focused their activities around the central issue of international migration (as reported by the

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[384] International cooperation on humanitarian assistance in the field of natural disasters, from relief to development, Report of the Secretary-General, A/56/307, para. 23, and G A Resolutions 56/103, para. 9, 59/212, 60/125, and International cooperation on humanitarian assistance in the field of natural disasters, from relief to development Report of the Secretary-General, A/60/227, para. 65.

[385] See Economic and Social Council Resolution 2008/5.

[386] See e.g. JIU/REP/2004/9 & Corr.1.

[387] See Commission on Population and Development: Report on the 35th Session, (1-5 April 2002): Corrigendum, E/2002/25/Corr.1 (Supp)

[388] See Commission on Population and Development: Report on the 37th Session, E/2004/25 (Supp).

[389] *Ibid.*

[390] Report of the Economic and Social Council Report of the Second Committee, A/57/543, para. 5.

[391] *Ibid.*

[392] See International Migration and Development: G A Resolution 59/241, Public administration and development, para. 2.

[393] See *Ibid.*

Secretary-General[394]) in order to discuss the multidimensional aspects of international migration and development, thus identifying the appropriate course of action to maximize its development benefits and minimize its negative impacts.[395] The Assembly encouraged such collaboration efforts[396] and participants agreed that international migration could be a positive force for development in both the country of origin and that of destination, provided that it was supported by the appropriate policies.[397]

118.   The Commission on Population and Development considered inter-agency coordination issues, including reviewing the activities of the United Nations Population Division, as well as monitoring the progress made in achieving the goals and objectives of the ICPD Programme of Action. The Commission discussed how the implementation of the Programme of Action contributed to the achievement of internationally agreed development goals, including the MDGs.[398] The United Nations Population Fund (UNFPA) continued its activities to implement a coordinated approach to issues of Population and Development by assisting countries in their implementation of the ICPD agenda and the MDGs through their use of population data to formulate sound policies and programmes.[399] The UNFPA also established an International Youth Advisory Board, launching the Global Coalition on Women and AIDS, and participated in the preparatory process leading to the 2005 World Summit review of progress made towards achieving the objectives of the Millennium Declaration.[400] The Commission also considered as one of its special themes "International migration and development".

119.   Member States confirmed that, in the World Summit Outcome document adopted by the General Assembly, goals such as, *inter alia*, the achievement of a universal access to reproductive health, were interlocked with the realization of the MDGs that included a universal access to reproductive health by 2015.[401] The commemoration of the fifteenth anniversary of the 1994 International Conference on Population and Development (ICPD) took place against the backdrop of financial turmoil worldwide with a global economic crisis threatening to reverse the progress made in eliminating poverty and consequently derailing the attainment of the MDGs[402].

d.   Financing for Development

120.   Regarding the issue of financing for development, and, more particularly, that of the impact of external debt on development, the Assembly continuously called upon entities of the

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[394]   See International migration and development, Report of the Secretary-General, A/58/98, para. 3.

[395]   Commission on Population and Development: Report on the 37th Session, 22-26 March And 6 May 2004, E/2004/25(Supp).

[396]   *Ibid.*

[397]   See *Ibid.*

[398]   See Working methods of the Commission on Population and Development Report of the Secretary-General, E/CN.9/2005/7, para. 3 (b).

[399]   *Ibid.* para. 2 (c).

[400]   See G A Resolution 55/2.

[401]   See *Ibid.*

[402]   See *infra.*

United Nations system, including the Bretton Woods institutions, to adopt a coordinated approach in its assistance efforts to countries with multilateral debt issues.[403] Thus, during the period under review, efforts were made by the United Nations system to prioritize the eradication of poverty and to enhance coordination, including by the Bretton Woods institutions and other partners in development, and to continue to support Member States, specialized agencies and United Nations observers in implementing their strategy for the achievement of the objectives of the Decade.[404] The Assembly further urged the implementation of the enhanced programme of debt relief for the heavily indebted poor countries, as thus the cancellation of all official bilateral debts of those countries, in an effort towards the eradication of poverty, in return for their demonstrable commitments to poverty reduction as part of their overall development strategy.[405]

121.   Throughout the period under examination, the Assembly continuously underlined activities led by the World Bank and the IMF to achieve sustainable debt through coordinated programmes and actions.[406] Further to their launch of the Heavily Indebted Poor Countries Debt Initiative (HIPC Initiative) and its comprehensive review developed in the period prior, the international financial community, including multilateral organizations and governments, continued to coordinate their actions to reduce to sustainable levels the external debt burdens of heavily indebted poor countries.[407] In order to assist with the implementation of the MDGs, the HIPC Initiative was supplemented in 2005 by the Multilateral Debt Relief Initiative (MDRI), agreed on during the 2005 G-8 Summit.[408] The MDRI allowed for 100 percent of debt relief on eligible debts by three multilateral institutions - the IMF, the World Bank, and the African Development Fund (AFDF) - for Member States completing the HIPC Initiative process.[409] Subsequently, the Inter-American Development Bank (IADB) also made the decision to provide additional ("beyond HIPC") debt relief to the five HIPCs in the Western Hemisphere.[410]

122.   The MDRI initially provided interim debt relief and then, when a States meets its commitments, provided full debt relief.[411] One of the challenges met in the implementation of the HIPC and the MDRI was ensuring that eligible countries receive full debt relief from all their creditors, and consequently, the Assembly emphasized the importance of equal treatment of all creditors, and that donors and multilateral financial institutions should consider the provision of grants and concessional loans as the preferred modalities of their financial support

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[403] See G A Resolution 55/212, para. 3.

[404] See G A Resolution 56/207, paras. 24 and 25.

[405] See G A Resolution 55/210, para. 22.

[406] *Ibid.* para. 19.

[407] See G A Resolution 61/188, paras. 8ss.

[408] Debt relief under the two initiatives is expected to reduce the debt stocks of the 29 heavily indebted poor countries that have reached the decision point by almost 90 per cent. "Heavily Indebted Poor Countries (HIPC) Initiative and Multilateral Debt Relief Initiative (MDRI) — Status of Implementation", prepared by the staffs of the International Development Association and the International Monetary Fund (August 2006). See G A Resolution 61/188 welcoming the initiative.

[409] See G A Resolution 60/187, para. 11.

[410] *Ibid.* para. 23.

[411] G A Resolution 63/303, para. 34.

instruments to ensure debt sustainability.[412] The Assembly stressed the need for the Joint Ministerial Committee of the Boards of Governors of the Bretton Woods institutions on the Transfer of Real Resources to Developing Countries, to take into account the global deterioration of growth prospects regarding trade, when updating HIPCI debt sustainability analysis at completion point.[413] The High-level Panel on System-Side Coherence in the areas of Development stated that the Bretton Woods institutions and the African Development Bank should both fully implement commitments made in the MDRI, and inform the Office of the Special Adviser on Africa regularly on the implementation of those new steps.[414] The Panel further made the recommendation that the UN system should review and strengthen its activities and programmes in Africa, including the framework for coordination and collaboration, and the consultative mechanism between the two organizations should reflect the wide-ranging character of such cooperation.**[415]**

123.   The Assembly welcomed efforts made by agencies of the United Nations system and of its programmes and funds to focus their activities on actions for the LDCs and the African continent.[416] It further recognized the proposal of the Group of Eight for the heavily indebted poor countries, as endorsed by the Bretton Woods institutions, to cancel 100 per cent of the outstanding debt of eligible heavily indebted poor countries owed to the International Monetary Fund, the International Development Association and the African Development Fund, and to provide additional resources to ensure that the financing capacity of the international financial institutions is not reduced.[417] Significant debt relief would be granted on a case-by-case basis, including cancellation or restructuring for heavily indebted African countries that weren't part of the Heavily Indebted Poor Countries Initiative and bore unsustainable debt burdens.[418] The Bretton Woods institutions focused their activities on developing the debt sustainability framework for low-income countries, given the importance of debt sustainability and budget management in order to achieve national development goals, including the MDGs.[419]

124.   Following the great financial crisis of 2008, several countries called for the reform of the current global reserve system in order to overcome its insufficiencies, developing a more efficient reserve system, including the potentially complementary role played by various regional arrangements.[420] Nevertheless, the Assembly reaffirmed its commitment to fully implement the political declaration on Africa's development needs, as reaffirmed also in the

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[412] G A Resolution 63/303, paras. 34 and 35.

[413] G A Resolution 56/207, 21 December 2001, paras. 24 and 25.

[414] Second report of the Secretary-General's Advisory Panel on International Support for the New Partnership for Africa's Development, Note by the Secretary-General, A/61/138, para. 46.

[415] *Ibid.*

[416] Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006), Report of the Secretary-General, A/55/407, paras. 68ss, and A/56/229 & Corr.1, and G A Resolution 55/212.

[417] G A Resolution 60/222, para. 21, and New Partnership for Africa's Development: fifth consolidated report on progress in implementation and international support, Report of the Secretary-General, A/62/203.

[418] G A Resolution 60/222, para. 22, and New Partnership for Africa's Development: fifth consolidated report on progress in implementation and international support, Report of the Secretary-General, A/62/203.

[419] See G A Resolution 60/222, para. 22.

[420] See G A Resolution 63/303, para. 36.

Doha Declaration on Financing for Development, and adopted as the outcome document of the Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus, held in Doha from 29 November to 2 December 2008.[421]

e.   Specific development concerns

i. *Overall*

125.   Organs of the United Nations system repeatedly stressed the need for specialized agencies to adopt a coordinated approach regarding certain specific groups of countries.[422] As developed *supra*, recommendations from organs of the United Nations system put a particular emphasis on policies and measures tailored for distinct States. However, a regional approach is recommended under certain economic circumstances, notably for regions such as the African continent, on which were located several countries with economies in transition or affected by global financial crises.[423]

ii. *African economic development and recovery*

126.   The Millennium Declaration and its goals underlined the importance of programme and policy coordination within the United Nations system, so as to focus on areas where there were special needs requiring a particular coverage by organizations of the United Nations system.[424] Africa was one of the key focus areas of the Organization, with a substantial concentration of efforts on the coordination and coherence of activities and policies given the critical situation of that region.[425]

127.   In light of the internationally agreed MDGs, aiming to halve by the year 2015 the proportion of the world's people living on less than one dollar a day, progress towards the overall poverty reduction goal was mixed at the regional and national levels, particularly in the sub-Saharan Africa region, that experienced a shortfall in achieving this goal by 2015.[426] The shortcoming was attributed to, *inter alia*, insufficient and inefficient public spending, heavy debt burdens, inadequate access to developed countries' markets and insufficient ODA.[427] Thusly,

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[421]   See G A Resolution 63/239, Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus.

[422]   See The role of the United Nations system in supporting the efforts of African countries to achieve sustainable development, Report of the Secretary-General, E/2001/83.

[423]   *Ibid.*

[424]   See United Nations Millennium Declaration, G A Resolution 55/2.

[425]   See Economic and Social Council Resolution 2006/17.

[426]   Road map towards the implementation of the United Nations Millennium Declaration, Report of the Secretary-General, A/56/326, Section VII, "Meeting the special needs of Africa", and Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006), Report of the Secretary-General, A/57/211, paras. 3ss.

[427]   Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006), Report of the Secretary-General, A/57/211, para. 2, and Economic and Social Council Resolution 2006/17.

the Secretary-General emphasized the need for an integrated approach to rural development, encompassing economic, social and environmental dimensions, and comprising mutually reinforcing policies and programmes in order to address rural development–related issues, while meeting the specific requirements of a particular country.[428]

128.   With regards to the United Nations System-wide Special Initiative for the Implementation of the United Nations New Agenda for the Development of Africa, the CPC, when considering the results achieved, *inter alia* in governance, information technology, education, health, gender and population, noted its focal role in instituting the different mechanisms and frameworks and stressed its support of the crucial resource mobilization necessary for the Initiative's further implementation. [429] The Committee requested an independent evaluation covering the five-year duration of the Special Initiative and reiterated prior recommendations that the different lead agencies be called upon to develop, in their various areas and under the coordination of the ACC Steering Committee, a common strategic framework. [430] This framework was established to provide action analysis and highlight the issues and goals for the implementation of the Initiative, therefore determining the various contributions of organizations, indicating necessary resources and setting reference points, including performance indicators.[431] To this end, the Secretary-General presented a resource mobilization strategy, which was discussed at the second annual regional consultation meeting of United Nations system agencies working in Africa, during which it was stated that resource mobilization for Special Initiative activities was best addressed at the country level on the basis of country-owned sector-wide programmes.[432]

129.   In the same vein, the Secretary-General, affirmed that the principal modality for increased efficiency of coordination mechanisms was the promotion of a coherent United Nations system in order to strengthen national capacity and thus support an integrated and coordinated follow-up to majors United Nations conferences and summits, with the United Nations Development Group (UNDG), the RC system, the common country assessment and the United Nations Development Assistance Framework (UNDAF) playing key roles in the harmonization of development assistance.[433] Thus, under the Initiative, the Office of the Special Coordinator for Africa and the Least Developed Countries of DESA functioned as a point of coordination, while UNDG was the focal point for the facilitation of the harmonization of the

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[428] The role of the United Nations system in supporting the efforts of African countries to achieve sustainable development, Report of the Secretary-General, E/2001/83, para. 2, and Promoting an integrated approach to rural development in developing countries for poverty eradication and sustainable development, Report of the Secretary-General, E/2003/51, para. 11.

[429] Report of the Committee for Programme and Coordination, A/55/16, para. 110, and Progress report on the implementation of the United Nations System-wide Special Initiative for the Implementation of the United Nations New Agenda for the Development of Africa in the 1990s, Report of the Secretary-General, E/AC.51/2000/6 & Corr.1, paras. 110-113.

[430] *Ibid.*

[431] *Ibid.*

[432] Progress report on the implementation of the United Nations System-wide Special Initiative for the Implementation of the United Nations New Agenda for the Development of Africa in the 1990s, Report of the Secretary-General, E/AC.51/2000/6 & Corr.1, para. 34. By Decision 2000/290 the Economic and Social Council took note of the Secretary-General's Report.

[433] *Ibid.* para. 4.

different Africa initiatives, and UNDAF along with its coordination mechanisms integrated elements of the various programmes and initiatives of bilateral development agencies.[434]

130.   Under the impetus of the Initiative, the United Nations system further developed its work with regional and sub-regional organizations in order to define common priorities at the policy and operational levels, and responsibility was assigned to agencies as either coordinating or cooperating, with, e.g. in the education cluster, the World Bank, the United Nations Educational, Scientific and Cultural Organization (UNESCO) and UNICEF, developing a joint strategy for 16 low-enrolment countries in Africa.[435] The UNCTAD secretariat, having undertaken a study on capital flows and growth in Africa[436], noted that growth in Africa was continuously too erratic to allow an increase in both living standards and domestic savings.[437] UNCTAD observed the need for African countries to adopt policies to ensure the effective use of existing and additional resources so as to develop human capital as well as social and physical infrastructure.[438] The Assembly urged all States, financial institutions such as the Bretton Woods institutions, as well as multilateral organizations and development funds and programmes of the United Nations system, to pursue as a matter of urgency the realization of objectives embodied in the New Agenda and the coordinated realization of development assistance activities in Africa ensuring greater efficiency, impact and tangible results under the leadership of recipient countries.[439] The Committee for Development Policy asserted that main challenge for Africa was to become empowered to appropriate its own development strategy and policies.[440]

131.   Further to the Initiative's modest success as an instrument to encourage coordination among agencies of the United Nations system, its more durable benefits were the encouragement of cooperation within the United Nations system, particularly with the World Bank. Therefore, an independent expert report[441] stated that the Initiative was overly ambitious and too imprecise, lacking incentives, combined with inadequate consultation with relevant actors, and consequently it was missing a sense of ownership from key constituencies and was subject to

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[434] See Implementation of agreed conclusions 1999/2 on the development of Africa: implementation and coordinated follow-up by the United Nations system of initiatives on African development, Report of the Secretary-General, E/2000/69, para. 37.

[435] *Ibid.*, and see The role of the United Nations system in supporting the efforts of African countries to achieve sustainable development, Report of the Secretary-General, E/2001/83, para. 61.

[436] See UNCTAD and Development: The Way Forward, Issues note by the UNCTAD secretariat, TD/B(S-XXIII)/6, para. 12.

[437] See Report by the Secretary-General of UNCTAD, TD/B/ES (27)/INF.1, and Report of the Secretary-General on the work of the Organization, A/57/15 (Agreed Conclusions 471(XlIX)).

[438] See Report by the Secretary-General of UNCTAD, TD/B/ES (27)/INF.1, and Report of the Secretary-General on the work of the Organization, A/57/15 (Agreed Conclusions 471(XlIX)).

[439] See G A Resolution 55/216, *inter alia* para. 8, and The role of the United Nations system in supporting the efforts of African countries to achieve sustainable development, Report of the Secretary-General, E/2001/83, para. 13, and G A Resolution 63/1, para. 12.

[440] See Committee for Development Policy - Report on the Third Session (2-6 April 2001), E/2001/33.

[441] See Independent evaluation of the United Nations System-wide Special Initiative on Africa, Note by the Secretary-General, E/AC.51/2001/7.

uncertain support from United Nations leadership.[442] Subsequently, the Secretary-General stated that, with the exception of the United Nations Educational, Scientific and Cultural Organization (which considered the report to be far-reaching), organizations of the United Nations system - i.e. FAO, UNDP, the United Nations Population Fund, the United Nations Children's Fund (UNICEF), the United Nations Industrial Development Organization, the World Health Organization (WHO) and the World Bank - agreed that the Initiative should be brought to a close, since its objectives were being incorporated more efficiently by more country-based existing and planned coordinating mechanisms that met Africa's development challenges, highlighted the lack of any added value of the special initiative.[443] He also stated the Organization's full support of the New African Initiative and expressed the need to put an end to the multiplicity of initiatives on Africa.[444] The Secretary-General therefore requested that the final evaluation of UN-NADAF should, *inter alia*, present an appraisal of the activities carried out by all partners of the areas of the New Agenda and provide a critical analysis, in order to determine successes, hindrances, failures and underline lessons learned, therefore illustrating the impact of UN-NADAF activities on Africa's development.[445] The Trade and Development Board stated that only a few African countries had met the UN-NADAF targets and that an increased policy coherence was necessary for African development in order to achieve the MDGs.[446] This evaluation was endorsed by the Panel of Eminent Personalities on the Independent Evaluation of UNNADAF.[447] The Council held a high-level segment in 2001 devoted to "The role of the United Nations in supporting the efforts of African countries to achieve sustainable development".[448]

132.   The Assembly decided to establish an Ad Hoc Committee of the Whole of the General Assembly as a mechanism to conduct the final review and appraisal of the implementation of the United Nations New Agenda for the Development of Africa in the 1990s and related initiatives, and requested the Secretary-General, in consultation of the United Nations system, to oversee the preparations for the meeting of the Ad Hoc Committee of the Whole.[449] A Programme of Action entitled "The New Partnership for Africa's Development", endorsed by the first AU

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[442] See Independent evaluation of the United Nations System-wide Special Initiative on Africa, Note by the Secretary-General, E/AC.51/2001/6 and Corr. 1.

[443] See Independent evaluation of the United Nations System-wide Special Initiative on Africa, Note by the Secretary-General, E/AC.51/2001/6 and Corr. 1, and Report of the Trade and Development Board on its twenty-seventh executive session, A/56/15 (Agreed Conclusions 468 (XlVIII)), and United Nations Conference on Trade and Development, Economic Development in Africa, UNCTAD/GDS/AFRICA/1 & TD/B/48/12.

[444] See Letter dated 9 October 2001 from the Permanent Representative of the Sudan to the United Nations addressed to the Secretary-General, A/56/457.

[445] See Report of the Committee for Programme and Coordination on its forty-first session, A/56/16, and Final review and appraisal of the implementation of the United Nations New Agenda for the Development of Africa in the 1990s, Note by the Secretary-General, A/56/270, and Independent evaluation of the implementation of the United Nations New Agenda for the Development of Africa, A/AC.251/9.

[446] See United Nations Conference on Trade and Development, Economic Development in Africa, UNCTAD/GDS/AFRICA/1 & TD/B/48/12.

[447] See United Nations Conference on Trade and Development, Economic Development in Africa, UNCTAD/GDS/AFRICA/1 & TD/B/48/12.

[448] See Report of the Economic and Social Council for 2001, A/56/3/Rev.1, para. 1.

[449] See G A Resolution 56/218, para. 1.

summit,[450] was transmitted to the Assembly President.[451] Further to Resolution 56/218 of the Assembly, the Secretary-General presented the independent evaluation by the Panel of Eminent Personalities of the performance of the New Agenda and made recommendations for the assistance of the United Nations system to implement NEPAD.[452] The Secretary-General therefore provided a more detailed examination of clusters under the United Nations System-wide Special Initiative on African (UNISA), reaching the conclusion that it was an opportune framework for the improvement of the coordination among United Nations agencies in 3 (education, governance and information technology for development) of the 13 priority areas.[453] Therefore, CPC recommended for future coordination within the United Nations system, that its agencies and organizations unite in their implementation of NEPAD through a strategic operational framework, identifying issues, setting objectives, determining the respective roles of organizations, indicating resource needs and introducing performance indicators.[454]

133.   Further to the Secretary-General's, CPC's, and specialized agency recommendations on implementing NEPAD, the Assembly adopted in 2001 the United Nations Declaration on the New Partnership for Africa's Development (NEPAD), in which it welcomed NEPAD (a framework for action towards the continent's sustainable development) as an African Union–led, –owned and –managed initiative and urged entities of the United Nations system and the international community to implement its goals.[455] NEPAD was adopted by the Organization of African Unity (OAU) (which later became the AU), and the Assembly called upon the United Nations funds, programmes and specialized agencies, within respective mandates, to align and coordinate their activities in Africa at national, regional and global levels, with the priorities of the New Partnership, in accordance with the priorities determined by each African country within the larger framework of the New Partnership, and urges the scaling up of resources for this purpose.[456] The need to enhance coordination mechanisms such as the Common Country Assessment and the United Nations Development Assistance Framework was underlined as a means of enhancing support to the African continent in the implementation of the New Partnership and in support of national poverty reduction strategies and, where appropriate, the Poverty Reduction Strategy Papers.[457] The Secretary-General made the recommendation that agencies of the United Nations system strengthen coordination and assume the role of convener of the clusters, according to their areas of competence and capacity, while avoiding interagency

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[450] See Letter dated 14 August 2002 from the Permanent Representative of South Africa to the United Nations addressed to the President of the General Assembly, A/57/304.

[451] See G A Resolution 56/511, para. 1.

[452] See Independent evaluation of the United Nations New Agenda for the Development of Africa in the 1990s, Report of the Secretary-General, A/57/156 & Corr.1, and G A Resolution 56/511.

[453] See Report of the Committee for Programme and Coordination, Forty-second session, A/57/16, paras. 16-17.

[454] See Report of the Committee for Programme and Coordination, Forty-second session, A/57/16, 11 July 2002, and Report of the Secretary-General on the work of the Organization, A/59/16.

[455] See Economic and Social Council Resolutions 2003/13 and 2004/16, and G A Resolution 58/233.

[456] See G A Resolution 57/7, para. 9, and Future engagement of the United Nations system with the New Partnership for Africa's Development, Report of the Secretary-General, E/AC.51/2003/6, and G A Resolution 58/233, para. 13, and United Nations system support for the New Partnership for Africa's Development Report of the Secretary-General, E/AC.51/2004/6, and G A Resolution 59/254, paras. 12 and 21.

[457] See G A Resolutions 57/7, and 58/233.

rivalry, in order to ensure an effective contribution to the implementation of NEPAD.[458] CPC emphasized the continued importance of the role of CEB in its system-wide coordination functions with respect to NEPAD and stressed the need for CEB to keep under regulated review the issue of inter-agency coordination on NEPAD.[459]

134.   The African Peer Review Mechanism - a mutually agreed tool voluntarily acceded to by AU members as an African self-monitoring, peer-review and peer-learning mechanism - was established and was fundamental to the implementation of the NEPAD priorities of political, economic and corporate governance, with the aim to promote the adoption of policies, standards and practices for political stability and economic growth.[460] NEPAD also worked with the Joint United Nations Programme on HIV/AIDS to prepare a multi-sectorial AIDS strategy, and developed a full programme on the environment.[461] The Secretary-General instituted the Office of the Under-Secretary-General and Special Adviser on Africa, as the focal point for NEPAD in the Organization and supported the promotion of a coordinated, system-wide response to assist Africa's development, through CEB.[462] CPC acknowledged the critical role of the Special Adviser on Africa and underlined the need to fill the position of the Special Adviser to mobilize support, capacity and resources for NEPAD goals and to align funds, agencies and programmes with NEPAD objectives.[463] As support from the Organization to implement to NEPAD, the Secretary-General established the Advisory Panel on International Support for NEPAD, which would review and appraise the adequacy of international support, promoting support for NEPAD, and recommend actions to be taken to enhance support for NEPAD implementation.[464] The Advisory Panel on International Support for the NEPAD stated firstly that the NEPAD goals could not be achieved without a significant increase in international support, and secondly, that the strengthening of private initiative, including through the establishment of small enterprises at the grass-roots level, would allow for Africa's economic transformation, and that an efficient and capable public sector was necessary for that aim.[465] The Panel stressed the need

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[458] See Report of the Committee for Programme and Coordination, Forty-third session, A/58/16, 21 August 2003, and The New Partnership for Africa's Development: first consolidated report on progress in implementation and international support, Report of the Secretary-General, A/58/254, para. 43, and Economic and Social Council Resolution 2003/13, and United Nations system support for the New Partnership for Africa's Development, Report of the Secretary-General, E/AC.51/2004/6, and G A Resolution 59/254, paras. 12 and 21.

[459] See Report of the Committee for Programme and Coordination, Forty-third session, A/58/16, para 582.

[460] The New Partnership for Africa's Development: first consolidated report on progress in implementation and international support, Report of the Secretary-General, A/58/254, para. 9.

[461] See *Ibid.* paras. 22ss.

[462] See *Ibid.* para. 494.

[463] See United Nations system support for the New Partnership for Africa's Development, Report of the Secretary-General, E/AC.51/2007/4, para. 43.

[464] New Partnership for Africa's Development: second consolidated report on progress in implementation and international support, Report of the Secretary-General, A/59/206, paras. 51-65.

[465] See Report of the Secretary-General's Advisory Panel on International Support for the New Partnership for Africa's Development, Note by the Secretary-General, A/60/85, and The New Partnership for Africa's Development: fourth consolidated report on progress in implementation and international support, Report of the Secretary-General, A/61/212, and Social dimensions of the New Partnership for Africa's Development, Report of the Secretary-General, E/CN.5/2010/3.

for development agencies to strengthen their technical cooperation with NEPAD and individual countries, when designing country-specific strategies for improving investment climates.[466]

135.   The Assembly welcomed the establishment of a Peace and Security Council within the African Union, underlining that conflict prevention, management and resolution and post-conflict consolidation are crucial in order to meet the objectives of the New Partnership.[467] The Bretton Woods institutions and the African Development Bank in African countries were invited by the Assembly to continue their financial support and debt relief efforts for the implementation of the priorities and objectives of the New Partnership.[468] The World Bank, for its part, created the "Catalytic Growth Fund", aiming to scale up regional investments representing an opportunity to supply regional public goods, as an innovative step for increasing NEPAD project funding.[469]

136.   The Joint Inspection Unit (JIU) examined regional collaboration of United Nations agencies in Africa and its effectiveness, particularly through the meetings convened by ECA, reaching the conclusion that the establishment of a strategic dialogue was necessary, as follow-up on a framework for institutionalized cooperation between the United Nations system, ECA, the AU Commission, and the NEPAD secretariat.[470] The Assembly, as a follow-up to the 2005 World Summit, while welcoming and stressing the importance of the various initiatives and coordination of Africa's development partners, requested that the Secretary-General urge the United Nations development system to assist African countries in implementing quick-impact initiatives through, *inter alia*, the Millennium Villages Project.[471] The MDG Africa Steering Group, was launched to identify the steps needed to achieve internationally agreed development goals in Africa.[472] The Secretary-General, for his part, recommended further inter-agency collaboration rather than a sector-driven approach, along with the establishment of an integrated framework in support of the AU Commission, which incorporated support of NEPAD, and the enhanced the harmonization of policies and support of United Nations system entities to create synergies across thematic clusters.[473] CPC reiterated its recommendations, calling for an

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[466] Report of the Secretary-General's Advisory Panel on International Support for the New Partnership for Africa's Development, Note by the Secretary-General, A/60/85, para. 9, and Economic Social Council Resolution 2006/17.

[467] See G A Resolutions 59/254, 60/222, 61/229 , 2009/32.

[468] See G A Resolution 59/254, para. 26, and United Nations system support for the New Partnership for Africa's Development, Report of the Secretary-General, E/AC.51/2006/6, and Economic and Social Council Resolutions 2006/17, para. 20, 2007/28, para. 11, 2008/17, 2009/20, para. 18.

[469] See United Nations system support for the New Partnership for Africa's Development, Report of the Secretary-General, E/AC.51/2006/6.

[470] See Further measures to strengthen United Nations system support to the New Partnership for Africa's Development, Note by the Secretary-General, A/61/69 and Add.1.

[471] See G A Resolution 61/229, para. 27, and Economic and Social Council Resolution 2007/28, para. 18, and G A Resolution 62/179, para. 29, and the New Partnership for Africa's Development: seventh consolidated progress report on implementation and international support, Report of the Secretary-General, A/64/204, paras. 72ss.

[472] See Improving the effective and efficient delivery of the mandates of development-related activities and revised estimates relating to the programme budget for the biennium 2008-2009 Report of the Secretary-General, A/62/708, para. 13.

[473] See United Nations system support for the New Partnership for Africa's Development, Report of the Secretary-General, E/AC.51/2008/5.

increased United Nations inter-agency collaboration in order to ensure that NEPAD was integrated in the activities of United Nations specialized agencies to utilize capacity-building for the strengthening of the secretariats of both the AU Commission and NEPAD, and also stressed that the merger of the Office of the Special Adviser on Africa and the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States should not undermine the focus on and support for NEPAD programmes.[474]

137.   In 2008, Heads of State and Government, Ministers and representatives of Member States adopted a political declaration to address "Africa's development needs: state of implementation of various commitments, challenges and the way forward", in Resolution 63/1 of the Assembly. This declaration reaffirmed the commitments of Member States to address the development needs of Africa and requested the Secretary-General to submit to the General Assembly, at its sixty fourth session, a comprehensive report with recommendations on the implementation of these commitments in view of formulating a mechanism to review the full and timely implementation of all commitments related to Africa's development, in cooperation with relevant development agencies of the United Nations, the Bretton Woods institutions and other relevant regional and international financial and trade institutions.[475]

138.   Three policy issues in particular were highlighted in the implementation of NEPAD, i.e. strengthening the cluster system and impact of United Nations system support, supporting the mobilization of financial resources for the implementation of NEPAD, and finally the importance of cross-cutting issues, such as, *inter alia*, the global economic and financial crisis, governance, HIV/AIDS and public health, and environmental sustainability.[476] CPC welcomed this report on NEPAD and the political declaration on Africa's development needs [477], recommending that the post of the Special Adviser on Africa closely monitor the development and social effects of the financial crisis and its impact on the achievement of the MDGs in Africa.[478] Considering the need for a comprehensive long-term infrastructural development plan for the continent, the AU Commission, NEPAD and the African Development Bank (AFDB) initiated the Programme for Infrastructure Development in Africa, a framework focused on translating sectoral policies into development action plans for the energy, transport, water and sanitation, and information and communications technology (ICT) sectors.[479] They assessed the impact on development of the main three crises of the African continent: the financial and economic, the food, and the climate change and energy crises, and the Secretary-General underlined the inopportune timing of these crises, i.e. when African economies were growing steadily, and they should thusly be considered jointly rather than individually.[480]

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[474] Report of the Committee for Programme and Coordination, Forty-eighth session, A/63/16, para. 52.

[475] See G A Resolution 62/242, para. 15.

[476] See G A Resolution 63/1.

[477] *Ibid.*

[478] See G A Resolution 63/1, para. 3.

[479] See New Partnership for Africa's Development: seventh consolidated progress report on implementation and international support, Report of the Secretary-General, A/64/204, paras. 28ss.

[480] See New Partnership for Africa's Development: seventh consolidated progress report on implementation and international support, Report of the Secretary-General, A/64/204, *inter alia*, para. 80.

iii. *Economies in transition and financial crisis*

139.   During the period under review, the world was confronted in 2008 with the worst financial and economic crisis since the Great Depression, causing severe social, political and economic impacts.[481] The Assembly, expressing its deep concern about the impacts this crisis would have on development and the achievement of the MDGs, met for the Conference on the World Financial and Economic Crisis and Its Impact on Development.[482] This crisis had negative impacts on all countries, but particularly developing ones, exacerbating long-standing systemic fragilities and imbalances.[483] However, further to this crisis, United Nations system efforts to reform and strengthen the international financial system and architecture were increased, with a focus on ensuring that the subsequent activities are appropriate in scale, depth and urgency, and are adequately financed, promptly implemented, as well as appropriately coordinated internationally.[484] The Assembly stressed the need for a collective efforts and coordination actions through reform processes, with the aim of strengthening an effective functioning of the international financial system and architecture and meeting the financial challenges.[485]

140.   Developing countries, and particularly LDCs, small island developing States and landlocked developing countries, as well as African countries and countries emerging from conflict, although not the source of the global economic and financial crisis, were nevertheless severely affected by it, as it hindered the economic and social progress achieved so far on the MDGs, particularly considering the specific development challenges of middle-income countries and low-income countries.[486] The crisis caused unique challenges to country efforts to achieve their national development goals, including, *inter alia*, trade and market access, access to adequate financing and concessionary financing, capacity-building, strengthened support for sustainable development, financial and technical assistance, debt sustainability, trade facilitation measures, infrastructure development, peace and security.[487] The Organization, due to the global reach of the crisis, called for decisive and coordinated action in order to focus efforts system-wide on its causes and mitigate its impact by strengthening and establish the necessary mechanisms to prevent the recurrence of similar crises.[488] The crisis being linked to several interrelated global crises and challenges, such as increased food insecurity, volatile energy and commodity prices as well as the lack of results so far in the multilateral trade negotiations, resulted in severe and wide-ranging impact, seeing as it was caused by serious underlying factors such as insufficiently coordinated macroeconomic policies and inadequate structural

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[481] See G A Resolution 63/303, para. 1.

[482] *Ibid.*

[483] *Ibid.*

[484] *Ibid.*, paras. 1-2 and 9-10, and 37.

[485] *Ibid.*, para. 2.

[486] See G A Resolution 63/303, para. 3.

[487] See *Ibid.*, para. 4.

[488] See G A Resolution, para. 5.

reforms, leading to unsustainable global macroeconomic outcomes, and demonstrating the necessity for effective government involvement to ensure a balance between the market and public interest.[489]

141.   The Assembly underlined as a main priority the stabilization of financial markets and the restoration of confidence in them, with major actions to maintain macroeconomic stability and strengthen the international financial system.[490] Additionally, in order to urgently counter the impact of the crisis on the most vulnerable populations and therefore assist with restoring their progress towards the internationally agreed development goals, including the MDGs, the Assembly decided to make available to developing countries to an adequate share of additional resources – both short-term liquidity and long-term development financing – with a focus on, *inter alia*, job creation, an increase of prosperity and a strong gender perspective. [491] Consequently, the Assembly called for the establishment of mechanisms ensuring that adequate resources are provided to developing countries and called the G20 to consider addressing the financial needs of developing countries.[492]

142.   In the immediate response of agencies of the United Nations system to impacts of the crisis at the national, regional and international levels, the Assembly encouraged an increased cooperation and coordination among countries' fiscal and economic actions, so that while establishing stimulus measures at a country-level, States avoid protectionism and its adverse impacts on third countries. [493] The crisis deeply impacted international trade in developing countries, with consequences such as falling exports and loss of export revenue, diminishing access to trade finance, reductions in export-oriented and infrastructure investment, and lower fiscal revenues.[494] Thusly, the Assembly, while recognizing the right to countries to utilize their flexibility under WTO obligations, stated the importance of contributing to the efforts of WTO and other specialized agencies of the United Nations system, to monitor protectionist measures.[495]

143.   An emphasis was put on the utilization, for Member States being able to do so, of fiscal stimulus while maintaining long-term fiscal sustainability.[496] Although several developed and emerging market economies implemented such stimulus packages, the majority developing countries lacked the fiscal space to establish countercyclical measures to counter the crisis and thus spur recovery.[497] The Assembly called for a streamlining of targeted conditionalities in support of developing countries, as enacted in the lending framework of the IMF, through *inter*

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[489] See G A Resolution , para. 9.

[490] *Ibid*., para. 10.

[491] *Ibid.*, para. 10.

[492] *Ibid.*, paras. 14 and 17.

[493] G A Resolution 63/303, para. 12.

[494] *Ibid*., para. 25.

[495] *Ibid.*,

[496] *Ibid*., para. 13.

[497] *Ibid.*, Para. 14

alia, modernizing conditionality, and the establishment of more flexible instruments.[498] Many developing countries called for greater policy flexibility within the scope of these constraints, as a crucial element to recover from the crisis and to address particular national issues, such as, *inter alia*, the human and social impacts of the crisis, the protection of the progress of the MDGs implementation, the effective use of credit and liquidity facilities, the regulation of local financial markets, and limited trade defence measures.[499] As the crisis had heterogeneous impacts across regions, sub regions and countries, the specific needs for the achievement of the eradication of poverty varied greatly, and thus cooperation efforts in meeting the challenges of the global economic crisis, including through regional and sub-regional development banks, were crucial to respond to the current crisis and to improve resilience to potential future crises.[500]

144.   A closer cooperation within the United Nations system, regional development banks and the World Bank, along with their scaled-up efforts, was necessary in order to effectively address the impacts of the crisis, and the Assembly called for the mobilization of additional resources to strengthen the foundation for early and sustained economic and social recovery in developing countries, particularly LDCs.[501] These additional resources were to be channelled on a predictable basis through United Nations funds, programmes and agencies, the World Bank-proposed vulnerability fund and framework and development banks, where appropriate. Specialized agencies, in accordance with their respective mandates, continued to advanced and protect the MDGs, in accordance with national strategies and priorities, threatened by the current economic crisis.[502] The Assembly stated that this economic crisis should be used as an occasion to further develop system-wide efforts to improve the efficiency and effectiveness of its development activities and programs through coordination.**[503]**

145.   The Assembly affirmed that a universal, rules-based, open, non‑discriminatory and equitable multilateral trading system is an instrument for development and sustained economic growth.[504] Therefore, the Organization called for the implementation of the Doha Development Agenda (DDA) that increased market access, generated increased trade flows and placed the needs of developing countries at its centre.[505] In order to respond effectively to the economic crisis, the United Nations system called for the implementation of such existing aid commitments, ODA commitments and targets made, *inter alia*, in the United Nations Millennium Declaration[506], the Monterrey Consensus[507] and the 2005 World Summit Outcome, at the G8 summit in Gleneagles, in the Doha Declaration[508] and at the G20 London summit[509].

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[498] See G A Resolution 63/303, para. 17.

[499] *Ibid.*, para. 20.

[500] See *inter alia* G A Resolution, para. 22.

[501] *Ibid.*, para. 22.

[502] *Ibid.*, para. 23.

[503] See G A Resolution 63/303, para. 23.

[504] *Ibid.*, para. 26.

[505] *Ibid.*

[506] See United Nations Millennium Declaration, G A Resolution 55/2.

146.   This crisis resulted in new impetus to the reform of the international financial system and architecture, including issues related to, *inter alia*, mandate, scope, governance, and responsiveness, as well as the reform of the governance of the Bretton Woods institutions, in order to increase their credibility and accountability by including emerging markets.[510] Entities of the United Nations system stressed the need to further develop the comprehensive crisis response in support of national development strategies through a coordinated approach of United Nations funds and programmes, specialized agencies and the international financial institutions at a country level, to further strengthen national ownership.[511] The Assembly, the Council, as well as the United Nations funds and programmes and specialized agencies, were to utilize their advocacy in order to promote the recovery and development of the developing countries.[512]

iv. Least Developed Countries (LDCs), Landlocked and Transit Developing Countries (LLDCs) and Small Island Developing States (SIDs)

147.   During the period under review, the third United Nations Conference on the Least Developed Countries (LDC-III) was held in 2001 in Brussels, hosted by the European Union, resulting in the adoption of two outcome documents, the Brussels Declaration[513] and the Brussels Programme of Action[514] for the LDCs for the Decade 2001 – 2010. By Resolution 56/227, the General Assembly established the United Nations Office of the High Representative for Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLLS), as a follow-up mechanism to LDC-III in order to ensure effective follow-up, implementation, and review of the implementation of the Brussels Programme of Action for the LDCs. The Secretary-General provided the General Assembly with an assessment of the Conference outcomes and the Assembly, by decision 56/444, took note of the report.[515]

148.   The Brussels Declaration for LDCs for the Decade 2001-2010 expressed the commitment of Member States to eradicating poverty and improving the quality of lives of people in LDCs by enhancing their abilities to develop their countries.[516] In the Declaration, Member States recognized that the main responsibility for development in LDCs rested with those countries, however support was necessary from Governments and international organizations. A particular emphasis was placed on the issues of the HIV/AIDS pandemic and

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[507] See Organization of a United Nations Conference at the Highest Level on the World Financial and Economic Crisis and its Impact on Development: G A Resolution 63/277.

[508] See *Ibid.*

[509] *Ibid.*

[510] See G A Resolution 63/303, paras. 42 and 43.

[511] See G A Resolution 63/303, para. 52, and G A Resolution 56/19.

[512] See G A Resolution 63/303, para. 52.

[513] See A/CONF.191/12.

[514] See A/CONF.191/11.

[515] See Third United Nations Conference on the Least Developed Countries, Report of the Secretary-General, A/56/297 & Corr.1.

[516] See A/CONF.191/12.

other communicable diseases, the welfare of people, trade, financing of development, declining ODA flows and external debt.

149.   The Programme of Action for LDCs for the Decade 2001-2010 aimed for the improvement of human conditions in 49 LDCs during the decade through a strong global partnership to fasten sustained economic and sustainable development, following the lack of progress in socio-economic development in LDCs and in the implementation of the Programme of Action for the 1990s.[517] The Programme of Action provided a framework for the eradication of poverty, inequality and deprivation the least developed countries, and to allow them to integrate beneficially into the global economy. The overarching goal of the Programme was making progress towards halving the proportion of people living in extreme poverty and suffering from hunger by 2015 and promoting the sustainable development of LDCs.[518] A partnership based on mutual commitments by LDCs and their development partners was also included in the Programme of Action, that focused on fostering a people-centred policy framework, good governance at national and international levels, building human and institutional capacities, building productive capacities so globalization may benefit LDCs, enhancing the role of trade in development, reducing vulnerability and protecting the environment, and mobilizing financial resources.

150.   With regards to the follow-up to the Conference follow-up, the Programme of Action recognized the necessity for an effective mechanism to support implementation, follow-up, monitoring and review at the national, regional and global levels.[519] At the national level, each LDC, with the support of its development partners, would implement the actions of the Programme of Action into specific measures within their national development framework and poverty eradication strategy. At the global level, the General Assembly was invited to further monitor the implementation of and to complete a comprehensive review of the Programme of Action.[520] The UNCTAD Trade and Development Board, reviewed the report on progress in the implementation of certain aspects of the Brussels Declaration and the Programme of Action that fell within the mandate of UNCTAD.[521] UNCTAD developed a "road map" as a guideline for various stakeholders to identify manners in which to implement the commitments of the Programme of Action through coordinated actions at the national, regional and global levels.[522] The Board also reviewed the availability of data and indicators that were necessary for the monitoring of the implementation of the Programme of Action, as the data available to monitor progress were considered by UNCTAD as inadequate in terms of the coverage of LDCs, their quality and their timeliness.[523] The data problem was particularly acute in relation to the goal of

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[517] See A/CONF.191/11.

[518] See *Ibid.*

[519] *Ibid.*

[520] *Ibid.*

[521] See Report of the Trade and Development Board on its twenty-seventh executive session (Geneva, 19 July 2000), A/56/15 and The Programme of Action for the Least Developed Countries for the Decade 2001–2010: Progress to Date in the Implementation of the Elements of the Brussels Declaration and the Programme of Action that fall within the purview of UNCTAD, TD/B/48/16.

[522] See *Ibid.*

[523] See The development goals of the Programme of Actions for the Least Developed Countries for the Decade 2001-2010: Towards a set of indicators to monitor progress, TD/B/48/14.

halving the proportion of people living in extreme poverty by 2015. Furthermore, when data were available, it was apparent that the majority of LDCs were off-track in terms of the development goals contained in the Programme of Action. The Board concluded by recommending that United Nations agencies recognize the need for improvement in the data available in order to monitor progress towards implementation of the Conference and summit outcomes, especially in relation to the overarching goal of poverty eradication.[524]

151.   The Economic and Social Council, by decision 2001/300, decided to establish, under the regular agenda item entitled "Integrated and coordinated implementation of and follow-up to the major United Nations conferences and summits", a regular sub-item entitled "Review and coordination of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010".[525] As provided for in the Programme of Action, the Secretary-General submitted to the General Assembly a report with recommendations for a follow-up mechanism for coordinating, monitoring and reviewing implementation of the Programme of Action.[526] His report asserted that the system-wide follow-up to the 1990 Programme of Action for LDCs had not been as effective as anticipated, in particular regarding implementation at the national level and within the United Nations system.[527] As for follow-up at the global level, led by UNCTAD, it could not be fully accomplished, principally due to the scope of the Programme of Action being beyond the mandate of any single organization.[528] Thus, given the broader scope of the new Programme of Action, the effectiveness of implementations arrangements had to be improved, namely through more rational distributions of responsibility for monitoring and follow-up.[529] The Secretary-General also made the recommendation for the establishment of an Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, responsible for ensuring the full mobilization and coordination of all parts of the United Nations system in the follow-up and monitoring of the Programme of Action at the country, regional and global levels, as the analytical and technical cooperation functions were to be carried out by other United Nations organizations, including UNCTAD.[530] This new Office would not replace the UNCTAD Office of the Special Coordinator for the Least Developed, Landlocked and Island Developing Countries, as was suggested in the Programme of Action, but would involve the transfer of several posts from that Office.

152.   Regarding the issue of the constraints facing landlocked countries, the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries

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[524] See Report of the Trade and Development Board on its twenty-seventh executive session (Geneva, 19 July 2000), A/56/15 (Dec. 467 (XLVIII)).

[525] It further decided to consider, at a substantive session before 2005, devoting a high-level segment to the review and coordination of the implementation of the Programme of Action and to consider later in the decade further options for such review and coordination (decision 2001/320).

[526] See Follow-up mechanism for coordinating, monitoring and reviewing the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010 Report of the Secretary-General, A/56/645 & Add.1 Corr.1, 2.

[527] See *Ibid*.

[528] See *Ibid*. para. 13.

[529] See *Ibid*., para. 5.

[530] *Ibid*.

and International Financial and Development Institutions on Transit Transport Cooperation was held in Almaty, Kazakhstan, from 25-29 August 2003. The Ministerial Conference provided the international community with the opportunity to consolidate international solidarity and partnership in order to assist landlocked developing countries to participate in an effective manner in the international trading system, through, *inter alia*, the establishment of transit systems.[531] The Conference adopted the outcome documents the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework For Transit Transport Cooperation for Landlocked and Transit Developing Countries, and the Almaty Ministerial Declaration.[532] The UN-OHRLLS consequently prepared the Roadmap for the implementation of the Almaty Programme of Action, which was then endorsed at the subsequent inter-agency meeting.[533]

153.	Both the Almaty Declaration and its Programme of Action relayed the strong commitment of the international community to address the particular needs and issues of landlocked developing countries as included in the United Nations Millennium Declaration. The overarching goal of the Programme of Action was the establishment of partnerships to address the specific problems of the landlocked developing countries due to their lack of territorial access to the sea and, thus, their isolation from world markets.[534] Such a situation has been a contributing factor to the relative poverty of such countries, because of the subsequent inflated transportation costs and decreased effective participation in international trade.[535] Another aim of the Programme of Action was the creation of a new global framework in order to develop efficient transit transport systems in landlocked and transit developing countries, taking into account the interests of both landlocked and transit developing countries.[536] The innovative aspect of the Programme of Action was its focus on action-oriented specific measures to be implemented by landlocked and transit developing countries with the support of their development partners, which would be measurable and feasible.[537] The five priority areas of the Programme of Actions were: policy improvement, i.e. through the reduction of exports costs; the improved rail, road, air and pipeline infra-structure; international trade measures, e.g. through preferential treatment to landlocked countries' goods; technical and financial international assistance; and monitoring and follow-up on agreements.[538]

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[531] See International Ministerial Meeting of Landlocked and Transit Developing Countries and International Financial and Development Institutions on Transit Transport Cooperation, International Ministerial Meeting of Landlocked and Transit Developing Countries and International Financial and Development Institutions on Transit Transport Cooperation, UNCTAD/DITC/TNCD/2003/7.

[532] See A/CONF.202/3 and Annex I.

[533] See Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries, Annex I, A/CONF.202/3.

[534] See *Ibid.*

[535] *Ibid.*

[536] See *Ibid.*, Chap. IV., Priorities.

[537] See *Ibid.*, paras. 11-51.

[538] *Ibid.*

154.   Regarding Small Island Developing States (SIDs), during the period under review the Organization had continuously assisted and cooperated with SIDs to contribute to their sustainable development efforts through the Programme of Action for the Sustainable Development of Small Island Developing States finalized at the Global Conference held in Barbados in the period prior (1994), known also as the Barbados Programme of Action (BPOA).[539] This programme was reviewed at the ten-year review held in Mauritius in 2005, which resulted in the outcome document known as the Mauritius Strategy for Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (MSI), for the further implementation of the BPOA.[540]

155.   As mandated by Resolution 57/262 of the General Assembly, the high-level Mauritius International Meeting was the result of a 10-year comprehensive review of the BPOA. The meeting recognized that there remained constraints in completing the actions contained in the BPOA, particularly due to the fact that SIDS had continued the implementation of the plan within the constraints posed by their limited financial resources, which including an overall decline in official development assistance (ODA).[541] The MSI included actions and strategies in 19 priority areas, which were based on the initial14 thematic areas of BPOA, in addition to new thematic areas such as the graduation from least developed country status, trade, sustainable production and consumption (as called for by the JPOI), health, knowledge management, and culture.[542] These thematic areas were all aimed at supporting SIDS in achieving internationally agreed goals, such as the MDGs.

2.   RECOMMENDATIONS IN SOCIAL DEVELOPMENT AND CONCERN

a.   Gender Equality and Women's Empowerment

156.   During the period under review, the Organization and its agencies continued their efforts to advance the status of women and ensure their rights centred on the implementation of the Beijing Declaration and Platform for Action, a comprehensive plan for the empowerment of women in different areas on the goals of equality, development and peace (adopted at the Fourth World Conference on Women in 1995).[543] During its twenty-third session, a special session known as Beijing+5, the General Assembly reviewed the progress made in implementing the twelve critical areas of concern for activities and programmes for specialized agencies, as well as governments, and civil society.[544] This session, entitled "Women 2000: gender equality,

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[539] See Report of the Global Conference on the Sustainable Development of SIDS, A/CONF.167/9.

[540] See Outcome document of the High-level Review Meeting on the Implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, G A Resolution, 65/2.

[541] See *Ibid*.

[542] *Ibid.*

[543] See Follow-Up to the 4th World Conference on Women and Full Implementation of the Beijing Declaration and Platform for Action and the Outcome of the 23rd Special Session of the General Assembly, G A Resolution 59/168.

[544] See Women 2000: Gender equality, development and peace in the twenty-first century, Note by the Secretary-General, A/S-23/8, and G A Resolution 52/100.

development and peace for the twenty-first century", culminated in the adoption of a political declaration[545] and an outcome document[546], both outlining further actions and initiatives to overcome the main obstacles to the realization of the goals of the Platform. The Assembly reiterated its call to Governments, the United Nations system and civil society, including non-governmental organizations, to take action in order to achieve full and effective implementation of the outcomes of the Beijing Conference and the special session to implement the Platform in their activities.[547] The tenth anniversary of the World Conference in 2005 was also a source of inspiration for the Platform and implementation efforts of the two instruments, which continued to be a driving force behind many high-level meetings and commemorative events throughout the year. Through its resolutions, the Assembly reiterated its request that all United Nations bodies to ensure that programmes, plans and budgets visibly targeted the mainstreaming of gender perspectives, and called on all bodies of the United Nations system to play an active role in ensuring the effective and accelerated implementation of the Beijing Platform for Action and the outcome documents of the twenty-third special session.[548]

157.   The Council adopted several resolutions addressing the empowerment and advancement of women as follow-up to the Council's high-level segment on the role of employment and work in poverty eradication.[549] A prevalent theme during the period under review was the prevention and elimination of all forms of violence against women. The Secretary-General undertook an in-depth study focusing on forms of violence against women and providing recommendations for making progress on prevention that he then transmitted to the Assembly. Both the Economic and Social Council and the Assembly adopted resolutions, *inter alia,* on the prevention of violence against women.[550] These efforts culminated in the launch of a multi-year system-wide campaign lead by the Secretary-General to eliminate violence against women and girls through 2015, coinciding with the target date of the Millennium Development Goals.[551]

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[545] See Political Declaration and the outcome document "Further Actions and Initiatives to Implement the Beijing Platform for Action, A/S-23/2.

[546] See Report of the Secretary-General "Implementation of the Outcome of the Fourth World Conference on Women and of the Special Session of the General Assembly entitled "Women 2000: Gender Equality, Development and Peace in the Twenty-first Century", A/55/341.

[547] See Political Declaration and the outcome document "Further Actions and Initiatives to Implement the Beijing Platform for Action, A/S-23/2.

[548] See Follow-Up to the 4th World Conference on Women and Full Implementation of the Beijing Declaration and Platform for Action and the Outcome of the 23rd Special Session of the General Assembly, G A Resolution 59/168, and Implementation of the Outcome of the 4th World Conference on Women and of 23rd Special Session of the General Assembly, Entitled 'Women 2000 : Gender Equality, Development And Peace For The 21st Century" : Report of the 3rd Committee : General Assembly, 59th Session, A/59/497.

[549] See e.g. Proposed basic programme of work of the Council for 2002 and 2003, Note by the Secretary-General, E/2002/1, para. 14 (a).

[550] *Ibid*. and Follow-Up to the 4th World Conference on Women and Full Implementation of the Beijing Declaration and Platform for Action and the Outcome of the 23rd Special Session of the General Assembly, G A Resolution 59/168.

[551] Launched in 2008, the United Nations Secretary-General's *UNiTE to End Violence against Women* campaign is a multi-year effort aimed at preventing and eliminating violence against women and girls in all parts of the world, bringing together a host of UN agencies and offices to galvanize action across the UN system to prevent and punish violence against women.

158.   The Council continued to assign specific functions in the framework of the Commission on the Status of Women's (CSW) mandate of implementing the Platform and of identifying obstacles to its implementation and to system-wide coordination in the United Nations system.[552] Given its central role in the implementation of the Platform, the CSW recommended on several occasions to the Council the adoption of resolutions and decisions on mainstreaming a gender perspective into all policies and programmes in the United Nations system that included the establishment of gender units/focal points, and guidelines and directives on mainstreaming the gender perspective.[553] The CSW also invited the Council to endorse agreed conclusions on its two thematic issues: the eradication of poverty including through the empowerment of women throughout their life cycle, in a globalizing world, and a gender perspective of environmental management and mitigation of natural disasters.[554]. The Council adopted the agreed conclusions, as well as the resolutions and decisions recommended by the CSW.[555] The Economic and Social Council decided that, on the occasion of the tenth anniversary in 2005 of the Beijing Declaration and Platform for Action and the fifth anniversary of the Assembly's twenty-third special session, the CSW would convene a high-level plenary meeting at its forty-ninth session to review the implementation of both instruments and consider the current challenges and forward-looking strategies for the advancement of women.[556] During the special session, the CSW focused on the two thematic issues: firstly reviewing the implementation of the Platform as well as the declaration and resolution resulting from the twenty-third special session of the Assembly, and secondly the current challenges and forward-looking strategies for the advancement of women and girls.[557] The CSW recommended a declaration on the occasion of the tenth anniversary of the Fourth World Conference on Women to the Economic and Social Council that was subsequently adopted.[558] Another thematic axe discussed by entities of the United Nations system during the period under review was the gender dimension of the issue of international migration. The CSW convened a high-level panel discussion on the gender dimensions of international migration, then transmitting a summary to the Assembly that was discussed during the high-level dialogue on international migration in 2006.[559]

159.   The Inter-Agency Committee on Women and Gender Equality established by the ACC addressed a comprehensive system-wide implementation of the different recommendations

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[552] See Economic and Social Council Resolution 2009/15.

[553] See e.g. Commission on the Status of Women Report on the forty-eighth session, E/2004/27- E/CN.6/2004/14, para. 75ss.

[554] See Proposals for a multi-year programme of work of the Commission on the Status of Women, Report of the Secretary-General, E/CN.6/2006/3, para. 6.

[555] Follow-up to the 4th World Conference on Women and Full Implementation of the Beijing Declaration and Platform for Action and the Outcome of the 23rd Special Session of the General Assembly, G A Resolution 56/132.

[556] Commission on the Status of Women, Report on the forty-ninth session, E/2005/27- E/CN.6/2005/11.

[557] *Ibid.*

[558] See Implementation of the Outcome of the 4th World Conference on Women and of the 23rd Special Session of the General Assembly, entitled "Women 2000: Gender Equality, Development and Peace for the 21st Century": Report of the 3rd Committee: General Assembly, 56th Session, A/56/577.

[559] See High-level panel discussion on the gender dimensions of international migration Summary submitted by the Chairperson, E/CN.6/2006/CRP.10.

received from other conferences, summits and United Nations entities.[560] UNIFEM chaired the newly launched Task Force on Gender Equality that convened *inter alia* the first conference on gender justice in post-conflict situations.[561] The Task Force continued its efforts resulting in significant progress pertaining to the development of performance indicators for country teams as well as an action learning process defining United Nations models for gender equality programmes.[562] The Economic and Social Council took action on the results of its independent assessment, which had been commissioned by its Consultative Committee in 2004.[563]

160.   There was a coordinated approach in the United Nations system on the issue of rape and sexual violence resulting in the launch by twelve of its entities of the "United Nations Action against Sexual Violence in Conflict"[564]. Further to the call of the Council for all United Nations system entities, and specifically the IACWGE, to institute mainstreaming of the gender perspective at all levels through a number of steps, progress was achieved with the establishment by the United Nations Inter-Agency Network on Women of an ad hoc working group.[565] The latter's main goal was to facilitate efforts to develop a system-wide action plan to operationalize the policy and strategy on gender mainstreaming endorsed in 2006 by the CEB.[566] As additional efforts to integrate the gender perspective at all levels including the design, monitoring and evaluation of all policies, the Secretary-General issued a report on the 2006 recommendations of the High-level Panel on United Nations System-wide Coherence, that included a new United Nations gender architecture, as well as suggested ways to strengthen intergovernmental consideration of the Panel's report.[567] The Commission recommended to the Council a draft resolution on the Commission's Working Group on Communications on the Status of Women that was then adopted.[568] Furthermore, negotiations on the proposed United Nations entity for gender equality and women's empowerment continued within the context of the United Nations reform agenda, aiming to unite resources and mandates for greater impact.[569]

161.   By the landmark Resolution 1325, the Security Council reaffirmed the vital role played by women in the prevention and resolution of conflicts, peace negotiations, peace-building, peacekeeping, humanitarian response and in post-conflict reconstruction and underlined the

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[560] See Follow-up to and implementation of the Beijing Declaration and Platform for Action, Report of the Secretary-General, E/CN.6/2001/2, paras. 39ss.

[561] See Concept Note "Building Partnerships for Promoting Gender justice in Post-Conflict Societies".

[562] See Mainstreaming a gender perspective into all policies and programmes of the United Nations system, Report of the Secretary-General, E/2008/53.

[563] *Ibid*.

[564] *Ibid.*

[565] See The work of the Inter-Agency Network on Women and Gender Equality to enhance capacities and promote coherence on gender mainstreaming throughout the United Nations system, Note by the Secretariat, E/2004/CRP.2.

[566] See E/2007/69, paras 57-58.

[567] Gender architecture for the United Nations: revised estimates to the programme budget for the biennium 2006-2007, Report of the Secretary-General. A/61/590, paras. 15-18.

[568] See Recommendations for enhancing the effectiveness of the working methods of the Commission on the Status of Women Report of the Secretary-General, E/CN.6/2001/8, para. 39.

[569] Follow-Up to the 4th World Conference on Women and Full Implementation of the Beijing Declaration and Platform for Action and the Outcome of the 23rd Special Session of the General Assembly, G A Resolution 58/148.

importance of their equal participation and full involvement in all efforts for the maintenance and promotion of peace and security. The Security Council further urged all entities to firstly increase the participation of women and secondly include a gender perspective in United Nations peace and security efforts.[570] It also called on all parties to conflict to take special measures to protect women and girls from gender-based violence, in particular from rape and other forms of sexual abuse, in situations of armed conflict. Several operational mandates were also established, in order to ensure coordination and collaboration throughout the United Nations system.[571] The Interagency Network on Women and Gender Equality established the Interagency Taskforce on Women, Peace and Security in February 2001 to follow up on the implementation of Security Council resolution 1325 which was chaired by the Special Adviser on Gender Issues and Advancement of Women and included representatives, *inter alia*, from ESCWA, ILO, OCHA, OHCHR, OHRM, OSAGI, UNDP, UNFPA, UNHCR, UN-HABITAT, UNICEF, UNIFEM, UNU, WFP. The Taskforce developed an Action Plan in 2003 on the implementation of the resolution.[572]

b.   Poverty

162.   Throughout the period being reviewed, there was a strong emphasis by organs of the United Nations system on focusing their activities and programmes on the eradication of poverty, particularly in the achievement of the MDGs, through the reform of the global financial system and the fight against poverty in developing countries, as set out in the Copenhagen Declaration and Programme of Action and the Plan of Implementation of the World Summit on Sustainable Development ("Johannesburg Plan of Implementation").[573] Specifically, the MDGs set out the target of halving by the year 2015 the proportion of the world's people living on less than $1 a day.[574] Further to the adoption of the Millennium Declaration, the Secretary-General called for more concerted and sustained efforts of specialized agencies to eradicate poverty and the main organs of the United Nations system, in particular towards the achievement of the MDGs for promoting development and poverty eradication.[575]

163.   The Assembly urged the international community to promote international development cooperation aimed at enhancing growth, stability, equity and the participation of

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[570] See Security Council Resolution 1325.

[571] See *Ibid.*

[572] See Report of the Second Session of the Inter-Agency Network on Women and Gender Equality, IANWGE/2003/12/Rev.1, and Report of the Third Session of the Inter-Agency Network on Women and Gender Equality, IANWGE/2004/REPORT.

[573] Special high-level meeting of the Economic and Social Council with the Bretton Woods institutions, held on 18 April 2000, Note by the Secretary-General, E/2000/79, and G A Resolutions 55/48, 56/191, 59/247, 60/2, para. 25, 61/213, para. 5, 62/205, 63/230, and Review of the first United Nations Decade for the Eradication of Poverty (1997-2006), Report of the Secretary-General, E/CN.5/2006/3.

[574] First United Nations Decade for the Eradication of Poverty (1997-2006), Report of the Secretary-General, A/56/229 & Corr.1, and Road map towards the implementation of the United Nations Millennium Declaration, Report of the Secretary-General, A/56/326, and G A Resolution 56/207, para. 1.

[575] Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006), Report of the Secretary-General, A/55/407, G A Resolutions 55/48, 55/215, 60/2, para. 13, 61/213, para. 7, 62/205, 63/230.

developing countries in the globalizing world economy.[576] It also stressed the importance of efforts made by the United Nations system to assign priority to the eradication of poverty and to enhance coordination among entities of the United Nations system, including the Bretton Woods institutions, to support all Member States, members of specialized agencies and United Nations observers in implementing their own strategy for the achievement of the objectives of the Decade.[577] The Council called for an enhanced coordination and cooperation among the agencies of the United Nations system, including among the Rome-based agencies, the World Bank and regional development banks, particularly at the country level, on the basis of the common country assessment and the United Nations Development Assistance Framework, in order to support national development strategies.[578]

164. OIOS stated that the linkages within the United Nations system were crucial to a comprehensive, multi-sectoral and coordinated approach to poverty eradication, and made recommendations that included enhancing the collaboration among inter-agency coordinating bodies and strengthening management practices and the RC system.[579] The Committee for Policy Development (CPD) recommended, for the improvement of global partnerships by attaching less stringent conditionalities and giving more policy space to recipient countries, that the Council facilitate dialogue among its States, as well as between them and the Bretton Woods institutions, on the best means to improve poverty reduction strategy papers, as well as on monitoring their implementation and that of the national development strategies advocated in the United Nations system.[580] The CPD also called for the use of the Development Cooperation Forum for the fulfilment of the commitments endorsed by the 2005 Paris Declaration on Aid Effectiveness, and as a means of improving the framework for international partnership, while leaving the requisite leverage for developing countries within a framework of mutual accountability.[581] The Committee finally urged its members to make sure that the conclusion of the Doha Round of trade negotiations was consistent with the objectives of the international development agenda.[582]

165. The MDGs were reaffirmed in part in the Havana Programme of Action adopted by the first South Summit, during which participants stressed the need for a new global human order aimed at reversing the growing disparities between rich and poor both among and within countries through the promotion of growth with equity, the eradication of poverty, the expansion

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[576] See G A Resolution 55/212.

[577] See G A Resolutions 56/207, para. 14, 59/247, 63/229, para. 9, and Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006), Report of the Secretary-General, A/62/267.

[578] See Economic and Social Council Resolutions 2004/48, 2008/28, para. 6, and G A Resolutions 60/2, para. 2, 63/230, para. 3, and Implementation of the Second United Nations Decade for the Eradication of Poverty (2008-2017), Report of the Secretary-General, A/63/190.

[579] See Evaluation of linkages between headquarters and field activities: a review of best practices for poverty eradication in the framework of the United Nations Millennium Declaration, Note by the Secretary-General, E/AC.51/2005/2.

[580] See Committee for Development Policy, Report on the ninth session, E/2007/33, and see also 2008 - Millennium Development Goals Report by DESA.

[581] *Ibid.*

[582] See Committee for Development Policy, Report on the ninth session, E/2007/33 and 2008 - Millennium Development Goals Report by DESA.

of productive employment and the promotion of gender equality and social integration.[583] The Secretary-General examined the impact of globalization on the eradication of poverty which was examined with particular reference to LDCs, which had not taken advantage of the opportunities it offers, and set out recommended actions, policies and measures at the national and international levels, so developing countries may better benefit from globalization.[584]

166.   The United Nations Conference on Trade and Development (UNCTAD) further recognized that the socio-economic conditions in LDCs had declined and thus highlighted the importance of an accelerated growth and sustainable development, through structural reforms, the enhancement of the integration of MDGs and the promotion of poverty eradication in LDCs.[585] This integration of the MDGs was to be achieved through a broad-based consensus for action within a comprehensive and holistic framework towards meeting the goals of development and poverty eradication involving all actors, namely Governments as well as organs and specialized agencies of the United Nations system. [586] UNCTAD made recommendations for the improvement of international cooperation for LDCs in the field of development finance as a means to facilitate a progressive transition away from aid dependence,[587] although despite the best efforts of developing countries to mobilize fully domestic financial resources for poverty eradication, ODA re-examined a critically important source of development financing for LDCs, with the aim of achieving the 2015 target.[588] The Secretary-General attributed shortfalls in achieving the MDGs in the original timeframe, *inter alia*, to insufficient and inefficient public spending, heavy debt burdens, inadequate access to developed countries' markets and insufficient ODA.[589] As a result, the Assembly welcomed the increase in ODA, and reiterated the need for a substantial increase in ODA and other resources through cooperation, if developing countries, in particular the LDCs, are to achieve the internationally agreed development goals and objectives, including the MDGs.[590] A particular emphasis was made on a coordinated approach to improving policies and development strategies in order to enhance aid effectiveness, both nationally and internationally.[591]

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[583] See General Assembly Fifty-fifth session, A/55/74, and GA Resolution 55/48, and Economic and Social Council Resolution 2000/26.

[584] See Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006), Report of the Secretary-General, A/55/407, and Report of the Economic and Social Council for 2004, A/59/3.

[585] See Report of the Trade and Development Board on its forty-seventh session, TD/B/47/11 (Vol. I).

[586] See GA Resolution 55/48, para. 3.

[587] See the Least Developed Countries 2000 Report by UNCTAD, and GA Resolution 60/2, para. 10.

[588] First United Nations Decade for the Eradication of Poverty (1997-2006), Report of the Secretary-General, A/56/229 & Corr.1, and Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006) and draft programme of action for the International Year of Microcredit, 2005, Report of the Secretary-General, A/58/179.

[589] See Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006), Report of the Secretary-General, A/57/211, and Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006) and draft programme of action for the International Year of Microcredit, 2005, Report of the Secretary-General, A/58/179.

[590] See GA Resolution 59/247, para. 15.

[591] *Ibid*.

167.   The Assembly, in Resolution 57/270 B, and the Council both called for the strengthening of efforts across the organization and at all levels for the effective and coordinated implementation of all commitments made towards the eradication of poverty, including at major United Nations conferences and summits, with a particular focus on the multidimensional nature of poverty and the national and international conditions and policies that are conducive to its eradication.[592] The importance of the follow-up activities to the outcome of the International Conference on Financing for Development, as well as the full and effective implementation of the Monterrey Consensus, was also underlined.[593] The Assembly stressed, *inter alia*, the need to integrate people living in poverty socially and economically, taking into account the specific needs of disadvantaged groups, consequently empowering them to take part in decision-making regarding policies affecting them, bearing in mind the relationship between all human rights and development, and an efficient, transparent and accountable public service and administration.[594] The Assembly further encouraged the adoption by developing countries of effective development policies in order to promote economic development and poverty eradication, and invited the international community to develop strategies supporting those policies through efforts to address the issues of market access, persistent external debt, transfer of resources, financial vulnerability and declining terms of trade.[595]

168.   The importance of industrialization was also asserted as a key element in the promotion of the sustainable development, as it contributed to social development, especially in the context of the linkages between industry and agriculture, and served as a powerful source of the employment generation.[596] The Assembly asserted the necessity for all Member States and the United Nations system to promote an active and visible policy of mainstreaming a gender perspective in all policies and programmes aimed at the eradication of poverty, at both the national and the international levels.[597] The use of gender analysis as a tool for the integration of a gender dimension into planning the implementation of policies and programmes for the eradication of poverty was encouraged.[598]

169.   A particular emphasis was put on the crucial role played by microcredit as an important anti-poverty tool that promoted the generation of production and self-employment and therefore empowered those living in poverty, particularly women.[599] The Assembly encouraged Member States to adopt policies in support of the development of microcredit institutions and their capacities, and called upon the international community, in particular the relevant organs,

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[592] See G A Resolutions 55/210, 56/76, 58/222, para. 36, 59/247, para. 46, 60/2, paras. 8 and 53, 61/214, para. 3, 62/205, 63/230, para. 6, and Economic and Social Council Resolution 2008/28.

[593] See G A Resolution 58/222, para. 5, 59/247, 60/2, paras. 8 and 17, and Economic and Social Council Resolution 2001/42.

[594] See G A Resolution 55/210.

[595] See G A Resolution 55/212, and Economic and Social Council Resolution 2008/28, para. 2.

[596] See G A Resolution 55/187.

[597] See G A Resolution 58/222, para. 20.

[598] *Ibid*.

[599] See e.g. G A Resolutions 55/210, 56/207, 57/266, 58/221, 58/222, para. 16, 59/247, 60/2, para. 23, 61/214, para. 6, 63/229, para. 8, and Role of microcredit and microfinance in the eradication of poverty, Report of the Secretary-General, A/63/159.

specialized agencies and bodies of the United Nations system, as well as international and regional financial institutions involved in the eradication of poverty, to support and expand the incorporation of the microcredit approach into their programmes.[600] Another means to achieve the eradication of poverty was the implementation of the enhanced programme of debt relief for the heavily indebted poor countries without delay and the cancellation of all official bilateral debts of those countries, once they're made demonstrable commitments to the reduction integrated in their overall development strategy.[601] Finally, the Assembly stressed the importance at country level, of maintaining sound macroeconomic policies and developing effective institutional and regulatory frameworks and human resources, in order to realize the mutually reinforcing objectives of poverty eradication and development.[602]

170.   The Assembly declared 2005 the International Year of Microcredit, with the aim to give impetus to microcredit and microfinance programmes and activities around the world, including, *inter alia*, through sharing of best practices and lessons learned and to further enhance financial sector developments that support sustainable pro-poor financial services, increasing the capacity of microcredit and microfinance service providers to address needs more efficiently, and through promoting strategic partnerships between United Nations system organizations and other microcredit and microfinance stakeholders.[603] The Department of Economic and Social Affairs and the United Nations Capital Development Fund jointly coordinated the activities for the Year, with the support and ongoing efforts of public and private development agencies, including the Consultative Group to Assist the Poor.[604] The coordinated and ongoing efforts made by the United Nations regional organizations, funds, programmes and specialized agencies in charge of operational activities related to development and the promotion of microcredit and microfinance institutions, resulted in, *inter alia*, the development of entrepreneurship.[605] An important outcome of the Year was the establishment of the United Nations Advisers Group on Inclusive Financial Sectors, which provided advice and guidance to the United Nations system on means to make a variety of financial services accessible for the poor and small enterprises across the globe.[606]

171.   The ACC (now CEB), during the period under review, supported the call by the General Assembly at its twenty-fourth special session to launch a global campaign on poverty eradication, recommended that specialized agencies of the United Nations system prepare an analysis of their contributions to the Millennium Summit's poverty target, and proposed that the

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[600] See G A Resolutions 55/210, 59/246, para. 4, 59/247, 60/2, para. 23, 61/214, para. 7, and Role of microcredit and microfinance in the eradication of poverty, Report of the Secretary-General, A/63/159, and First United Nations Decade for the Eradication of Poverty (1997-2006), Report of the Secretary-General, Addendum, Activities of the United Nations system in support of national efforts, A/56/229/Add.1.

[601] See G A Resolutions 55/210, and 55/212.

[602] See G A Resolutions 55/212, and 59/246.

[603] Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006) and draft programme of action for the International Year of Microcredit, 2005, Report of the Secretary-General, A/58/179, and G A Resolution 58/221.

[604] See G A Resolutions 58/221, 61/214, and 59/246.

[605] See G A Resolution 59/246, para. 4.

[606] See United Nations Capital Development Fund, Final Report, 2005 - International Year of Microcredit.

World Bank might consider collaborating on an annual review of flows of concessional funding for programme elements relevant to the global campaign. [607] The Campaign was also recommended in General Assembly Resolution S-24/2. The Secretary-General asserted that this campaign provided focus and coordination to efforts at all levels for the achievement the MDG. [608] The Secretary-General, drawing on ACC's recommendations, addressed the importance of improving the effectiveness of activities of the United Nations system in order to assist Member States with achieving and monitoring progress towards the poverty eradication-related goals set out in the outcomes of the twenty-fourth special session and the Millennium Summit.[609] He particularly stressed that it was imperative for United Nations organizations to internalize poverty reduction goals and consolidate their activities for the enhancement of the overall coordination of the Organizations poverty eradication activities, including analytical, statistical and programme planning activities.[610]

172.   Further to the Monterrey Consensus of the International Conference on Financing for Development, and the Johannesburg Declaration on Sustainable Development and the Plan of Implementation of the World Summit on Sustainable Development ("Johannesburg Plan of Implementation"), the Assembly established at the World Summit on Sustainable Development, the World Solidarity Fund to eradicate poverty and for the promotion of social and human development in the developing countries, while stressing that the contributions would be voluntary as well as the necessity to avoid duplication of existing United Nations funds.[611] The Secretary-General submitted to the Assembly, at its fifty-seventh session, his recommendations on mechanisms, modalities, terms of reference, mandates and governance for the operationalization of the fund.[612] The Fund was operated as a voluntary trust fund managed by UNDP, through the United Nations Capital Development Fund (UNCDF), focused on implementing the achievement of the MDGs, namely to finance actions for the improvement of living standards of impoverished communities at a local level.[613] The UNDP Administrator, *inter alia*, mobilized the financial resources of the Fund in order to enable it to start its activities in poverty alleviation, as recommended by the Council.[614] Further to Resolution 58/222 of the Assembly, the Administrator of the United Nations Development Programme, took further measures to operationalize the World Solidarity Fund by establishing, on an urgent basis, the

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[607] See Report of the High-level Committee on Programmes on its first regular session of 2001, ACC/2001/6, and Global campaign for poverty eradication, Note by the Secretariat, E/2001/84, and Integrated and coordinated implementation of and follow-up to the outcome of the major United Nations conferences and summits, including the Millennium Summit, Report of the Secretary-General, A/57/75–E/2002/57, and Economic and Social Council Resolution 2008/28, para. 9.

[608] See First United Nations Decade for the Eradication of Poverty (1997-2006), Report of the Secretary-General, A/56/229 & Corr.1, and Integrated and coordinated implementation of and follow-up to the outcome of the major United Nations conferences and summits, including the Millennium Summit, Report of the Secretary-General, A/57/75–E/2002/57.

[609] See Global campaign for poverty eradication, Note by the Secretariat, E/2001/84.

[610] *Ibid*.

[611] See G A Resolutions 57/265, para. 1, 58/222, para. 28, 59/247, para. 36, 60/2, paras. 17 and 41.

[612] See e.g. G A Resolutions 56/207, 57/265, para. 2, and Establishment of the World Solidarity Fund, Note by the Secretary-General, A/58/72 / E/2003/53.

[613] Proposal to establish a world solidarity fund for poverty eradication, Report of the Secretary-General, A/57/137, and Establishment of the World Solidarity Fund, Note by the Secretary-General, A/58/72 / E/2003/53.

[614] See Economic and Social Council Resolution 2003/4.

high-level committee with the task of defining the strategy of the Fund and to mobilize resources to enable it to start its activities in the field of poverty alleviation.[615]

173.   The Secretary-General, noting that three quarters of the world's poor communities were located in rural areas of developing countries, depending principally on agriculture and related activities for their livelihood, stated that rural development was crucial for the achievement of development goals, i.e. the MDGs.[616] An integrated approach of operational activities reflecting the multidimensional nature of poverty was necessary to achieve rural development, and this strategy should encompass economic, social and environmental dimensions as well as consist of mutually reinforcing policies and programmes that address the various rural and national development–related issues.[617] The Committee for Development Policy recommended that developing countries and the international community should prioritize four areas: expanding education and health services; increasing agricultural productivity and non-farm activities through the use of technology; improving access to local, national and global markets; and examining policies through "rural lenses" with a special focus on women.[618]

174.   During its coordination segments, the Council encouraged a further enhancement of an efficient use of resources within the mandates of organizations of the United Nations system and, to this end, emphasized the need to provide appropriate resources to relevant specialized agencies for the promotion of integrated rural development.[619] Among the measures recommended by the Council were, *inter alia*, the mobilization of public and private investment, as well as improved access to credit for the development of rural infrastructure so as to enhance productivity and increase access to markets and information, the establishment and strengthening of rural financial institutions, including microcredit/micro financing, and the development of microenterprises and small and medium-sized enterprises, underlining the importance of the International Year of Microcredit as a platform to promote these goals.[620] Member States, funds, programmes and agencies of the United Nations system, the Bretton

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[615] See G A Resolution 58/222, para. 29.

[616] See Promoting an integrated approach to rural development in developing countries for poverty eradication and sustainable development, Report of the Secretary-General, E/2003/51, and United Nations Public-Private Alliance for Rural Development, Report of the Secretary-General, E/2007/61, and E/2008/29–E/CN.17/2008/17.

[617] See Promoting an integrated approach to rural development in developing countries for poverty eradication and sustainable development, Report of the Secretary-General, E/2003/51, and the Ministerial Declaration of the Economic and Social Council - "Ministerial Declaration Promoting an Integrated Approach to Rural Development in Developing Countries for Poverty Eradication and Sustainable Development", and Promoting an integrated approach to rural development in developing countries for poverty eradication and sustainable development, Report of the Secretary-General, E/2003/51, and Economic and Social Council Resolutions 2004/48, para. 2, 2005/45, and Coordinated and integrated United Nations system approach to promote rural development in developing countries, with due consideration to least developed countries, for poverty eradication and sustainable development, Report of the Secretary-General, E/2004/58, and United Nations Public-Private Alliance for Rural Development, Report of the Secretary-General, E/2007/61, and E/2008/29–E/CN.17/2008/17.

[618] See Coordinated and integrated United Nations system approach to promote rural development in developing countries, with due consideration to least developed countries, for poverty eradication and sustainable development, Report of the Secretary-General, E/2004/58.

[619] See Economic and Social Council Resolution 2004/48, para. 2, and Coordinated and integrated United Nations system approach to promote rural development in developing countries, with due consideration to least developed countries, for poverty eradication and sustainable development, Report of the Secretary-General, E/2004/58.

[620] See Economic and Social Council Resolution 2004/48, para. 5, and E/2008/29–E/CN.17/2008/17, and Role of microcredit and microfinance in the eradication of poverty, Report of the Secretary-General, A/63/159.

Woods institutions, civil society, the private sector and other relevant stakeholders consequently established a multitude of partnerships for the promotion of sustainable rural development at the field level, further to Resolution 58/129 adopted by the Assembly and taking into account the implementation of the United Nations Development Assistance Framework.[621]

175.   The Council stressed the importance of improving coordination efforts in the United Nations system in order to support national efforts to increase the school enrolment rate, particularly that of the girl child, and to provide education for poor rural communities, *inter alia*, through the mobilization of necessary financial and technical resources, i.e. modern methodologies and technologies.[622] The relationship between growth and poverty reduction equation, particularly regarding the key elements of the employment strategy were asserted by the Assembly, that recommended, *inter alia*, that specialized agencies focus their operational activities on prioritizing the creation of productive employment in national and international macroeconomic policies, on the integration of employment policies into national poverty reduction strategies, and the enhancement of coherence within the multilateral system in promoting productive and decent work.[623] The Secretary-General urged countries with extreme poverty to make every effort to adopt and implement by 2006 a national development strategy in order to halve poverty by 2015, ensuring that these poverty eradication policies and programmes included measures to foster social integration, with full, productive and decent employment as a central objective of their national and international macroeconomic policies, with set time-bound goals and targets for expanding employment and reducing unemployment.[624] These national development strategies were to be broad and inclusive and were adopted an integrated and holistic approach addressing poverty in all its dimensions.[625]

176.   The Council announced the launch of the Public-Private Alliance Foundation, with the aim of stimulating an increased awareness of partnerships against poverty, and mobilizing for the achievement of the MDG, supported by Member States, organizations of the United Nations system, the private sector, non-governmental and civil society organizations and other relevant stakeholders to promoting relevant efforts in its pilot countries.[626] Funds, programmes and agencies of the United Nations system, including the Bretton Woods institutions, were invited to support the programmes and activities of the United Nations Alliance in its mission to promote sustainable rural development, consistent with relevant resolutions and decisions of the General Assembly and the Economic and Social Council.[627] The Alliance's mission was to serve as a

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[621] See Economic and Social Council Resolution 2004/48, para. 2, and United Nations Public-Private Alliance for Rural Development, Report of the Secretary-General, E/2007/61.

[622] See Economic and Social Council Resolutions 2004/48, paras. 1, 3 and 16, 2008/28, para. 5, and Report of the Economic and Social Council for 2008, A/63/3/Rev.1.

[623] See The centrality of employment to poverty eradication, Report of the Secretary-General, A/60/314.

[624] See G A Resolutions 52/193, and 62/205.

[625] See Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006), Report of the Secretary-General, A/62/267.

[626] See Letter dated 8 June 2007 from the Permanent Representative of Madagascar to the United Nations and the Chargé d'affaires a.i. of the Permanent Mission of the Dominican Republic to the United Nations addressed to the President of the Economic and Social Council, E/2007/81, and Economic and Social Council Resolution 2007/36.

[627] See Economic and Social Council Resolution 2007/36, para. 5.

catalyst and facilitator for the creation of partnerships, by creating a platform for collaboration and informing the international community of these efforts through the Council and, thusly partnership offices in the United Nations system organizations, such as, *inter alia*, the United Nations Development Programme and United Nations Population Fund, should also assist in partnerships within the areas of their mandate and linked to rural development.[628]

177.   During its 2007 Annual Ministerial Review, the Council focused its discussions, *inter alia,* on the eradication of poverty, with its central theme being "Strengthening efforts to eradicate poverty and hunger, including through the global partnership for development".[629] During this high-level forum, several countries, such as Cambodia and Ethiopia, prepared National Voluntary Presentations, that focused on successes as well as challenges identified through their national consultative processes in the implementation of the national development strategy in order to achieve the internationally agreed development goals (IADGs), including the MDGs.[630] Specialized agencies of the United Nations system were invited on this occasion to participate in discussions on strategies and approaches to effectively reduce poverty and exchange lessons learned.[631]

178.   The Secretary-General launched an important communications and advocacy initiative in order to renew political momentum around the MDGs at the midpoint towards the target year 2015. To this aim, he established the United Nations Millennium Development Goal Gap Task Force, to monitor the commitments made under the Millennium Declaration on a global partnership for development, and determine the extent to which they had been fulfilled at the international and country levels, consequently identify gaps and suggesting ways to addressed them.[632] The Task Force developed a common system to track progress and gaps and provided a common framework for monitoring the commitments.[633] The Secretary-General also set up the Millennium Development Goals Africa Steering Group to scale up progress towards the implementation of the MDGs on the African continent.[634] OIOS reported progress on enhancing collaboration among inter-agency coordinating bodies but underlined that the Secretary-General had not established a working group to review the roles and responsibilities of the inter-agency coordinating bodies on common policy issues on the eradication of poverty, and that a strategic approach to system-wide knowledge management networks on issues of poverty eradication had not yet been developed.[635]

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[628] See United Nations Public-Private Alliance for Rural Development, Report of the Secretary-General, E/2007/61.

[629] See Report of the Secretary-General on the Annual Ministerial Review, E/2007/71.

[630] See e.g. Progress in Achieving Cambodia Millennium Development Goals: Challenges and Opportunities, prepared by the Ministry of Planning, May 2007, and The 2007 Annual Ministerial Level Substantive Review of the Economic and Social Council (ECOSOC) Voluntary National Report Emerging Ethiopia: Strengthening Efforts to Eradicate Poverty and Hunger, Including Through the Global Partnership for Development.

[631] See Report of the Secretary-General on the Annual Ministerial Review, E/2007/71.

[632] See Report of the Economic and Social Council, 63/3 and Rev.1.

[633] See The role of the United Nations system in implementing the Ministerial Declaration of the high-level segment of the 2007 substantive session of the Economic and Social Council, Report of the Secretary-General, para. 12.

[634] See Africa's development needs: state of implementation of various commitments, challenges and the way forward, Report of the Secretary-General, A/63/130, paras. 36ss.

[635] *Ibid.*

c.   Human settlements

179.   Further to the United Nations Conference on Human Settlements (Habitat II), in the prior period, and the adoption of Agenda and Global Plan of Action, incorporating specific provisions on the coordination of the specialized agencies in policies and activities implementing the aims of adequate housing for all and sustainable human settlements, the United Nations system made efforts to establish and strengthen cooperation mechanisms to integrate their policies, programmes and operations, as well as establish and foster partnerships.[636] The Agenda also recognized a need to reform the operational activities, calling for specialized agencies to adjust their activities, programmes and medium-term strategies to take   into   account   Habitat   II,   particularly   at   the   country level.[387] Regarding cooperation mechanisms, the Habitat Agenda also emphasized the role of the ACC (and thereafter CEB), to review procedures at the inter-agency level and include the Agenda in the mandates of its task forces.[388] The Task Force on Basic Social Services for All was requested by the ACC to pursue integration of the outcomes of Habitat II, the Committee also invited its other task forces and subsidiary bodies, namely the CCPOQ and the Inter-Agency Committee on Sustainable Development, to include the implementation of Habitat for their programmes of work.[389] The ACC subsequently made the decision that the follow up activities for the implementation of the outcomes of Habitat II should focus on country-level action support, and should involve the development of guidelines to orient the resident coordinator system.[390]

180.   The Commission on Human Settlements, remained the central entity of the United Nations system responsible for monitoring the implementation of the 1996 Habitat Agenda and the MDGs.[637] The Commission acted as the Preparatory Committee for the Assembly's special session for an overall review of the implementation of the 1996 Habitat Agenda, and thus adopted several resolutions on the review and appraisal process.[638] The Commission transmitted two initiatives to the Assembly - the Global Campaign for Secure Tenure and the Global Campaign for Urban Governance - in order to operationalize its own assistance function in implementing the Habitat Agenda.[639] The Assembly's twenty-fifth special session to review and appraise the implementation of the Habitat Agenda, was a global call to action offering a vision of adequate shelter for all and the sustainable development of human settlements, as pursued by the 1996 United Nations Conference on Human Settlements (Habitat II).[640] The Declaration on Cities and Other Human Settlements in the New Millennium was adopted by the Assembly following this special session, by which participants reaffirmed their commitment to the Habitat Agenda, and presented an evaluation of the progress made in its implementation while

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[636] See Implementation of the Outcome of the United Nations Conference on Human Settlements (Habitat II) and of the 25th Special Session of the General Assembly: Report of the 2nd Committee: General Assembly, 58th Session, A/58/491.

[637] See Implementation of the Outcome of the United Nations Conference on Human Settlements (Habitat II) and the Strengthening of the United Nations Human Settlements Programme (UN-Habitat), G A Resolution 58/226.

[638] *Ibid.*

[639] Strengthening the Mandate and Status of the Commission on Human Settlements and the United Nations Centre for Human Settlements (Habitat), G A Resolution 56/206.

[640] See Implementation of the Outcome of the United Nations Conference on Human Settlements (Habitat II) and the Strengthening of the United Nations Human Settlements Programme (UN-Habitat), G A Resolution 58/226.

proposing further action.[641] This Declaration was prepared following input from specialized agencies on targeted initiatives and actions to be undertaken.[642]

181.   The Council discussed human settlements at the Coordination Segment of its Substantive Session for a coordinated implementation of the Agenda as its sectoral theme.[643] Additionally, the Council took several actions in order to support of the implementation of the 1996 Habitat Agenda; the 2000 UN Millennium Declaration; the 2001 Declaration on Cities and Other Human Settlements in the New Millennium; and the human settlements–related elements of the Johannesburg Plan of Implementation.[644]

182.   During the period under review, the Commission on Human Settlements and its secretariat, the United Nations Centre for Human Settlements (Habitat), including the United Nations Habitat and Human Settlements Foundation, were merged by the Assembly into the United Nations Human Settlements Programme (UN-Habitat), a subsidiary organ of the Assembly effective as of 1 January 2002.[645] The former Commission would serve as the UN-Habitat Governing Council. The newly formed UN-Habitat adopted development goals and norms that would continue to support the implementation of the 1996 Habitat Agenda; the 2000 UN Millennium Declaration; the 2001 Declaration on Cities and Other Human Settlements In the New Millennium; and the human settlements related elements of the Johannesburg Plan of Implementation of the 2002 World Summit on Sustainable Development. [646] As further coordination among organization of the United Nations system, the Committee of Permanent Representatives considered, *inter alia*, proposed revisions to UN-Habitat's medium-term plan for 2002-2005, including the addition of a new sub-programme on the financing of human settlements.[647]

183.   Among the actions taken by UN-Habitat, it prioritized the placement of Habitat Programme Managers in several countries to support local, national and regional human settlement development activities, and adopted a comprehensive approach to coordinate a more cohesive response to the urbanization of poverty and social exclusion nationally and internationally.[648] The UN-Habitat Governing Council developed a cooperative approach of its activities in coordination with specialized agencies and adopted the Medium-term Strategic and Institutional Plans for 2008-2013, providing a roadmap for strengthening UN-Habitat's function

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[641] *Ibid.*

[642] See G A Resolution S-25/2.

[643] See Implementation of the Outcome of the United Nations Conference on Human Settlements (Habitat II) and of the 25th Special Session of the General Assembly: Report of the 2nd Committee: General Assembly, 58th Session, A/58/491.

[644] See e.g. GA Resolution S-25/2. Declaration on Cities and Other Human Settlements in the New Millennium.

[645] See G A Resolutions 32/162, by which the Assembly established the United Nations Centre for Human Settlements (Habitat); and 56/206, by which the Assembly transformed the Commission on Human Settlements and the United Nations Centre for Human Settlements (Habitat), including the United Nations Habitat and Human Settlements Foundation, into UN-Habitat.

[646] See G A Resolutions 65/1 and 55/2.

[647] See Implementation of the Outcome of the United Nations Conference on Human Settlements (Habitat II), G A Resolution 54/208.

[648] See Coordinated implementation of the Habitat Agenda, Report of the Secretary-General, E/2005/60.

as an impetus for a coordinated implementation of the Habitat Agenda.[649] The Governing Council also approved the 2010–2011 work programme and assessed the progress made in the implementation of the 2008–2013 medium-term strategic and institutional plan.[650]

d.   Youth and children

184.   The period under review marked the tenth anniversary of the Assembly's adoption of the World Programme of Action for Youth to the Year 2000 and beyond[651]. In observance of this anniversary, the Assembly devoted two of its plenary meetings to the evaluation of the progress in implementing the ten priority areas of action that were identified in the 1995 Programme[652], in addition to the five additional priorities identified in 2003 through a resolution. The plenary meetings resulted in the Assembly calling for the strengthening of efforts to implement the Programme of Action.[653] The activities and programmes of specialized agencies, particularly UNICEF, the World Bank and WHO, continued to focus on the youth perspective in their activities in accordance with the ten recommendations received from the Assembly in the World Programme of Action for Youth to the Year 2000 and Beyond[654]. In 2003, the World Youth Report 2003, a comprehensive analysis of the global situation of youth, reviewed the 10 priority areas of the 1995 World Programme of Action for Youth to the Year 2000 and Beyond, and identified five new concerns that had emerged since the Programme's adoption[655]. In order to support the implementation of the Programme of Actions, the Assembly prepared national reviews and action plans on youth employment and involves youth organizations and young people in the process[656]. The Assembly, on the recommendation of the Economic and Social Council, adopted the Supplement to the World Programme of Action for Youth to the Year 2000 and Beyond, which contained proposals for action on behalf of youth in the areas of globalization, information and communications technology, HIV/AIDS, armed conflict and intergenerational issues. The Assembly proclaimed the year commencing on 12 August 2010 as the International Year of Youth.[657]

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[649] See Rules of Procedure of the Governing Council of the United Nations Human Settlements Programme (Un-Habitat), G A Resolution 58/227.

[650] *Ibid.*

[651] See World Programme of Action for Youth to the Year 2000 and Beyond, G A Resolution 50/81.

[652] See Follow-up to the World Programme of Action for Youth to the Year 2000 and Beyond, Report of the Secretary-General, A/62/61 & E/2007/7.

[653] *Ibid.*

[654] The Programme of Action was based on the results of two high-level global meetings convened in Portugal in 1998: the first world conference of ministers responsible for youth, which adopted the Lisbon Declaration on Youth Policies and Programmes, and the third session of the world youth forum of the United Nations system, which approved the Braga Youth Action Plan.

[655] See Policies and Programmes Involving Youth: 10th Anniversary of the World Programme of Action for Youth to the Year 2000 and Beyond, G A Resolution 59/148.

[656] *Ibid.*

[657] See Policies and Programmes Involving Youth, G A Resolution 60/2.

185.   The Council adopted resolutions on *inter alia* the protection of children, more particularly in situations of armed conflict, on the recommendation of UNICEF with the support of the Security Council.[658] UNICEF also continued its efforts to ensure a focus on youth in the activities and programmes of the United Nations system, collaborating with multi-sectoral partners to ensure an optimal development of children.[659] The Council namely called upon all parties to observe commitments made to protect children. The Commission on Human Rights and the Assembly also took action to protect children's rights. Due to the terrorist attacks in 2001, the Assembly's special session focused on children was postponed to 2002. During the twenty-seventh special session on children the Assembly consulted organizations of the system and adopted the outcome document "A world fit for children", which reaffirmed participants' commitments to act together for the benefit of children and reviewed the progress made in achieving the goals of the World Summit for Children as well as included a plan of action.[660] This was also the first occasion in United Nations meeting history that more than 600 children participated actively as delegates. The Plan of Action of the outcome document of this special session included four major goal areas — promoting healthy lives, providing quality education, protecting children against abuse, exploitation and violence, and combating HIV/AIDS, that the Assembly urged its implementation, making significant progress was made towards mainstreaming children's priorities into national policy.[661] The Assembly also stressed the importance of entities of the United Nations system with regards to the protection of children in difficult circumstances and called again upon them to strengthen inter-agency collaboration in policies and programmes[662], in collaboration with the Special Representative appointed to work on the issue. A series of resolutions included specific calls to the Secretary-General, as the ACC chair, to ensure that organizations of the United Nations system take into account the rights and particular needs of girls.[663]

186.   During the period under review the Assembly held a commemorative high-level plenary meeting devoted to assessing the progress made in the implementation of the outcome document of the special session on children, resulting in the adoption of a declaration in which Member States reaffirmed their commitment to pursuing the agreed global targets and actions for mobilizing resources for children, in accordance with that document.[664] The activities of specialized agencies of the UN system were guided not only by the 1989 Convention on the

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[658]   See Policies and Programmes Involving Youth, G A Resolution 58/133.

[659]   See e.g. UNICEP Core Commitments in emergencies, E/ICEF/2000/12.

[660]   See "A world fit for children", A/S-27/19/Rev.1.

[661]   At least 170 of the 190 countries that had adopted "A world fit for children"—the outcome document of the general assembly's twenty-seventh (2002) special session on children—had taken action on or planned to initiate policies to put the goals of the session into action, and some 105 countries had incorporated those commitments into poverty-reduction strategies, national development plans or sector plans. Of the 190 countries that had adopted "A world fit for children"—the outcome document of the general assembly's 2002 special session on children—at least 172 had taken action on or planned to initiate policies to put the four major goals of the session into practice. 177 were engaged in follow-up activities incorporating the goals contained in the document into their planning processes by developing plans of action on children's issues or integrating the goals into mainstream national development plans, or both.

[662]   See Policies and Programmes Involving Youth, G A Resolution 56/117.

[663]   See e.g. The Girl Child, G A Resolution 60/141.

[664]   See "A world fit for children", A/S-27/19/Rev.1.

Rights of the Child, establishing the international standards of behaviour regarding children, but also by its medium-term plan for 1998-2001[665] before the UNICEF Executive Board approved the medium-term strategic plan for the 2002-2005 period[666] and then the 2006-2009 one[667].

187.   The four core organizational priorities for that 1998-2001 period were: the enhancement of partnerships and promotion of advocacy on children's rights; the enhancement of the survival, development, protection and participation of children; the improvement of the availability and use of data in critical areas; and the strengthening of management and operations. For the 2002-2005 period the five organizational priorities were: girls' education; fighting HIV/AIDS; integrated early childhood development; immunization "plus"; and improved protection of children from violence, exploitation, abuse and discrimination. The 2006-2009 strategic plan focused on the priority areas of young child survival and development; basic education and gender equality; HIV/AIDS and children; child protection from violence, exploitation and abuse; and policy advocacy and partnerships for children's rights. The Assembly urged organizations of the United Nations system to consider the youth perspective when reviewing their medium-term planning [668]. The Programme of Action made the recommendation that organizations identify current and projected programmes that correspond to the priorities areas so they could be emphasized throughout the system.[669]

188.   During the period under examination, the Youth Employment Network that was created by the Secretary-General in collaboration with the ILO and the World Bank, appointed a high-level panel, which prepared policy recommendations for national action and established four top priorities: employability; equal opportunity for young men and women; entrepreneurship; and employment creation. The fourth session of the World Youth Forum of the United Nations System adopted the Dakar Youth Empowerment Strategy, which set out priority areas of action and interest adopted by young people themselves. The third meeting of the High-level Panel of the Youth Employment Network focused on the promotion of the development and financing of youth employment at a national action plan level. [670] The Economic and Social Council considered the issue of the promotion of youth employment.[671] In a resolution on the subject, the Council urged Governments to consider youth employment as an integral part of overall strategies for development and collective security.

e.   Health

189.   During the period under consideration, the Organization continued to take action for the promotion of human health, the coordination of food aid and food security as well as support for

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[665] See Follow-up to the special session of the General Assembly on children, Report of the Secretary-General, A/64/285.

[666] *Ibid.*

[667] *Ibid.*

[668] See Policies and Programmes Involving Youth, G A Resolution 60/2.

[669] See Policies and Programmes Involving Youth, G A Resolution 58/133.

[670] See Implementation of Agenda 21, The Programme for the Further Implementation of Agenda 21 and the Outcomes of the World Summit on Sustainable Development, G A Resolution 58/218,

[671] See e.g. Promoting youth employment, Report of the Secretary-General, A/58/229.

the research in nutrition. A main issue of concern for agencies and organs of the United Nations system was that of tobacco and its ill effects. The Organization estimated that tobacco would be the leading cause of disease by the 2020s.[672] Thus, the Ad Hoc Inter-Agency Task Force on Tobacco Control, made the decision that inter-agency partnerships should focus on the economics of tobacco control, namely through supply and production issues.[673] The World Health Organization (WHO) prepared and adopted a Framework Convention on Tobacco Control in 2004 that was deposited, enabling the treaty to enter into force in 2005.[674]

190.   The World Health Assembly also approved the revised International Health Regulations, which defined the role and mandate of WHO and Member States in the identification and response to public health emergencies.[675] During the third session of the Conference of the Parties to the WHO Framework Convention on Tobacco Control, a working group was established to develop guidelines for implementation of its Article 14, regarding the reduction of demand.[676] The Secretary-General made the recommendation to the Organization to take a strong stance on the issue of second-hand smoke, which resulted in a resolution adopted by the General Assembly banning smoking and tobacco sales at United Nations Headquarters.[677]

191.   Another key concern was that of the spread of malaria and other endemics. So much so, that the Assembly proclaimed the period 2001-2010 the Decade to Roll Back Malaria in Developing Countries, particularly in Africa.[678] In support of the Decade to Roll Back Malaria, the Assembly set targets to be met by 2005 for the treatment and prevention of the disease, and called on the international community to support the development of the capacity to manufacture insecticide- treated nets (ITNs) on the African continent and to facilitate the transfer of technology necessary to make ITNs more effective and long-lasting.[679] Measures were taken to strengthen the Roll Back Malaria initiative, launched by the World Health Organization in the period prior (1998) with the goal of halving the world's malaria burden by 2010, aimed for the expansion of the use of interventions recognized as effective and support of activities that would result in improving the effectiveness of future interventions in future.[680]

192.   In 2005, the Roll Back Malaria Partnership completed a comprehensive review of the epidemiological status of malaria as well as the progress made the disease prevention, resulting

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[672] See Ad Hoc Inter-Agency Task Force on Tobacco Control, Report of the Secretary-General, E/2002/44.

[673] See *Ibid.*, para. 47.

[674] See WHO Framework Convention on Tobacco Control, LC/NLM classification: HD 9130.6, 2003, adopted by the World Health Assembly on 21 May 2003 and entered into force on 27 February 2005.

[675] See International Health Regulations (2005), Third Edition, NLM classification: WA 32.1.

[676] See decision FCTC/COP3(15), and thereafter FCTC/COP4(8) in which the Guidelines for implementation of Article 14 of the WHO Framework Convention on Tobacco Control (Demand reduction measures concerning tobacco dependence and cessation).

[677] See Smoke-free United Nations premises, G A Resolution 63/8.

[678] See 2001-2010: Decade to Roll Back Malaria in Developing Countries, Particularly in Africa, G A Resolution 59/256.

[679] See *Ibid.*

[680] See The Roll Back Malaria strategy for improving access to treatment through home management of malaria, WHO/HTM/MAL/2005.1101.

in the publishing of the first World Malaria Report, which concluded that, while malaria remained a main global issue, progress had been made in addressing it.[681] WHO for its part, firstly established the Global Malaria Programme in order to respond in a coordinated and enhanced way to the needs of malaria-endemic countries through a new strategic direction, and secondly launched guidelines for the treatment of malaria.[682] In its 2006 review of the progress made in meeting the 2010 goals of the Roll Back Malaria Partnership, WHO stated that substantial progress had been made in addressing the disease, however it concluded that malaria control interventions were often inadequate due mainly to lack of funding, technical expertise as well as weak health systems.[683]

193.   The Economic and Social Council called for support to the Organization of African Unity plan of action established to achieve the goal of the Pan-African Tsetse and Trypanosomiasis Eradication Campaign initiative.[684] Despite the relative stability and even decline of tuberculosis trends in certain regions of the world, WHO Regional Committee for Africa stated that tuberculosis remained an emergency in the African continent, and thusly urged Member States to increase their interventions.[685] Regarding of health-related actions, the Assembly recommended efforts to end obstetric fistula, and, in 2008, the Organization considered sickle-cell anaemia as a public health issue, particularly given the gross disparities in managing the disease between States of the North and countries of the South.[686] During the period the Assembly repeatedly urged Member States and entities the United Nations system to promote health-care services, training and technology-transfer programmes in order to improve the lives of those affected.[687]

194.   A final matter to be underlined that was addressed by the Organization during the period under examination was that of the improvement of global road safety. The Assembly invited WHO to coordinate issues of road safety within the United Nations system.[688] Additionally, the United Nations Road Safety Collaboration established a framework for collaboration on road safety issues, and commenced efforts to facilitate the implementation of Resolution 58/289 of the General Assembly, on the improvement of road safety and the recommendations of the *World Report on Road Traffic Injury Prevention*.[689] The Assembly commended WHO's efforts to coordinate with United Nations regional commissions for road

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[681] See World Malaria Report 2008, WHO/HTM/GMP/2008.1.

[682] See Guidelines for the treatment of malaria, 1st Edition, WHO/HTM/MAL/2006.1108.

[683] See Malaria Report by the WHO Secretariat, A58/8.

[684] The Pan African Tsetse and Trypanosomiasis Eradication Campaign (PATTEC) was created following a decision by the African Heads of State and Government at the AU Summit in Lomé, Togo in July 2000 (Decision AGH/Dec.156-XXXVI), and see Economic and Social Council Decision 2001/26.

[685] See Tuberculosis control: the situation in the African Region, Fifty-fifth session of the WHO Regional Committee for Africa, Maputo, Mozambique, 22–26 August 2005, AFR/RC55/20.

[686] See G A Resolutions 62/138 and 63/158 on supporting efforts to end obstetric fistula, as well as Recognition of sickle-cell anaemia as a public health problem, G A Resolution 63/237.

[687] See G A Resolutions 63/33 and 64/108.

[688] See e.g. G A Resolutions 57/309, 58/9, 58/289, 60/5, and 62/244.

[689] See United Nations road safety collaboration: a handbook of partner profiles, NLM classification: WA 275.

safety issues in the United Nations system and the World Bank for establishing the Global Road Safety Facility, the first funding mechanism that supported capacity-building for road safety.[690]

195.   The Economic and Social Council for its part, discussed during its high-level segment the "Current global and national trends and their impact on social development, including public health.", and its annual ministerial review resulted in a outcome document, namely a Declaration with objectives on HIV/AIDS, emerging health threats and epidemics, malaria, tobacco use and road safety.[691]

196.   During its 2009 Annual Ministerial Review, the Council focused its discussions on "Implementing the internationally agreed goals and commitments in regard to global public health".[692] This high-level forum was the occasion for specialized agencies and institutions of the United Nations system to assess the progress made in implementing the United Nations Development Agenda, to review the principal challenges in achieving the international goals and commitments regarding global public health, and finally, to discuss recommendations and proposals for action, including new initiatives.[693]

f.   HIV/AIDS

197.   Further to the adoption of the Millennium Declaration, Member States committed themselves (in Goal 6) to not only stop but also initiate the reversal the spread of HIV/AIDS by 2015, as well as to provide special assistance to children orphaned by HIV/AIDS, and to help the African continent build its capacity to tackle the spread of the HIV/AIDS pandemic and other infectious diseases.[694] During the period under review, the General Assembly convened a Special Session on the Problem of human immunodeficiency virus/acquired immunodeficiency syndrome (HIV/AIDS) in all its aspects in 2001 to review and address the issue of HIV/AIDS as a matter of urgency.[695] This session was seen by many Member States as a first step towards the realization of the commitments of the Millennium Declaration, and resulted in the adoption of the Declaration of Commitment on HIV/AIDS "Global Crisis – Global Action", an important milestone in the history of the epidemic, establishing, for the first time, time-bound goals on prevention, care, support and treatment, impact alleviation, and children orphaned and made vulnerable by HIV/AIDS.[696] In addition, the Security Council discussed the impact of AIDS on

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[690] See Improving global road safety, G A Resolution 62/244.

[691] See Ministerial Declaration – 2009 High-Level Segment, "Implementing the internationally agreed goals and commitments in regard to global public health.

[692] See Annual ministerial review: "Implementing the internationally agreed goals and commitments in regard to global public health", Report of the Secretary-General, E/2009/81.

[693] *Ibid.*

[694] See G A Resolution 55/2.

[695] See Note on the special session of the General Assembly on HIV/AIDS submitted by the President of the General Assembly, HIV/AIDS/CRP.1 and Review of the problem of human immunodeficiency virus/acquired immunodeficiency syndrome in all its aspects, G A Resolution 55/13, and G A Resolution 54/283.

[696] See Declaration of Commitment on HIV/AIDS "*Global Crisis – Global Action*", G A Resolution S-26/2.

peace and security in Africa as a landmark first time that the Council considered a health issue as a threat to peace and security.[697]

198.   As a follow-up to the 2001 special session, the General Assembly further held four high-level plenary meetings for the implementation of the Declaration of Commitment on HIV/AIDS.[698] It further decided to hold a high-level meeting in 2005 to review the challenges to the realization of the commitments of the Declaration of Commitment on HIV/AIDS, in order to contribute to the review of progress on the United Nations Millennium Declaration.[699] The Economic and Social Council requested the United Nations Office of Drugs and Crime (UNODC) to serve as a guide for Member States when dealing with HIV/AIDS in pre-trial and correctional facilities.[700] *The Human Development Report 2005* stated that AIDS' impact resulted in inflicting the single greatest reversal in human development, even though there had been encouraging signs that the epidemic was starting to be contained.[701] The Assembly also adopted a 53-point Political Declaration on the way towards universal access to HIV prevention, treatment, care and support services, committing Member States to address the epidemic through enhanced and stronger national and international action.[702]

199.   The Joint United Nations Programme on HIV/AIDS (UNAIDS) as coordinator of AIDS activities in the UN system, involved an increasing number of actors in the response to the epidemic, to continue to effectively promote HIV/AIDS prevention as a national priority as well as placed an emphasis on the necessity of leadership in all sectors. UNAIDS supported decentralized planning efforts at the community level, promoted synergy with other partners within the framework of national strategies, and sought to prevent the duplication of efforts and fragmentation of resources through the "Three Ones" principle, by which donors agreed to coordinate their work, to promote a coordinated AIDS policy at a national level and to establish country-level evaluation systems.[703] UNAIDS made efforts to coordinate the Organization's activities for AIDS prevention and control, including monitoring the implementation of the Declaration of Commitment on HIV/ AIDS.

200.   In an effort to ensure the implementation of the Declaration, the UNAIDS secretariat along with other partners developed and agreed to a series of actions in the crucial areas of advocacy, normative guidance and operations support, communications and public information, and civil society engagement. UNAIDS appointed a Global Task Team to facilitate and streamline multilateral processes and practices in order to enhance more effective country-led

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[697] See Security Council Resolution 1308 (2000) on HIV/AIDS and International Peacekeeping Operations.

[698] See G A Resolutions, 57/308, 58/236 and 58/313. At its fifty-ninth session, the General Assembly convened, on 2 June 2005, a high-level meeting with a technical focus to review the progress achieved in realizing the commitments set out in the Declaration of Commitment on HIV/AIDS.

[699] In accordance with G A resolution 60/224, the high-level meeting was aimed at continuing the engagement of Member States in a comprehensive global response to HIV/AIDS, G A Resolution 60/224.

[700] See e.g. Resolution 26/2 of the Commission on Crime Prevention and Criminal Justice, Ensuring access to measures for the prevention of mother-to-child transmission of HIV in prisons.

[701]   See   Human   Development   Report   2005,   retrieved   at <http://hdr.undp.org/sites/default/files/reports/266/hdr05_complete.pdf> on 30 December 2018.

[702] See Political Declaration on HIV/AIDS, G A Resolution 60/262.

[703] See Report: The "Three Ones" in action: where we are and where we go from here, UNAIDS, UNAIDS/05.08E.

responses[704] and established the Global Fund to Fight AIDS, Tuberculosis and Malaria.[705] UNAIDS and the World Health Organization (WHO) launched the "3 by 5" initiative, which consisted of a global plan for the provision of antiretroviral therapy to 3 million people in developing countries by the end of 2005 and subsequently observed that, despite these efforts, AIDS remained a leading cause of mortality worldwide and the primary cause of death in sub-Saharan Africa.[706] UNAIDS also developed an action plan in 2006 for entities of the United Nations system specifying 18 "key UNAIDS-deliverables" with the aim to effectively contribute to the strengthening of HIV prevention.[707] It further issues, in 2008 the *Report on the global AIDS epidemic* — the most comprehensive global assessment of the HIV/AIDS.[708]

g.   Food Security

201.   An important issue that arose during the period under review was that of food security, due mainly to the drastic rise in world food prices in in 2007 and the first and second quarter of 2008, which resulted in a global crisis which caused political and economic instability, along with social unrest in both LDCs and developed nations. The Organization therefore continued to take action to promote human health, coordinate food aid and food security and support research in nutrition.[709] Prior to the crisis, the FAO continued to implement the plan of action adopted at the 1996 World Food Summit and convened the World Food Summit: five years later, which resulted in the adopted of a declaration calling on the international community to meet the commitments made at the 1996 Summit to halve the number of hungry to about 400 million by 2015.[710] Particularly during 2005, the World Food Programme (WFP) faced several challenges, due to, *inter alia*, the Indian Ocean tsunami, drought and locusts in the Niger, and continuing conflict in the Darfur region of Western Sudan.

202.   The United Nations Food and Agriculture Organisation (FAO) released a study in 2007 projecting a 49 percent increase in African cereal prices, and 53 percent in European prices, through July 2008, and, subsequently the World Bank, in combination with the International Monetary Fund, made recommendations for a series of measures in order to mitigate the impacts of the crisis, particularly on regions most affected such as the African one, including increased loans to African countries and emergency monetary aid to areas affected the most such as

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[704] See Report of the Secretary-General on the work of the Organization, A/56/1.

[705] See, *inter alia*, Joint United Nations Programme on Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome (UNAIDS), E/2003/L.25/Rev.1.

[706] See Treating 3 million by 2005, Making it happen, The WHO strategy, The WHO and UNAIDS global initiative to provide antiretroviral therapy to 3 million people with HIV/AIDS in developing countries by the end of 2005, NLM classification: WC 503.2.

[707] See UNAIDS action plan on intensifying HIV prevention, UNAIDS/06.09E.

[708] See Report on the global AIDS epidemic, UNAIDS/08.25E / JC1510E.

[709] See e.g. G A Resolution 63/235 and Agriculture development and food security, Report of the Second Committee, A/64/427.

[710] See the Rome Declaration on World Food Security, 1996, and Appendix: Declaration of the World Food Summit: Five Years Later, Declaration of the World Food Summit: five years later, International Alliance Against Hunger, 2002.

Haiti.[711] The FAO stressed the need for immediate funds for World Food Programme, a joint under- taking of the United Nations and the Food and Agriculture Organization of the United Nations, and the Secretary-General established a Task Force on the Global Food Security Crisis composed of the heads of the United Nations specialized agencies, funds and programmes, Bretton Woods institutions in an effort to coordinate efforts to alleviate the crisis and to produce a unified response to the food price crisis.[712] The International Fund for Agricultural Development (IFAD) also made funds available to support poor farmers in the most affected areas boost food production in face of the global food crisis.[713]

203.   As mentioned supra, during its 2007 Annual Ministerial Review, the Council focused its discussions, *inter alia*, on the eradication of hunger, with its central theme being "Strengthening efforts to eradicate poverty and hunger, including through the global partnership for development".[714] During this high-level forum, several countries, prepared National Voluntary Presentations, that focused on successes as well as challenges identified through their national consultative processes in the implementation of the national development strategy in order to achieve the internationally agreed development goals (IADGs), including the MDGs.[715] Specialized agencies of the United Nations system were invited on this occasion to participate in discussions on strategies and approaches to effectively reduce hunger and exchange lessons learned.[716]

204.   In 2008, the FAO hosted a High-Level Conference "World Food Security: the Challenges of Climate Change and Bioenergy", during which $1.2 billion in food aid was committed for the 75 million people in countries hardest hit by rising food prices, in order to to address the world food crisis.[717] Further to the conference, a Declaration was adopted calling on the international community to increase assistance for developing countries, in particular the LDCs and those most affected by high food prices.[718] Late 2008, the international economic deceleration, the decrease in oil prices, and speculation of decreased demand for products across the globe resulted in a reduction in the price of produce, however the FAO, advised against "a false sense of security", stating that the credit crisis could cause farmers to reduce plantings.[719]

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[711] See Statistical Yearbook of the Food and Agricultural Organization, 2007, retrieved at <http://www.fao.org/docrep/018/i3107e/i3107e03.pdf > on 30 December 2018.

[712] See Secretary-General's remarks to the Group of Eight Food Security Session, 10 July 2009, L'Aquila, Italy.

[713] See Press Release, IFAD/25/08.

[714] See Report of the Secretary-General on the Annual Ministerial Review, E/2007/71.

[715] See e.g. Progress in Achieving Cambodia Millennium Development Goals: Challenges and Opportunities, prepared by the Ministry of Planning, May 2007, and the 2007 Annual Ministerial Level Substantive Review of the Economic and Social Council (ECOSOC) Voluntary National Report Emerging Ethiopia: Strengthening Efforts to Eradicate Poverty and Hunger, Including Through the Global Partnership for Development, and Implementation of the International Strategy for Disaster Reduction A/58/277.

[716] See Report of the Secretary-General on the Annual Ministerial Review, E/2007/71.

[717] See High-Level Conference on World Food Security: The Challenges of Climate Change and Bioenergy held in Rome, Italy in June 2008, Report of the Conference, HLC/08/REP.

[718] See Declaration of the High-Level Conference on World Food Security: The Challenges of Climate Change and Bioenergy, Rome, 5 June 2008.

[719] See Biennial Food Outlook report, 2009.

FAO convened a second World Summit on Food Security at its headquarters in 2009, asserting that food prices remained high in developing countries and that the global food security situation has globally worsened.[720]

205.   In 2001, the FAO adopted the International Treaty on Plant Genetic Resources for Food and Agriculture: the treaty entered into force in 2004 as a legally binding agreement that promotes sustainable farming by ensuring equitable access to plant genetic resources and by sharing their benefits among plant breeders, farmers and public and private institutions.

206.   In 2004, the FAO adopted the Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security.

207.   In 2008, FAO launched its Initiative on Soaring Food Prices (ISFP), a series of projects in 48 countries for a total value of US$ 21 million to help small farmers and vulnerable households mitigate the negative effects of rising food and input prices.

208.   In 2009, the Committee on World Food Security (CFS) at its Thirty-fifth Session held from 14 to 17 October 2009 approved document CFS 2009/2 Rev. "Reform of the Committee on World Food Security" which had been under negotiation within the Contact Group for the reform of the CFS. CFS agreed on a substantial reform package aimed at increasing its legitimacy as a decision-making body for global governance of food security.

209.   In 2009, the Global Agriculture and Food Security Program (GAFSP) was launched to assist in the implementation of pledges made by the G20 in Pittsburgh in September 2009. GAFSP is a demand-led and recipient-owned global partnership dedicated to fighting hunger, malnutrition, and poverty by supporting resilient and sustainable agriculture in developing countries that benefits and empowers poor and vulnerable smallholder farmers, particularly women.

3.   RECOMMENDATIONS IN THE ENVIRONMENT AND NATURAL DISASTERS

a.   Environment

210.   Throughout the period under consideration, organizations of the United Nations system continued efforts to protect the environment through comprehensive plans of action, including the Agenda 21 and the MDGs, as well as the activities of the United Nations Environment Programme (UNEP). UNEP continued its efforts to implement the environment-related components of the Johannesburg Plan of Implementation of the 2002 World Summit on Sustainable Development, including at a regional level. Further to the adoption of the MDGs, the first Global Ministerial Environment Forum (during the sixth special session of the UNEP Governing Council) adopted the Malmo Ministerial Declaration, with the goal of setting the environmental agenda for the twenty-first century.[721] The Malmo Declaration contributed to the

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[720] See World Summit on Food Security, Rome, 16-18 November 2009, Draft Declaration of the World Summit on Food Security, WSFS 2009/2.

[721] See Malmö Ministerial Declaration, UNEP/GC/DEC/SS.VI/1, and International cooperation to reduce the impact of El Niño phenomenon A/RES/57/255.

Millennium Summit and to the 10-year review of the implementation of the outcome of the United Nations Conference on Environment and Development in 2002, which together set the global agenda for environment and sustainable development.[722] The UNEP Governing Council (GC) also adopted the report of the Open-ended Intergovernmental Group of Ministers, containing recommendations for improved coherence in international environmental policy-making and on the GC's role in guiding worldwide environmental efforts.[723]

211.   In its capacity as the main body of the United Nations in the field of the environment on a global level, its GC appraised the state of the environment and presented policy options to address present and emerging environmental issues.[724] The strengthened role of UNEP in terms of coordination with other bodies of the United Nations system was asserted through increased interaction with organizations and entities of the system in order to elaborate substantive policy and programme recommendations pertaining to environmental issues. This in accordance with the recommendations received previously, stressing the need for UNEP to focus its activities on its policy coordination function.[725] The Governing Council President examined a summary of discussions among ministers and delegations heads on the environmental underpinnings of the MDGs, held during the session by ministers and delegation heads, as a contribution to the High-level Plenary Meeting of the General Assembly, underlining is central coordination role.[726] UNEP also completed, *inter alia*, the Millennium Ecosystem Assessment (MA) and subsequent global strategy, a four-year international evaluation of the state of major ecosystems and their links with human beings, and discussed the arising policy themes of globalization and the environment — namely international environmental governance and United Nations reform.[727] UNEP also developed its Medium-Term Strategy (2010–2013), setting out the strategic direction for its activities, as well as its first (2003–2008) and second (2009–2014) long-term Tunza strategy for engaging young people in environmental issues.[728] During the period under review, UNEP elaborated a ten-point strategy to facilitate more effective and coordinated delivery of its services and support within the framework of the Bali Strategic Plan for Technology Support and Capacity-building.[729]

212.   The Secretary-General called upon Member States to engage more actively in the Millennium Ecosystem Assessment, which was an international collaborative effort to assess the five   main   ecosystems   (forests,   freshwater   systems,   grasslands,   coastal   areas   and

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[722] *Ibid.*

[723] See Report of the Governing Council of the United Nations Environment Programme on its 7th Special Session G A Resolution, 57/251, and International environmental governance, Note by the Secretary-General, A/CONF.199/PC/3.

[724] See Inventory of UNEP capacity-building and technology support activities Note by the secretariat, UNEP/IEG/IGSP/2/3.

[725] See e.g. Proposed 2007–2011 programme of work of the United Nations Environment Programme Global Programme of Action Coordination Office, Note by the secretariat, UNEP/GPA/IGR.2/4.

[726] See e.g. United Nations Environment Programme, Report of the Governing Council, A/61/25.

[727] See The Millennium Ecosystem Assessment, Note by the secretariat, ICCD/COP(7)/CST/9.

[728] See e.g. Final review of the long-term strategy on the engagement and involvement of young people in environmental issues Report by the Executive Director, UNEP/GC.25/10.

[729] See Bali Strategic Plan for Technology Support and Capacity-building, Note by the Executive Director, UNEP/GC/23/6/Add.1.

agroecosystems).[730] This assessment provided organizations of the United Nations system with access to the necessary data to evaluate the progress made towards conventional objectives.[731] The Economic and Social Council expressed its growing concern that the governance structures in place did not meet the needs of the environmental agenda.[732] As a result, the Council completed a review of international environmental governance, which was aimed at developing a new model asserting the need for sustainable development comprising the interrelated social, economic and environmental requirements.[733] Organizations of the United Nations system were encouraged by the Assembly to increase awareness of the importance of the achievement of sustainable development with the declaration of 2008 being the International Year of Planet Earth.[734] The Secretary-General convened a high-level summit on climate change in 2009 in order to encourage impetus to reach a substantive agreed outcome at the United Nations climate talks in Copenhagen at the fifteenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change.[735] This session resulted in the Copenhagen Accord, asserted the common intent to constrain carbon and respond to climate change, with *inter alia* the long-term goal of limiting the maximum global average temperature increase to no more than 2 degrees Celsius, though participants were unable to agree on the manner to achieve this goal.[736]

213.   The Conference of the Parties to the United Nations Framework Convention on Climate Change adopted firstly the core elements for the implementation of the 1998 Buenos Aires Plan of Action to reduce the risk of global climate change, and secondly the Marrakesh Accords on the modalities, guidelines and mechanisms to assist with the progress of implementing the 1997 Kyoto Protocol, of which the main goal was the reduction of industrialized countries' greenhouse gas emissions.[737] The core aspects for the implementation of the Buenos Aires Plan of Action comprised the establishment of two new funds to assist developing countries in adaptation, technology transfer and emissions reduction, and assist least developed countries in Convention implementation.[738] Organizations of the United Nations system gave particular attention to having a coordinated approach to the adoption of declarations on policies and programmes pertaining to the protection of Ozone Layer, *inter alia*. During its thirteenth session, the Conference of the Parties to the United Nations Framework Convention on Climate Change launched the Bali Action Plan, a comprehensive process to enable a full,

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[730] Implementation of United Nations environmental conventions, Note by the Secretary-General, A/60/171.

[731] *Ibid*.

[732] See President's summary of the coordination segment of the substantive session of the Economic and Social Council 2005, E/2005/89.

[733] See, e.g. Universal membership of the Governing Council/Global Ministerial Environment Forum of the United Nations Environment Programme, Report of the Secretary-General, A/59/262.

[734] See International Year of Planet Earth (2008), GA Resolution 60/192,

[735] See Draft decision -/CP.15 Proposal by the President Copenhagen Accord, FCCC/CP/2009/L.7.

[736] *Ibid*.

[737] See The right to development, Report of the Secretary-General, A/64/256.

[738] See Buenos Aires Plan of Action, FCCC/CP/1998/16/Add.1, Decision 7/CP.4, and Outcome of the sessions of the Conference of the Parties to the United Nations Framework Convention on Climate Change, Note by the Secretary-General, A/56/509.

effective and sustained implementation of the Convention through long-term cooperative action.[739]

214.   The Inter-Agency Committee on Sustainable Development (IACSD), continued its coordination role for the implementation by the United Nations system of policy and action recommendations of the Earth Summit, providing leadership in specific programme areas.[740] Further to the Secretary-General's programme for reform of the United Nations system, the CEB endorsed the creation of two organizations to replace the subcommittees of the IACSD, i.e. firstly the Oceans and Coastal Areas Network became UN Oceans, a mechanism for inter-agency coordination on ocean and coastal issues, and secondly the Subcommittee on Water Resources became UN Water, as the inter-agency mechanism for the follow-up to the World Summit on Sustainable Development and the MDGs related to water.[741]

b.   Protection and preservation of the marine environment and conservation and sustainable use of marine biodiversity

215.   During the period under examination, the General Assembly, as the global institution having the competence to undertake an annual consideration and review of ocean affairs and the law of the sea, continued to promote greater cooperation and coordination concerning the protection of the marine environment including through the United Nations Open-ended Informal Consultative Process on Oceans and the Law of the Sea (the Informal Consultative Process) established in 1999 in order to facilitate the annual review by the General Assembly, in an effective and constructive manner, of developments in ocean affairs and the law of the sea by considering the report of the Secretary-General on oceans and the law of the sea and by suggesting particular issues to be considered by it, with an emphasis on identifying areas where coordination and cooperation at the intergovernmental and inter-agency levels should be enhanced (resolution 54/33). In particular, at its first ten meetings, the Informal Consultative Process focused on, inter alia: the protection and preservation of the marine environment;[742] capacity-building, regional cooperation and coordination and integrated ocean management;[743] protecting vulnerable marine ecosystems;[744] new sustainable uses of the oceans, including the conservation and management of the biological diversity of the seabed in areas beyond national jurisdiction;[745] fisheries and their contribution to sustainable development;[746] marine debris;[747] ecosystem approaches and oceans;[748] marine genetic resources;[749] and the implementation of

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[739] See Bali Action Plan, Decision -/CP.13.

[740] See Sustainable development: implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development, Report of the Second Committee, A/60/488/Add.1.

[741] See Report of the High-Level Committee on Programmes on its fifth session, CEB/2003/4.

[742] A/57/80

[743] A/57/80

[744] A/58/95

[745] A/59/122

[746] A/60/99

[747] A/60/99

[748] A/61/156

the outcomes of the Informal Consultative Process, including a review of its achievements and shortcomings in its first nine meetings.[750]

216.   On the basis of the discussions at the Informal Consultative Process, the General Assembly, in its annual resolutions on the oceans and the law of the sea, called for a number of measures concerning the areas of focus, including with a view to enhancing inter-agency cooperation and coordination.[751] In particular, with regard to new sustainable uses of the oceans, including the conservation and management of the biological diversity of the seabed in areas beyond national jurisdiction, the General Assembly, in its resolution 59/24 of 17 November 2004, decided to establish an Ad Hoc Open-ended Informal Working Group to study issues relating to the conservation and sustainable use of marine biological diversity beyond areas of national jurisdiction (the Working Group): (a) To survey the past and present activities of the United Nations and other relevant international organizations with regard to the conservation and sustainable use of marine biological diversity beyond areas of national jurisdiction; (b) To examine the scientific, technical, economic, legal, environmental, socio-economic and other aspects of these issues; (c) To identify key issues and questions where more detailed background studies would facilitate consideration by States of these issues; and (d) To indicate, where appropriate, possible options and approaches to promote international cooperation and coordination for the conservation and sustainable use of marine biological diversity beyond areas of national jurisdiction. During the period under review, the Working Group held two meetings.[752]

217.   The first phase of the implementation of the Global Programme of Action for the Protection of the Marine Environment from land-based Activities (GPA) for the Protection of the Marine Environment from Land-based Activities was completed in 2000, including, *inter alia*, the completion of ten regional evaluations and nine regional programmes. [753] The organization continued to stress the importance of coordination mechanisms for specialized agencies and other bodies to implement the protection of the marine environment in their activities.[754] Further to the GPA, the Global International Waters Assessment was inaugurated in 2000, in order to assess the international waters in 66 subregions, including the ecological status as well as the causes of the environmental issues in those areas.[755] UNEP issued a report of the Global International Waters Assessment, confirming that pressures from human actions had weakened the capacity of aquatic ecosystems to perform essential functions, and, consequently, compromising human well-being and development.[756]

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[749] A/62/169

[750] A/64/131

[751] See GA resolutions 64/71, 63/111, 62/215, 61/222, 60/30, 59/24, 58/240, 57/141, 56/12 and 55/7.

[752] A/61/65 and A/63/79 and Corr.1.

[753] See Oceans and the Law of the Sea: A Regular Process for the Global Reporting and Assessment of the State of the Marine Environment: Proposals on Modalities, Report of the Secretary-General, A/58/423.

[754] *Ibid.*

[755] See e.g. Guidance on the implementation of the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities for 2007–2011: Global Programme of Action contribution to the internationally agreed goals and targets for the sustainable development of oceans, coasts and islands, Note by the secretariat, UNEP/GPA/IGR.2/3.

[756] See GA Resolution 63/111.

218.   The Global International Waters Assessment convened several International Workshops on the regular process for global reporting and assessment of the marine environment and its socio-economic components. [757] The conclusions reached by these Workshops were endorsed by the Assembly that launched an "assessment of assessments", while emphasizing the function of specialized agencies in categories such as land-based pollution.[758]

219.   After the 2002 United Nations World Summit on Sustainable Development held in Johannesburg, South Africa,[759] States established the Regular Process for Global Reporting and Assessment of the State of the Marine Environment, including Socioeconomic Aspects (the "Regular Process"), as the global mechanism, accountable to the General Assembly, to regularly review the environmental, economic and social aspects of the state of the world's oceans, both current and foreseeable. The Regular Process was also created to contribute to the strengthening of the regular scientific assessment of the state of the marine environment in order to enhance the scientific basis for policymaking.

220.   In 2009, following the launch of the Assessment of Assessments,[760] the General Assembly endorsed the recommendations adopted by the Ad Hoc Working Group of the Whole which proposed a framework for the Regular Process[761] with a first cycle being held from 2010 to 2014, and with the Division for Ocean Affairs and the Law of the Sea designated as the secretariat of the Regular Process.

221.   UNEP monitored the activities of specialized organizations, including the Subcommittee on Oceans and Coastal Areas (SOCA) and the Subcommittee on Water Resources (SWR), in the area of the environment, in particular their actions implementing the GPA.[762]

222.   During the period under review, the Organization pursued its recommendations to specialized agencies, specifically the FAO to continue to report on conservation of living marine resources and the regulation of fishing.[763] In its resolution 59/25 of 17 November 2004, the General Assembly called upon States, either by themselves or through regional fisheries management organizations or arrangements (RFMO/As), where these are competent to do so, to take action urgently, and consider on a case-by-case basis and on a scientific basis, including the application of the precautionary approach, the interim prohibition of destructive fishing practices, including bottom trawling that has adverse impacts on vulnerable marine ecosystems,

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[757] See e.g. Global International Waters Assessment for the Russian Arctic (GIWA region 1a), as determined during three workshops.

[758] See Oceans and the law of the sea, G A Resolution 60/30.

[759] GA resolution 57/141.

[760] GA resolutions 58/240 and 60/30.

[761] GA resolution 64/71.

[762] See Results of the review by the Commission on Sustainable Development of the sectoral theme of "Oceans and seas": international coordination and cooperation, G A Resolution 54/33.

[763] See The status and implementation of the Agreement for the Implementation of the Provisions of the United Nations Convention for the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks (the Fish Stocks Agreement) and its impact on related or proposed instruments throughout the United Nations system, with special reference to implementation of Part VII of the Fish Stocks Agreement, dealing with the requirements of developing States, Report of the Secretary-General, A/58/215.

including seamounts, hydrothermal vents and cold water corals located beyond national jurisdiction, until such time as appropriate conservation and management measures have been adopted in accordance with international law. It subsequently undertook, in 2006 and 2009, respectively reviews of measures taken by States and regional fisheries management organizations and arrangements to address the impacts of bottom fishing on vulnerable marine ecosystems and the long-term sustainability of deep-sea fish stocks, and adopted provisions in this regard in its resolutions on sustainable fisheries.[764]

223.   The Secretary-General, in response to the request of the General Assembly, contained in paragraph 17 of its resolution 59/25, to present to the Review Conference on the Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks a comprehensive report prepared in cooperation with the FAO, prepared a report on the implementation of the Agreement by States and RFMO/As.[765]

c.   Natural disasters

224.   During the period under examination, organizations of the United Nations system continued to emphasize the importance of strengthening a coordinated response of specialized agencies to natural disasters affirmed by the Yokohama Strategy and Plan of Action, adopted in 1994, the Hyogo Declaration and the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters, particularly regarding commitments related to assistance for developing countries vulnerable to natural disasters and for risk-reduction activities of disaster-stricken States transitioning towards sustainable physical, social and economic recovery.[766] The Assembly not only encouraged specialized agencies of the United Nations system to cooperate with the Secretary-General, the Under-Secretary-General for Humanitarian Affairs, ERC and the Inter-Agency Standing Committee to maximize the effectiveness of disaster preparedness, but also welcomed the expansion of the United Nations disaster assessment and coordination teams given the increased occurrence of natural disasters.[767] The Assembly, further to the review of the International Decade for Natural Disaster Reduction (IDNDR), urged the international community to continue to address ways and means, *inter alia* through cooperation and technical assistance, to reduce the harmful effects of natural disasters, including those caused by extreme weather occurrences, particularly in vulnerable developing countries, through the implementation of the International Strategy for Disaster Reduction (ISDR).[768] In response to the impetus given to disaster reduction, agencies

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[764] See GA resolutions 61/105 and 64/72.

[765] A/CONF.210/2006/1.

[766] See Decision of the Economic and Social Council 2000/206, and G A Resolutions 57/256, 58/214, 60/125, 60/195, 61/198, 62/92, 62/192, 63/217, 63/216, and 64/200, 61/200, and Report of the Secretary-General and G A Economic and Social Council 2004/219, Reports of the Secretary-General on the Implementation of the International Strategy for Disaster Reduction A/59/228, Corrigendum A/61/229/CORR.1 and A/62/320.

[767] See G A Resolution 55/163, and Economic and Social Council Resolution 2005/4, and International cooperation to reduce the impact of El Niño phenomenon A/RES/56/194.

[768] See G A Resolution 59/233, and Report of the Secretary-General on the Implementation of the International Strategy for Disaster Reduction A/62/320.

of the United Nations system with mitigation responsibilities, such as UNDP, FAO, WFP, the World Meteorological Organization (WMO) and the World Bank, increased their disaster reduction capacities and funding.[769] The Assembly encouraged the Inter-Agency Task Force for Disaster Reduction to enhance the coordination on activities promoting disaster reduction, including making accessible to relevant United Nations entities information on option for natural disaster reduction, such as severe natural hazards and extreme weather-related disasters.[770]

225.   The ACC (now CEB) also invited the Task Force to put an emphasis on building and strengthening the capacities of disaster-prone countries through research and the training of experts and observed that it should consider establishing a working group on science and technology.[771] The Committee underlined that the development aspects of the Strategy should be considered by the General Assembly's Second (Economic and Financial) Committee, whereas the relief, emergency and humanitarian aspects should be addressed by the Third (Social, Humanitarian and Cultural) Committee.[772] The ACC (now CEB) also asserted that the UN Office for Disaster Risk Reduction UNISDR secretariat should maintain a distinct and multidisciplinary aspect under the joint ownership of ACC and that it was imperative to arrange consultations on issues of common interest with specialized agencies within their mandate as well as on the development of Task Force work plans.[773]

226.   The organization reiterated the importance for the World Conference on Disaster Reduction to conclude the review of the *Yokohama Strategy for a Safer World: Guidelines for Natural Disaster Prevention, Preparedness and Mitigation* and its *Plan of Action*, in order to review the guiding framework on disaster reduction for the twenty-first century, and to focus on specific activities pertaining to the *Plan of Implementation of the World Summit on Sustainable Development on vulnerability, risk assessment and disaster management*.[774] The latter was all the more important given the vital importance of addressing the adverse effects of natural disasters in efforts to achieve the internationally agreed development goals, including those contained in the United Nations Millennium Declaration.[775]

227.   The Council welcomed the decisions made during the United Nations Climate Change Conference in 2007, in particular the Bali Action Plan.[776] The latter Action Plan encourages

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[769] See International cooperation on humanitarian assistance in the field of natural disasters, from relief to development, Report of the Secretary-General, A/56/307, and International cooperation to reduce the impact of El Niño phenomenon A/RES/56/194.

[770] See G A Resolutions 55/197, 58/215, and 59/233, and International cooperation to reduce the impact of El Niño phenomenon A/55/99-E/2000/86.

[771] See Summary of the conclusions of the Administrative Committee on Coordination at its first regular session of 2000, ACC/2000/4, and Summary of the conclusions of the Administrative Committee on Coordination at its second regular session of 2000, ACC/2000/20.

[772] Summary of the conclusions of the Administrative Committee on Coordination at its second regular session of 2000, ACC/2000/20.

[773] *Ibid.*

[774] See G A Resolution 59/233, and Report of the Secretary-General on the Implementation of the International Strategy for Disaster Reduction A/59/228.

[775] *Ibid*.

[776] See Economic and Social Council Resolution 2008/36.

Member States, as well organizations of the United Nations system, to support adaptation to the effects of climate change and to strengthen disaster risk reduction and early warning systems so as to minimize the humanitarian consequences of natural disasters.[777] The Secretary-General submitted a report on the implementation of the ISDR in which he recommended further measures to reduce vulnerability to severe climate-related hazards.[778] The ISDR secretariat engaged the Framework Convention on Climate Change, the World Bank, UNDP, regional organizations and individual Governments in various workshops and high-level policy forums to foster better awareness among policymakers of the advantages of linking frameworks for risk reduction to climate change adaptation and poverty reduction.[779]

228.   The Secretary-General reaffirmed OCHA's central role in the coordination of disaster response preparedness among agencies of the United Nations system, which was welcomed by the Assembly.[780] OCHA conducted an independent review on how to improve the disaster assessment and coordination system among humanitarian agencies of the United Nations, and confirmed the system remained one of the most effective and participatory international rapid response tools available to the Emergency Relief Coordinator, through which disaster management expertise was made available by Member States to respond to sudden emergencies.[781] Given the increase in disasters affecting an entire region, and further to the Secretary-General's recommendation to incorporate disaster reduction in national planning activities, OCHA established offices for regional disaster response advisers to strengthen local capacity-building for natural disasters, preparedness, mitigation and response, which was welcomed by the Assembly.[782] The Assembly stressed the importance of these efforts, particularly through the implementation of the International Strategy for Disaster Reduction, including the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters, and encouraged the institutional arrangements for the International Strategy to continue its work.[783] In addition to the establishment of regional offices, the United Nations Development Programme (UNDP) took the initiative to establish regional disaster reduction advisers, which was welcomed by the Assembly.[784]

229.   The Assembly also encouraged the continuation of initiatives developed in a complementary manner and gave the recommendation to the secretariat of the International

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[777] *Ibid.* para. 9.

[778] Implementation of the International Strategy for Disaster Reduction, Report of the Secretary-General, A/63/351.

[779] See Implementation of the International Strategy for Disaster Reduction Report of the Secretary-General, A/64/280.

[780] See International cooperation on humanitarian assistance in the field of natural disasters, from relief to development, Report of the Secretary-General, A/56/307, and G A Resolution 56/103.

[781] See International cooperation on humanitarian assistance in the field of natural disasters, from relief to development, Report of the Secretary-General, A/56/307, and International cooperation on humanitarian assistance in the field of natural disasters, from relief to development, Report of the Secretary-General, A/58/434.

[782] See International cooperation on humanitarian assistance in the field of natural disasters, from relief to development, Report of the Secretary-General, A/56/307, and International cooperation on humanitarian assistance in the field of natural disasters, from relief to development, Report of the Secretary-General, A/60/227, and G A Resolutions 56/103, 59/212, and 60/125.

[783] See G A Resolution 61/200.

[784] See G A Resolutions 57/152, and 59/231.

Strategy for Disaster Reduction, in collaboration with OCHA, UNDP and other organizations and agencies, to prepare an inventory of disaster mitigation capacity.[785] Specialized agencies of the United Nations system developed the Consolidated Appeals Process (CAP) Needs Assessment Framework and Matrix (NAFM) in order to assess needs consistently across emergencies.[786] The Council also called upon entities of the United Nations system to contribute to the CAP Needs Assessment Framework and Matrix by improving the development of common needs assessments and work towards more effective and coordinated prioritization.[787]

230.   The Assembly called upon Governments to establish national platforms or focal points for disaster reduction, so they may share relevant information on standards and practices, and urged specialized agencies to coordinate their activities with these mechanisms to provide appropriate support, also inviting the Secretary-General to strengthen the regional outreach of the inter-agency secretariat for the ISDR so as to ensure such support.[788] The Assembly asserted that the inter-agency secretariat for the Strategy should develop the cooperation between appropriate regional disaster reduction organizations, stressing that the secretariat should be consolidated to perform its functions effectively, in particular in its role as the focal point in the United Nations system for the coordination of disaster reduction and to assure synergies among the disaster-reduction activities of the United Nations system and regional organizations.[789] A particular emphasis was made on the importance of addressing the underlying risk factors identified in the Hyogo Framework for Action, which advocated for an integration of risk reduction associated with geological and hydrometeorological hazards in disaster risk reduction programmes, including encouraging public awareness of disaster risk reduction.[790]

231.   Entities of the United Nations system also examined impacts related to climate variability, such as El Niño phenomenon, during the period under review. The Secretary-General stated that efforts toward sustainable development were hindered by the impacts resulting from climate variability, so the prevention of such events remained a high priority.[791] He stressed that strengthening the collaboration and synergy between organizations of the United Nations system, and technological and scientific entities, to further understand the El Niño effects and predict its potential impacts and how to develop prevention measures was imperative given the increase in natural disasters.[792] He finally asserted the necessity for national capacity-building programmes to include development-integrated disaster risk

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[785] See International cooperation on humanitarian assistance in the field of natural disasters, from relief to development, Report of the Secretary-General, A/56/307, and G A Resolution 56/103.

[786] Strengthening the coordination of emergency humanitarian assistance of the United Nations, Report of the Secretary-General, A/59/93-E/2004/74, and Economic and Social Council Resolution 2005/4.

[787] See Economic and Social Council Resolution 2005/4.

[788] See G A Resolutions 56/195, and 59/231.

[789] See G A 56/195, para. 21, and International cooperation to reduce the impact of El Niño phenomenon A/RES/56/194.

[790] See G A Resolution 63/217.

[791] See International cooperation to reduce the impact of the El Niño phenomenon, Report of the Secretary-General, A/57/189, International cooperation to reduce the impact of El Niño phenomenon A/RES/59/232 and A/RES/61/199.

[792] *Ibid.*

management plans, and called upon organizations of the United Nations to support the establishment of an international centre for the study of the El Niño phenomenon.[793]

232.   During the period under review, the Organization worked towards the improvement of the efficiency and effectiveness of its early warning capacity, particularly with regards to the international urban search and rescue assistance, as well as the transfer of technology related to early warning systems.[794] The Secretary-General emphasized that within the changing humanitarian landscape, the development of regional capacities for humanitarian action, in terms of emergency preparedness, response and recovery, was vital to the improvement the overall delivery of humanitarian assistance.[795] The Assembly welcomed the facilitation of international urban search and rescue assistance by the Office for the Coordination of Humanitarian Affairs in cooperation with the International Search and Rescue Advisory Group.[796] By Resolution 57/117, the Assembly encouraged the strengthening of the effectiveness and coordination of international urban search and rescue assistance.[797] The Assembly stressed the importance of a coordinated approach by international efforts to enhance the use of national, local and regional capacities for disaster preparedness and response, emphasizing risk reduction and risk management, through disaster preparedness, as a core principle.[798] The improvement of the international response to natural disasters and the strengthening of the capacity of disaster-prone countries faced key challenges identified during the period under review, particularly in developing countries, and in terms of effectively reaching those at risk.[799] In order to overcome these challenges, the promotion of the use of a common methodology in the response to sudden-onset emergencies and increase the number of participants in international response networks.[800] Additionally, the Secretary-General made the recommendations that specialized agencies working with OCHA and the Global Compact (GC) should reorient their disaster response policies and activities from the delivery of goods and services over to supporting and strengthening local, national and regional capacities for disaster management.[801] This approach entailed a greater engagement with the private sector in order to establish partnerships with the private sector to augment its capacity to respond to disasters, implementing coordination mechanisms.

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[793] *Ibid.* para. 6.

[794] See International cooperation on humanitarian assistance in the field of natural disasters, from relief to development, Report of the Secretary-General, A/58/434, and G A Resolutions 59/233, and 64/200.

[795] See International cooperation on humanitarian assistance in the field of natural disasters, from relief to development, Report of the Secretary-General, A/64/331.

[796] See G A Resolutions 57/152, and 59/212.

[797] See G A Resolutions 57/152 and 58/25.

[798] See e.g. G A Resolutions 58/25, 59/233, 62/323, and 64/200, and International cooperation on humanitarian assistance in the field of natural disasters, from relief to development, Report of the Secretary-General, A/59/374.

[799] See International cooperation on humanitarian assistance in the field of natural disasters, from relief to development, Report of the Secretary-General, A/61/314.

[800] *Ibid.* para. 46.

[801] See Economic and Social Council Resolution 2005/4, and International cooperation on humanitarian assistance in the field of natural disasters, from relief to development, Report of the Secretary-General, A/62/323.

233.   Furthermore, the IASC developed a guidance and indicator package to promote the implementation of priority five (preparedness) of the Hyogo Framework for Action, and developed a unified approach to post-disaster recovery in collaboration with the Cluster Working Group on Early Recovery, the Joint Working Group on Transition Issues, and specialized agencies of the United Nations system.[802] The multilateral Global Disaster Alert and Coordination System, a collaboration between the Joint Research Centre of the European Commission and OCHA, was strengthened to regroup all disaster response elements into a single web-based global system, including country-based systems, the European Commission disaster alert tool, seismological laboratories, the United Nations Institute for Training and Research (UNITAR) Operational Satellite Applications Programme, the Humanitarian Early Warning Service and Relief Web.[803] A major challenge remained the integration of knowledge of social and economic communities into the mostly technically based existing systems, and the translation of hazard warnings into risk warnings comprising response advice.[804] In this context. the IASC endorsed the revised Inter-Agency Contingency Planning Guidelines for Humanitarian Assistance, which outlined how the international community could organize itself to complement national action.[805]

234.   The Council examined an evaluation commissioned by the United Nations Emergency Relief Coordinator and the Under-Secretary-General for Humanitarian Affairs, in which they assessed the humanitarian response capacities of agencies of the United Nations system, NGOs, the Red Cross/Red Crescent movement and other key humanitarian actors.[806] The evaluation, known as the Humanitarian Response Review, measured the readiness of international humanitarian organizations to predict, prevent and mitigate the impact of crises on vulnerable populations in natural disasters, and respond effectively to their needs.[807] The main gap identified by the review was the lack of preparedness of organizations of the United Nations system in terms of human resources and sectoral capacities.[808] The Assembly welcomed this report and encouraged a effective cooperation among the affected States, relevant bodies of the United Nations system, and other relevant organizations, such as the International Red Cross and Red Crescent Movement, in the coordination and delivery of emergency relief, stressing the need to further such collaboration throughout relief operations and medium and long term rehabilitation and reconstruction efforts, in a way that decreases vulnerability to natural hazards.[809]

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[802] See International cooperation on humanitarian assistance in the field of natural disasters, from relief to development, Report of the Secretary-General, A/62/323.

[803] *Ibid.*

[804] See Global Survey of Early Warning Systems, Report of the Secretary-General, A/62/340.

[805] See International cooperation on humanitarian assistance in the field of natural disasters, from relief to development, Report of the Secretary-General, A/63/277, and International cooperation to reduce the impact of El Niño phenomenon A/RES/56/194.

[806]   See Economic and Social Council Resolution 2005/4.

[807] *Ibid.*

[808] See *Ibid.*

[809] See G A Resolution 63/141.

235.   The IASC established the "cluster leadership approach" as a mechanism to improve humanitarian response effectiveness and cooperation.[810] During the period under review, in another effort to coordinate the response to natural disasters activities of entities of the United Nations system, the launch of four United Nations inter-agency flash appeals were launched.[811] The first one consisted of the United Nations Disaster Assessment and Coordination (UNDAC) with the support of the WFP, coordinating the responses in 10 disasters. A second flash appeal was the INSARAG organizing "lessons-learned" meetings with Governments and international, national and local response teams to evaluate earthquake response and to encourage inclusion in the INSARAG guidelines.[812] The Assembly, given that the global disaster risk continued to increase, particularly in poorer countries with weaker governance[813], encouraged the Global Facility for Disaster Reduction and Recovery, a partnership of the Strategy system managed by the World Bank, to further develop its support for the implementation of the Hyogo Framework for Action.[814]

4.   RECOMMENDATIONS RELATING TO POLITICAL AND SECURITY QUESTIONS

a.   Sanctions

236.   Further to its imposition of sanctions against several States in the period prior to the one under review, entities of the United Nations continued its coordination efforts for the activities and policies of specialized agencies in providing assistance to   third States adversely affected by such sanctions.[815] Efforts included mainly the assertion that the Council and Assembly should mobilize and monitor economic assistance efforts of specialized agencies to States facing special economic problems as a result of the preventive or enforcement measures imposed by the Security Council and, as appropriate, identify solutions to these special economic problems.[816] This was reaffirmed in the millennium report of the Secretary-General

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[810] See Economic and Social Council Resolution 2007/3.

[811] See G A Resolution 64/200.

[812] See International cooperation on humanitarian assistance in the field of natural disasters, from relief to development Report of the Secretary-General, A/59/374.

[813] See International cooperation on humanitarian assistance in the field of natural disasters, from relief to development Report of the Secretary-General, A/64/331.

[814] See G A Resolution 64/200.

[815] *Ibid.*

[816] See e.g. Assistance to third States affected by the application of sanctions, Note by the Secretary-General, E/2002/65, and Assistance to third States affected by the application of sanctions, Note by the Secretary-General, E/2001/90, and Assistance to third States affected by the application of sanctions, Note by the Secretary-General, E/2002/65, and Implementation of the provisions of the Charter of the United Nations related to assistance to third States affected by the application of sanctions, Report of the Secretary-General, A/60/320, and Implementation of the provisions of the Charter of the United Nations related to assistance to third States affected by the application of sanctions, Report of the Secretary-General, A/62/206.

and the Council took note of his report.[817] The consideration of the assistance to third States was a general one, with the Secretary-General reviewing the Secretariat's capacity and modalities for the implementation of the intergovernmental mandates as well as directing the implementation of the recommendations of the ad hoc expert group meeting on assistance to third States affected by the application of sanctions.[818] The Secretary-General underlined measures taken for the improvement of the procedures and working methods of the Security Council as well as its sanctions committees in relation to the assistance to third States affected by the application of sanctions. The activities and role of the Assembly and the Economic and Social Council were also reviewed by the Secretary-General in the area of assistance to those States.[819]

237.   By a Note of the President of the Council, the Working Group on General Issues of Sanctions was established to develop general recommendations on how to improve the effectiveness of United Nations sanctions, as well as, *inter alia*, to address, within that framework, as appropriate, and with the consensus of its members, a number of sanctions-related issues, including the assessment of the unintended impact of sanctions and ways to assist affected untargeted States. [820] This Working Group focused its efforts on developing recommendations on issues such as, *inter alia*, the working methods of sanctions committees and intercommittee coordination, the capacity of the United Nations Secretariat, coordination within the United Nations system and cooperation with regional and other international organization, the design of sanctions resolutions including the conditions for the maintaining/lifting of sanctions, the unintended impacts of sanctions on third States, targeted sanctions and the implementation of the recommendations of the note by the President of 29 January 1999 (S/1999/92).[821] To this end, the Working Group received briefings from various experts and the Council also decided to extend the mandate of its Informal Working Group on General Issues of Sanctions until the end of 2006.[822] The Working Group noted that, in contrast to comprehensive sanctions, targeted sanctions in general had minimal negative effects on civilian populations and third States.[823] Nevertheless, the Working Group also noted that, if such targeted sanctions were not properly designed and implemented, their legitimacy could be compromised.[824] Consequently, the President of the Security Council made a statement on

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[817] See Assistance to third States affected by the application of sanctions, Note by the Secretary-General, E/2001/90, and Economic and Social Council Decision 2001/315, Document considered by the Economic and Social Council in connection with the question of assistance to third States affected by the application of sanctions.

[818] See Implementation of the provisions of the Charter of the United Nations related to assistance to third States affected by the application of sanctions, Report of the Secretary-General, A/59/334, and Assistance to third States affected by the application of sanctions, Note by the Secretary-General, E/2005/62, and Economic and Social Council Decision 2005/312 where the Council took note of the Secretary-General's 2004 report and his May note, and Implementation of the provisions of the Charter of the United Nations related to assistance to third States affected by the application of sanctions, Report of the Secretary-General, A/60/32.

[819] See Implementation of the provisions of the Charter of the United Nations related to assistance to third States affected by the application of sanctions, Report of the Secretary-General, A/61/304.

[820] See Note by the President of the Security Council, S/2000/319, and Implementation of the provisions of the Charter of the United Nations related to assistance to third States affected by the application of sanctions, Report of the Secretary-General, A/61/304.

[821] See Note by the President of the Security Council, S/2000/319.

[822]   See Security Council Resolution 1732 (2006).

[823]   See Note by the President of the Security Council, S/2006/997, Annex.

behalf of the Council, in which, *inter alia*, the Council resolved to ensure that sanctions would be meticulously targeted toward clear objectives, that were implemented in ways that balanced effectiveness against possible adverse consequences.[825]

238.   Another development on the activities of the Assembly and Council regarding the assistance to third States affected by the application of sanctions was a shift in focus towards more targeted sanctions in the procedures and working methods of the Security Council and its sanctions committees.[826] Competent units within the Secretariat continued to develop their capacity, appropriate modalities, technical procedures and guidelines, in a coordinated manner in order to collect information on the international assistance available to third States affected by the implementation of sanctions and secondly to develop a methodology for assessing the adverse consequences actually incurred by third States so measures of assistance may be established for these States.[827] In the report of the Working Group to the Security Council, recommendations were made for the best practices for the improvement of the design and monitoring of sanctions, however no recommendations were made explicitly referring to way to assist third States affected by the unintended impact of sanctions.[828] After examining its report, the Council decided that the Working Group had fulfilled its mandate as contained in document S/2005/841, and took note of the methods set out, requesting its subsidiary bodies and specialized agencies to consider them as well in their activities.[829]

239.   The competent units of the Secretariat maintained their capacity to compile and evaluate information regarding any special economic problems in third States arising from the application of sanctions and to evaluate any appeals to the Security Council made by such states under the provisions of Article 50 of the Charter of the United Nations.[830] Such monitoring and evaluation efforts allowed for the development and strengthening of capacity within the Department of Economic and Social Affairs in order to improve the modalities, technical procedures and guidelines for the coordination of technical assistance to affected third States.[831] Thus, the shift from comprehensive economic sanctions to targeted sanctions reduced the occurrence of unintended, adverse economic problems in third States with no notifications by third State to the Security Council of special economic problems that have resulted from application of sanctions under Article 50 provisions since 2003.[832] OCHA also published a

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[824] *Ibid.*

[825] See Statement by the President of the Security Council, S/PRST/2006/28

[826] See Implementation of the provisions of the Charter of the United Nations related to assistance to third States affected by the application of sanctions, Report of the Secretary-General, A/63/224, and Implementation of the provisions of the Charter of the United Nations related to assistance to third States affected by the application of sanctions, Report of the Secretary-General, A/64/225.

[827] Implementation of the provisions of the Charter of the United Nations related to assistance to third States affected by the application of sanctions, Report of the Secretary-General, A/61/304.

[828] See Note by the President of the Security Council, S/2006/997, Annex.

[829] See Security Council Resolution 1732 (2006).

[830] See *Ibid.*

[831] See *Ibid.*

[832] See Implementation of the provisions of the Charter of the United Nations related to assistance to third States affected by the application of sanctions Report of the Secretary-General, A/62/206 and Corr.1, and Implementation of the provisions of

handbook and field guidelines destined to be used to assess the humanitarian and related economic and social consequences of sanctions, in order to refine the methodology to develop and assess the impact of targeted sanctions.[833] Furthermore, the Department of Economic and Social Affairs explored collaborative work with other units within the United Nations system in order to incorporate the expertise gained in the application of targeted sanctions.[834]

b.   Democratization and institutional support

240.   During the period under review, the Secretary-General asserted that it was necessary for the Organization as a whole to be better coordinated with resources mobilized more effectively in post-conflict peacebuilding.[835] Entities of the United Nations system should not restrict their role to norm-setting but rather expand it in order to further deepen democratic trends throughout the world.[836] In order to do so, the Secretary-General supported the creation of a United Nations Democracy Fund (UNDEF), a voluntary trust fund to promote democracy worldwide first proposed by United States President George W. Bush and of which the primary purpose would be to promote democracy throughout the world.[837] UNDEF would complement current United Nations efforts and ensure an integrated, holistic, capacity- building and demand-driven approach**.**

241.   Another area of focus in order to ensure a closer coordination of United Nations activities was the establishment a more explicit link between the democratic governance work of the United Nations Development Programme (UNDP) and the Electoral Assistance Division of the United Nations Department of Political Affairs.[838] The Assembly reaffirmed the importance of a coordinated approach in activities and procedures of organizations of the United Nations system, including the Bretton Woods institutions, for the transition from peacekeeping to peace-making as well as for institution-building.[839] There was a particular focus of efforts for the promotion of regional peace, security and stability, especially in Antarctica, the South Atlantic and the Indian Ocean, through the ad hoc committees established by the General Assembly.

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the Charter of the United Nations related to assistance to third States affected by the application of sanctions, Report of the Secretary-General, A/63/224.

[833] *Ibid.*

[834] See Implementation of the provisions of the Charter of the United Nations related to assistance to third States affected by the application of sanctions Report of the Secretary-General, A/62/206 and Corr.1.

[835] See In larger freedom: towards development, security and human rights for all Report of the Secretary-General, A/59/2005, and G A Resolution 55/96.

[836] See In larger freedom: towards development, security and human rights for all Report of the Secretary-General, A/59/2005.

[837] *Ibid,* and Implementation of the International Strategy for Disaster Reduction A/57/190.

[838] See In larger freedom: towards development, security and human rights for all Report of the Secretary-General, A/59/2005, and Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies, Report of the Secretary-General, A/55/489.

[839] See Enhancing the role of regional, subregional and other organizations and arrangements in promoting and consolidating democracy, G A Resolution 59/201, para. 7.

242.   The Fourth International Conference of New or Restored Democracies was held in Cotonou, during which the Cotonou Declaration was adopted, engaging all parties to promote peace and of democracy in all its dimensions, with full respect for human rights, and to develop methods conducive to sustainable development.[840] For the implementation of the Declaration the Conference urged that the follow-up mechanism established by the Third (1997) Conference be strengthened and that the Secretary-General designate a focal point for the support to government efforts.[841] The follow-up mechanism to the Fourth International Conference of New or Restored Democracies Established a comprehensive plan to implement the Cotonou Declaration.[842] The Doha Declaration was adopted at the Sixth International Conference of New or Restored Democracies, which stressed the necessity for a systematic implementation of Conference recommendations, and also established an advisory board and nucleus secretariat to assist with measures to guarantee appropriate follow-up.[843] The Assembly received the text of the Bamako Consensus on "Democracy, Development and Poverty Reduction", adopted by the Fourth Ministerial Conference of the Community of Democracies, which declared the commitment of participants to the enhancement of democratic governance.[844]

243.   A strong emphasis was made on the coordination of entities of the United Nations system in their activities and programmes for the promotion of democratic institutions.[845] The Assembly recognized the indissoluble link between human rights as enshrined in the Universal Declaration of Human Rights and in the international human rights treaties and the foundation of any democratic society, as interdependent and mutually reinforcing.[846] The Assembly also recognized the importance of an increased coordination in activities for the administration of justice and of the continuous development and strengthening of the United Nations human rights mechanisms for the consolidation of democracy.[847]

244.   It was also reaffirmed that good governance was necessary, as asserted in the MDGs, in order to build and strengthen peaceful, prosperous and democratic societies and called upon specialized agencies, including the Bretton Woods institutions and States to support the national development of public administration.[848] Specialized agencies were encouraged to work with the Office of the United Nations High Commissioner for Human Rights, the focal point for democracy, and intergovernmental regional, subregional and other organizations, in order engage actively at the local, national, sub-regional and regional levels for a coordinated

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[840] See Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies, Report of the Secretary-General, A/56/499, para. 12.

[841] *Ibid.* para. 19ss.

[842] See G A Resolution 55/96.

[843] See Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies, G A Resolution 62/7.

[844] See Letter dated 18 January 2008 from the Chargé d'affaires a.i. of the Permanent Mission of Mali to the United Nations addressed to the Secretary-General, A/62/662.

[845] See G A Resolution 55/96, and Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies, Report of the Secretary-General, A/55/489.

[846] See G A Resolution 55/96.

[847] See G A Resolution 59/201, para. 8 (e).

[848] See e.g. G A Resolution 55/96, para. 1 (a).

promotion and consolidation of democracy by, *inter alia*, identifying the best practices, establishing supporting regional, sub-regional and national civic education programmes.[849]

245.   The Organization urged the continuation and expansion of activities carried out by the United Nations system, intergovernmental organizations and Member States to promote and consolidate democracy within the framework of international cooperation and to coordinate effective policies of assistance.[850] The Assembly called upon the Office of the United Nations High Commissioner for Human Rights to continue to encourage the interaction within the United Nations system on the means of promotion of democratic principles, in coordination with, *inter alia*, the Department of Political Affairs of the Secretariat, including its Electoral Assistance Division, and the Department of Economic and Social Affairs of the Secretariat, the United Nations Development Programme, the International Labour Organization, the United Nations Educational, Scientific and Cultural Organization and regional organizations.[851]

c.   Humanitarian assistance

246.   The period under review marked by humanitarian emergencies that far surpassed predicted worst-case scenarios, resulting in a growing need for humanitarian assistance requires greater efficiency in relief efforts carried out by the aid community, civil society and national Governments. The Secretary-General, in his report to the Assembly, asserted that now more than ever there was a need for a revitalized, effective and accountable United Nations that is able to meet the humanitarian challenges ahead.[852] Consequently, the United Nations launched a comprehensive reform of the global humanitarian system in 2005, further to the 1998 reform programme, to further the intensified inter-agency coordination, improved field-level coordination and bolstered resource mobilization efforts of the past decade.[853]

247.   The Assembly called upon organizations of the United Nations system to cooperate with the Secretary-General and the Emergency Relief Coordinator (ERC) to ensure the implementation of and follow-up to agreed conclusions 1998/1 and 1999/1.[854] Entities of the UN system, in consultation with affected Governments, conducted lessons-learned exercises in an effort to better prevent and respond to emergencies, with the recurring call for strong contingency planning, strengthened national disaster management capacity and disaster response coordination mechanisms, including information management and regional cooperation.[855] The Secretariat's Executive Committee on Humanitarian Affairs (ECHA) established a joint Working Group on Transition Issues had been established and the United Nations Development Group (UNDG), with the involvement of the International Organization for Migration, the International Red Cross and Red Crescent Movement and NGOs in order to improve the

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[849] See G A Resolution 59/201, para. 8 (b).

[850] See G A Resolution 59/201, para. 14.

[851] *Ibid.* para. 15.

[852] See G A Resolution 56/107, and Economic and Social Council Resolution 2004/50.

[853] See e.g. Chief Executives Board for Coordination, Summary of conclusions, CEB/2005/2.

[854] See e.g. G A Resolutions 55/164, and 60/124.

[855] See Economic and Social Council Resolution 2002/32.

organization's efforts to transition through more coherent planning, effective handover of coordination responsibilities and appropriate resource mobilization.[856]

248.   The High-Level Panel on United Nations System-wide Coherence in the areas of development, humanitarian assistance and the environment completed a report entitled "Delivering as one" in which it asserted that humanitarian agencies should define their mandates clearly and improve their cooperation on internally displaced persons.[857] The Secretary-General's Policy Committee (PC), in coordination with OCHA, reaffirmed the importance of "integration" as the guiding principle in an integrated United Nations presence and asserted that integration measures should include humanitarian principles and safeguard humanitarian space, while facilitating coordination among relevant entities of the United Nations system.[858] The Secretary-General stated that within the changing humanitarian landscape, developing national and local capacities for humanitarian action, in terms of emergency preparedness, response and recovery, remained essential and a priority in order to mitigate risks to population and to ensure the effectiveness of disaster preparedness, risk reduction and initial response operations and to improve the overall delivery of humanitarian assistance.[859]

249.   One of the main recurring themes of those evaluations was the need for strong contingency planning, strengthened national disaster management capacity and disaster response coordination mechanisms, including the management of information and regional cooperation.[860] Through interagency efforts, including through joint missions, a series of initiatives were developed, such as the inter-agency contingency planning guidelines prepared by the Inter-Agency Standing Committee (IASC) regarding environmental or natural disasters, civil unrest and conflict, or the related refugee outflows and internal displacement.[861] The Secretary-General made recommendations to the General Assembly and the Economic and Social Council for a coordinated response to natural disasters and complex emergencies, the protection of civilians in armed conflict, gender, children and the role of technology in mitigating and responding to natural disasters and other emergencies and the coordinated response to crises of displacement.[862] Assembly and Council addressed the latter recommendations through decisions and emphasized the importance of the discussion of humanitarian policies and activities.[863]

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[856] Strengthening the coordination of emergency humanitarian assistance of the United Nations, Report of the Secretary-General, A/58/89-E/2003/85.

[857] Follow-up to the outcome of the Millennium Summit, Note by the Secretary-General, A/61/583.

[858] See Economic and Social Council Resolution 2008/36.

[859] See International cooperation on humanitarian assistance in the field of natural disasters, from relief to development, Report of the Secretary-General, A/64/331.

[860] See Economic and Social Council Resolution 2002/32, and Economic and Social Council Decision, 2003/210, and Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies, Report of the Secretary-General, A/55/489.

[861] See Strengthening the coordination of emergency humanitarian assistance of the United Nations, Report of the Secretary-General, A/56/95-E/2001/85, and Economic and Social Council Resolution 2002/32.

[862] *Ibid*.

[863] See G A Resolution 55/164, Strengthening of the coordination of emergency humanitarian assistance of the United Nations.

250.   The Assembly also emphasized that the coordination of humanitarian assistance within the United Nations system was a mandate of the Secretary-General, as reflected in resolution 46/182, and that he should ensure that OCHA benefit from adequate and more predictable funding.[864] Recurring issues were the time it took for international responders to coordinate with government and local actors in large-scale disasters, as well as an unequal respect and application of the principles guiding humanitarian activities.[865] Thus, in order to effectively strengthen the coordination of emergency humanitarian assistance of the United Nations system, a reorientation of humanitarian systems was necessary.[866] In an effort to improve such coordination, OCHA established the Humanitarian Reform Support Unit in order to provide support to humanitarian coordinators, field teams and specialized agencies in driving forward the agenda.[867] OCHA defined the latter Unit's priorities as firstly the provision of clarity on the agreed IASC and United Nations policies pertaining to the reform of the humanitarian system, secondly the active communication of these policies to ensure the consistency of approach for successful implementation, and finally the support of this implementation, monitoring and evaluation of the reform, at headquarters and field levels.[868] Progress was further achieved for the initiative by the United Nations Development Group (UNDG) of eight pilot programmes in which the principles of the "One United Nations" approach would be implemented in different countries.[869] The Secretary-General asserted in his report that more thorough and comprehensive proposals were necessary for the streamlining and stated that the establishment of an independent task force to further eliminate duplication within the United Nations system should be considered.[870]

251.   As emphasized prior to the period under review, the coordination of humanitarian assistance and the coordinated response of the Inter-Agency Standing Committee (IASC) to humanitarian emergencies remained one of the main focus areas of entities for the United Nations system.[871] The Secretary-General and the Council examined jointly ways to implement consistency among the political, humanitarian the development and human rights bodies of the United Nations system.[872] Both entities also examined the potential role of technology in mitigating the effects of natural disasters and other humanitarian emergencies, including

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[864] See G A Resolution 57/153.

[865] See Strengthening of the coordination of emergency humanitarian assistance of the United Nations, Report of the Secretary-General, A/61/85–E/2006/81.

[866] *Ibid.*

[867] *Ibid*. para. 14.

[868] See Economic and Social Council Resolution 2006/5.

[869] Recommendations contained in the report of the High-level Panel on United Nations System-wide Coherence in the areas of development, humanitarian assistance and the environment, Report of the Secretary-General, A/61/836.

[870] See Recommendations contained in the report of the High-level Panel on United Nations System-wide Coherence in the areas of development, humanitarian assistance and the environment, Report of the Secretary-General, A/61/836.

[871] See Strengthening of the coordination of emergency humanitarian assistance of the United Nations Report of the Secretary-General, A/55/82-E/2000/61, and Economic and Social Council Resolution 2005/4.

[872] Strengthening of the coordination of emergency humanitarian assistance of the United Nations, Report of the Secretary-General, A/55/82-E/2000/61.

conflicts, particularly in the case of the displacement of persons.[873] The Assembly called upon relevant humanitarian and development organizations of the United Nations system, including the Bretton Woods institutions, to review and coordinate their activities to achieve a greater alignment of their planning and resource mobilization tools, in order to facilitate the transition from relief to development, and to report to the Secretary-General on actions taken in this respect.[874] The Assembly asserted that in order to ensure a smooth transition from relief to development, the repositioned United Nations Development Programme should become the lead in the United Nations system as well as the coordinator for early recovery, and that adequate funding for the United Nations role in early recovery should be secured, even before the United Nations/World Bank Multi-Donor Trust Fund was operational.[875]

252.   During the period under review, the IASC made efforts to strengthen legal and physical protection for civilians in situations of armed conflict and reviewed and sought to overcome constraints to the delivery of humanitarian assistance.[876] A number of inter-agency initiatives were taken to facilitate inter-agency collaboration in disaster reduction issues.[877] Several of these initiatives aimed for the promotion of the rights and welfare of children in conflict situations, and for the prevention of the marginalization of older persons in relief operations.[878] Another initiative of the United Nations Development Programme was the preparation of a comparative country index of vulnerability and disaster risk, in order to develop a global disaster vulnerability report.[879] Another inter-agency initiative focused on United Nations disaster assessment, and consequently coordination teams were strengthened by adding more participants from countries in regions more likely to be affected by disasters and strengthened their regional presence in areas affected by crises.[880]

253.   The IASC also focused its efforts on supporting United Nations country groups to underline to the international the needs and problems of women and girls in conflict and post-conflict situations.[881] The consolidated appeals process was launched globally under the theme

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[873] See *Ibid.*, and Economic and Social Council Resolution 2005/4.

[874] See G A Resolution 57/153.

[875] Follow-up to the outcome of the Millennium Summit, Note by the Secretary-General, A/61/583, and Implementation of the International Strategy for Disaster Reduction A/57/190.

[876] See Strengthening of the coordination of emergency humanitarian assistance of the United Nations Report of the Secretary-General, A/55/82-E/2000/61.

[877] *Ibid.* paras. 10ss.

[878] *Ibid.* e.g. para. 127.

[879] *Ibid.* paras. 59ss.

[880] See Strengthening of the coordination of emergency humanitarian assistance of the United Nations Report of the Secretary-General, A/55/82-E/2000/61, and Strengthening the coordination of emergency humanitarian assistance of the United Nations, Report of the Secretary-General, A/57/77-E/2002/63, and Strengthening the coordination of emergency humanitarian assistance of the United Nations, Report of the Secretary-General, A/58/89-E/2003/85, and G A Resolutions 59/141, and 63/139, and Economic and Social Council Resolution 2005/4, 2006/5, and 2008/36.

[881] See Strengthening the coordination of emergency humanitarian assistance of the United Nations, Report of the Secretary-General, A/57/77-E/2002/63, and Economic and Social Council Resolution 2004/50, and Strengthening of the coordination of emergency humanitarian assistance of the United Nations Report of the Secretary-General, A/63/81–E/2008/71.

"Women and war".[882] The Council called upon the Inter-Agency Standing Committee to undertake a review of its 1999 policy statement on the integration of a gender perspective into humanitarian assistance.[883] The Council welcomed the efforts made by entities of the United Nations system to strengthen the consolidated appeals process as a coordination and strategic planning tool for the provision of humanitarian assistance and transition from relief to development.[884] The Council did however note that, although the appeals process remained a crucial mechanism for humanitarian resource mobilization, there remained consistent shortfalls and therefore encouraged the OCHA to continue to examine these.[885] UN agencies developed the CAP Needs Assessment Framework and Matrix (NAFM) to analyse, compare and present needs assessments consistently across emergencies.[886] The Assembly further called upon organizations of the United Nations system to continue their efforts for the improvement in transparency and reliability of humanitarian needs assessments and for the engagement in the improvement of the consolidated appeals process.[887] A recommended measure, *inter alia*, was the development of the process as an instrument for strategic planning and prioritization in coordination with other relevant organizations, in consultation with the affected State.[888]

254.   The Emergency Relief Coordinator (ERC) worked to expand participation in United Nations disaster assessment and coordination teams and further strengthen the coordination of humanitarian assistance efforts of specialized agencies, and the Assembly and Council welcomed these efforts.[889] The ERC and IASC members developed new policies, training programmes and guidance material for humanitarian staff, and also established practical action to improve the quality and coverage of field operations.[890] In these policies, the IASC reaffirmed the coordination role of the ERC as the interagency focal point for internally displaced persons at the Headquarters level, while the IASC remained the main coordinator at the country level.[891] The OCHA established a small, inter-agency, non-operational Internally Displaced Persons Unit in order to assist and advise the ERC on a coordinated approach to the needs of internally displaced persons.[892] The Assembly also welcomed the creation of a non-

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[882] See Strengthening the coordination of emergency humanitarian assistance of the United Nations, Report of the Secretary-General, A/56/95-E/2001/85.

[883] See Economic and Social Council Resolution 2004/50.

[884] See Strengthening the coordination of emergency humanitarian assistance of the United Nations, Report of the Secretary-General, A/56/95-E/2001/85.

[885] See Economic and Social Council Resolutions 2002/32, and 2003/5, and G A Resolution.

[886] See Strengthening the coordination of emergency humanitarian assistance of the United Nations, Report of the Secretary-General, A/59/93-E/2004/74, and Economic and Social Council Resolution 2005/4.

[887] See G A Resolutions 60/124, and 64/76.

[888] *Ibid*.

[889] See Economic and Social Council Resolutions 2002/32, and 2003/5, and G A Resolutions 57/153, 59/141, and 63/139.

[890] See Strengthening of the coordination of emergency humanitarian assistance of the United Nations, Report of the Secretary-General, A/55/82-E/2000/61, and G A Resolution 56/107.

[891] See Strengthening of the coordination of emergency humanitarian assistance of the United Nations, Report of the Secretary-General, A/55/82-E/2000/61.

[892] See Strengthening the coordination of emergency humanitarian assistance of the United Nations, Report of the Secretary-General, A/56/95-E/2001/85.

operational inter-agency Unit on Internal Displacement in the OCHA, and encourages Member States and specialized agencies to provide it with the necessary resources so it may carry out its activities.[893] In his report on how to strengthen coordination, the Secretary-General affirmed that one of the ERC's crucial roles remained that of advocating respect for the humanitarian agenda and the principles of humanitarian action, particularly in peacekeeping operations.[894] Another challenge was strengthening the ERC's position as the inter-agency focal point on internally displaced persons and engaging him more actively in negotiations for access to vulnerable populations.[895]

255.   In order to strengthen global humanitarian response capacities and improve the overall emergency response system of the United Nations, the ERC completed an independent, system-wide capacity review which analysed potential resources to meet future demands for assistance and protection.[896] Further to this review the ERC and the Under-Secretary-General for Humanitarian Affairs commissioned independent consultants to prepare a report examining the humanitarian response capacities of the United Nations, NGOs, the Red Cross/Red Crescent movement and other key humanitarian actors.[897] The latter evaluation, entitled the Humanitarian Response Review, measured the how prepared international humanitarian organizations were for the prediction, prevention and mitigation of the impact of crises on populations in vulnerable areas in complex emergencies and natural disasters, and effective response to their needs.[898] The Humanitarian Response Review identified that the principal gap in the system was the low level of preparedness of humanitarian organizations in terms of human resources and sectoral capacities.[899]

256.   The ERC, in coordination with specialized agencies, developed various initiatives, based on the guidance provided by the Council in Resolution 2005/4, in an effort to improve the predictability, accountability and effectiveness of humanitarian response, with the development of the "cluster leadership approach", meaning that humanitarian "clusters" or groups of humanitarian organizations and other stakeholders should collaborate to collectively identify gaps in and enhance the effectiveness of responses.[900] This approach entailed that both the system-wide preparedness and the technical capacity would be strengthened by these global "cluster leads", which were responsible for ensuring predictable and effective inter-agency

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[893] See Economic and Social Council Resolution 2002/32.

[894] See Strengthening the coordination of emergency humanitarian assistance of the United Nations, Report of the Secretary-General, A/56/95-E/2001/85.

[895] *Ibid.*

[896] Strengthening of the coordination of emergency humanitarian assistance of the United Nations, Report of the Secretary-General, A/60/87–E/2005/78.

[897] See Economic and Social Council Resolution 2005/4, Strengthening of the coordination of emergency humanitarian assistance of the United Nations.

[898] *Ibid*. para. 4.

[899] See Humanitarian Response Review an independent report commissioned by the United Nations Emergency Relief Coordinator & Under-Secretary-General for Humanitarian Affairs, Office for the Coordination of Humanitarian Affairs (OCHA).

[900] Strengthening of the coordination of emergency humanitarian assistance of the United Nations, Report of the Secretary-General, A/61/85–E/2006/81, para. 18.

responses.[901] An increased effectiveness in partnerships among humanitarian agencies would pave the way for a successful humanitarian reform and focus on three IASC-endorsed pillars, i.e. more adequate and timely financing, namely through the Central Emergency Response Fund; a strengthened Humanitarian Coordinator system, with an enhanced role as strategic leader and coordinator; and implementation of the "cluster approach" to build up capacities in gap areas.[902]

257.   One of the conclusions of these clusters was that, *inter alia*, guidelines, tools and procedures that had been agreed to should be systematically field-tested and applied, and effective mechanisms for monitoring and evaluating the impact of the global cluster capacity-building on the field response should be established.[903] There was a total of 11 cluster working groups, each led by an appropriate organization, and their efforts to pool expertise, agree on common response standards and tools, and develop cluster-specific training programmes in order to share the best practices, efficient contingency planning and field response. [904] Consequently the coordination of specialized agencies in the field was strengthened by the cluster approach, whereby thematic leads were designated for areas that prior had no clear lead organization.[905] IASC utilized the "cluster leadership approach" as an opportunity to review on the findings of the Phase I Cluster Evaluation and to address collectively many of its recommendations.[906] A steering group led by OCHA and composed of United Nations agencies, *inter alia*, was established in order to prepare the terms of reference for the Phase II Cluster Evaluation.[907]

258.   Further to the reform recommendations made by the Committee for Programme and Coordination (CPC) on the Department of Humanitarian Affairs, renamed the Office for the Coordination of Humanitarian Affairs by the Assembly in resolution 52/12, the Office of Internal Oversight Services (OIOS) reviewed the implementation and evaluation of these recommendations.[908] Among the measures implemented, was the enhancement of support to the IASC, additionally progress made to address gaps in the response to emergencies, finally mechanisms to plan and monitor emergency assistance had been improved.[909] However, further efforts remained necessary to make the IASC become more decision-oriented, in order to ensure, in coordination with OCHA, stronger field coordination, to maintain close dialogue with

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[901] *Ibid.* paras. 19ss.

[902] See Economic and Social Council Resolution 2006/5.

[903] See *Ibid.*, and G A Resolution 61/134.

[904] See Strengthening of the coordination of emergency humanitarian assistance of the United Nations, Report of the Secretary-General, A/62/87-E/2007/70, para. 25.

[905] See Strengthening of the coordination of emergency humanitarian assistance of the United Nations, Report of the Secretary-General, A/63/81–E/2008/71, para. 42.

[906] See Economic and Social Council Resolution 2008/36, Strengthening of the coordination of emergency humanitarian assistance of the United Nations.

[907] See IASC Cluster Approach Evaluation, 2nd Phase April 2010, Cluster Approach Evaluation 2 Synthesis Report.

[908] See Triennial review of the implementation of the recommendations made by the Committee for Programme and Coordination at its thirty-seventh session on the in-depth evaluation of the Department of Humanitarian Affairs, Note by the Secretary-General, E/AC.51/2000/5.

[909] *Ibid.* Recommendation 13, paras. 23ss.

activities other than humanitarian assistance and to promote rehabilitation programmes.[910] The Committee for Programme and Coordination stated in its report, that although support to IASC had been enhanced, resulting in progress to address gaps in the response to emergencies, efforts were still necessary to make the Commission more decision-oriented, in order to implement stronger field coordination, maintain close dialogue with activities other than humanitarian assistance and to promote rehabilitation programmes.[911] Further to the CPC's report, and pursuant to Assembly Resolution 46/182 and the Council's agreed conclusions 1998/1, OIOS made the recommendation to develop special emergency rules and procedures, through the establishment of the ICSC Steering Committee, or a similar mechanism, and the ERC should propose to IASC measures to ensure effective follow-up on lessons learned and best practices.[912]

259.   In an effort to transform into action the Secretary-General's recommendations and resolutions on the protection of civilians, closer cooperation and coordination between the United Nations Department of Peacekeeping Operations (DPKO) and OCHA on the protection of civilians, including the adoption of standing operating procedures on those issues as well as a reorganization of the Secretary-General's recommendations into a "road map" that would help assign responsibilities, in collaboration with the Security Council.[913]

260.   The Council recognized that an increased coordination was necessary and complex in post-conflict transition and therefore encouraged specialized agencies of the United Nations system, as appropriate, to enhance their efforts towards an integrated coordination, including *inter alia* inclusive planning, strengthening the United Nations resident coordinator system and the full participation of concerned Governments in needs assessment, planning mechanisms and coordination processes.[914] In order to improve the United Nations system response to the transition of countries emerging from conflict, the standing mechanism for transition planning established in 2003 — i.e. the secretariats of the Executive Committee on Humanitarian Affairs (ECHA), the United Nations Development Group (UNDG) and the Executive Committee on Peace and Security — explored programming approaches, including the repatriation, reintegration, rehabilitation and reconstruction (the "4Rs"), so as to assist persons displaced by conflict make the transition from relief to development.[915] These approaches aimed at ensuring the smooth handover of humanitarian coordination functions to national and international actors in those countries.[916] Furthermore, the Council welcomed the collaborative effort of the United

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[910] *Ibid.*

[911] See Triennial review of the implementation of the recommendations made by the Committee for Programme and Coordination at its thirty-seventh session on the in-depth evaluation of the Department of Humanitarian Affairs Note by the Secretary-General, E/AC.51/2000/5, paras. 28-29.

[912] *Ibid*. Recommendation 19, para. 30.

[913] See Strengthening the coordination of emergency humanitarian assistance of the United Nations, Report of the Secretary-General, A/57/77-E/2002/63.

[914] See Economic and Social Council Resolution 2003/5, Strengthening of the coordination of emergency humanitarian assistance of the United Nations, e.g. para. 17.

[915] *Ibid.*

[916] See Strengthening the coordination of emergency humanitarian assistance of the United Nations, Report of the Secretary-General, A/59/93-E/2004/74, see G A Resolution 60/124.

Nations and the World Bank on the development and implementation of post-emergency programming tools and needs assessment with the full participation of affected States.[917]

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[917] See Economic and Social Council Resolution 2004/50.