



Biennial programme plan and priorities for the period 2014-2015

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Sixty-seventh Session
Supplement No. 6



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Note

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Contents

	<i>Page</i>
Preface	1
Priorities for the period 2014-2015	3
Programme 1. General Assembly and Economic and Social Council affairs and conference management	4
Overall orientation	4
A. Conference management, New York	6
<i>Subprogramme</i>	
1. General Assembly and Economic and Social Council affairs	6
2. Planning and coordination of conference services	7
3. Documentation services	9
4. Meetings and publishing services	11
B. Conference management, Geneva	13
<i>Subprogramme</i>	
2. Planning and coordination of conference services	13
3. Documentation services	15
4. Meetings and publishing services	17
C. Conference management, Vienna	19
<i>Subprogramme</i>	
2. Planning and coordination of conference services	19
3. Documentation services	21
4. Meetings and publishing services	22
D. Conference management, Nairobi	24
<i>Subprogramme</i>	
2. Planning and coordination of conference services	24
3. Documentation services	26
4. Meetings and publishing services	27
Legislative mandates	29
Programme 2. Political affairs	30

Overall orientation	30
<i>Subprogramme</i>	
1. Prevention, management and resolution of conflicts	31
2. Electoral assistance.	33
3. Security Council affairs	34
4. Decolonization	35
5. Question of Palestine	36
6. Counter-Terrorism Implementation Task Force	37
7. Office of the United Nations Special Coordinator for the Middle East Peace Process.	38
8. Peacebuilding Support Office	39
9. United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory	42
10. United Nations Office to the African Union.	43
Legislative mandates.	45
Programme 3. Disarmament	54
Overall orientation	54
<i>Subprogramme</i>	
1. Multilateral negotiations on arms limitation and disarmament.	55
2. Weapons of mass destruction.	57
3. Conventional arms (including practical disarmament measures)	59
4. Information and outreach.	60
5. Regional disarmament	61
Legislative mandates.	62
Programme 4. Peacekeeping operations	68
Overall orientation	68
A. Peacekeeping operations.	70
<i>Subprogramme</i>	
1. Operations	70
2. Military	72
3. Rule of law and security institutions.	73
4. Policy, evaluation and training	75
5. Field administrative support	76
6. Integrated support services	78

B. Peacekeeping missions	79
1. United Nations Truce Supervision Organization	79
2. United Nations Military Observer Group in India and Pakistan	80
Legislative mandates.	80
Programme 5. Peaceful uses of outer space	82
Overall orientation	82
Legislative mandates.	85
Programme 6. Legal affairs	86
Overall orientation	86
<i>Subprogramme</i>	
1. Provision of legal services to the United Nations system as a whole.	87
2. General legal services provided to United Nations organs and programmes.	89
3. Progressive development and codification of international law	90
4. Law of the sea and ocean affairs	92
5. Progressive harmonization, modernization and unification of the law of international trade.	94
6. Custody, registration and publication of treaties	96
Legislative mandates.	98
Programme 7. Economic and social affairs	102
Overall orientation	102
<i>Subprogramme</i>	
1. Economic and Social Council support and coordination	103
2. Social policy and development	106
3. Sustainable development	108
4. Statistics	110
5. Population	112
6. Development policy and analysis	113
7. Public administration and development management	115
8. Sustainable forest management	117
9. Financing for development	119
Legislative mandates.	121
Programme 8. Least developed countries, landlocked developing countries and small island developing States.	136
Overall orientation	136

<i>Subprogramme</i>	
1. Least developed countries	138
2. Landlocked developing countries	140
3. Small island developing States	141
Legislative mandates.	142
Programme 9. United Nations support for the New Partnership for Africa's Development . . .	146
Overall orientation	146
<i>Subprogramme</i>	
1. Coordination of global advocacy of and support for the New Partnership for Africa's Development.	148
2. Regional coordination of and support for the New Partnership for Africa's Development.	150
3. Public information and awareness activities in support of the New Partnership for Africa's Development.	151
Legislative mandates.	152
Programme 10. Trade and development	154
Overall orientation	154
<i>Subprogramme</i>	
1. Globalization, interdependence and development	156
2. Investment and enterprise	158
3. International trade.	160
4. Technology and logistics	164
5. Africa, least developed countries and special programmes.	166
6. Operational aspects of trade promotion and export development.	168
Legislative mandates.	171
Programme 11. Environment	175
Overall orientation	175
<i>Subprogramme</i>	
1. Climate change	179
2. Disasters and conflicts	181
3. Ecosystem management	183
4. Environmental governance.	185
5. Chemicals and waste	187
6. Resource efficiency	190

7. Environment under review	192
Legislative mandates.	194
Programme 12. Human settlements	204
Overall orientation	204
<i>Subprogramme</i>	
1. Urban legislation, land and governance	208
2. Urban planning and design	210
3. Urban economy	212
4. Urban basic services	213
5. Housing and slum upgrading	215
6. Risk reduction and rehabilitation	216
7. Research and capacity development	218
Legislative mandates.	219
Programme 13. International drug control, crime and terrorism prevention and criminal justice	223
Overall orientation	223
<i>Subprogramme</i>	
1. Countering transnational organized crime and illicit drug trafficking	225
2. Prevention, treatment and reintegration, and alternative development	227
3. Countering corruption	229
4. Terrorism prevention	231
5. Justice	233
6. Research and trend analysis	234
7. Policy support	236
8. Technical cooperation and field support	237
9. Provision of secretariat services and substantive support to the governing bodies and the International Narcotics Control Board	238
Legislative mandates.	240
Programme 14. Gender equality and empowerment of women	260
Overall orientation	260
<i>Subprogramme</i>	
1. Intergovernmental support and strategic partnerships	261
2. Policy and programme activities	263
Legislative mandates.	265

Programme 15. Economic and social development in Africa	269
Overall orientation	269
<i>Subprogramme</i>	
1. Macroeconomic analysis, finance and economic development	271
2. Food security and sustainable development	272
3. Governance and public administration	274
4. Information and science and technology for development	275
5. Regional integration, infrastructure and trade	277
6. Gender and women in development	278
7. Subregional activities for development	280
8. Development planning and administration	287
9. Statistics	289
10. Social development	290
Legislative mandates	292
Programme 16. Economic and social development in Asia and the Pacific	308
Overall orientation	308
<i>Subprogramme</i>	
1. Macroeconomic policy and inclusive development	311
2. Trade and investment	313
3. Transport	315
4. Environment and development	317
5. Information and communications technology and disaster risk reduction and management	319
6. Social development	322
7. Statistics	325
8. Subregional activities for development	326
Legislative mandates	332
Programme 17. Economic development in Europe	349
Overall orientation	349
<i>Subprogramme</i>	
1. Environment	351
2. Transport	352
3. Statistics	355
4. Economic cooperation and integration	357

5. Sustainable energy	358
6. Trade	360
7. Forestry and timber.	362
8. Housing, land management and population	364
Legislative mandates.	365
Programme 18. Economic and social development in Latin America and the Caribbean	375
Overall orientation	375
<i>Subprogramme</i>	
1. Linkages with the global economy, regional integration and cooperation	379
2. Production and innovation	382
3. Macroeconomic policies and growth.	384
4. Financing for development	385
5. Social development and equality.	387
6. Mainstreaming the gender perspective in regional development	389
7. Population and development	390
8. Sustainable development and human settlements	393
9. Natural resources and infrastructure	395
10. Planning of public administration	397
11. Statistics	399
12. Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico	401
13. Subregional activities in the Caribbean	403
14. Support to regional and subregional integration and cooperation processes and organizations	405
Legislative mandates.	407
Programme 19. Economic and social development in Western Asia.	442
Overall orientation	442
<i>Subprogramme</i>	
1. Integrated management of natural resources for sustainable development	447
2. Social development.	449
3. Economic development and integration	451
4. Information and communications technology for regional integration	453
5. Statistics for evidence-based policymaking	455
6. Advancement of women.	457

7. Conflict mitigation and development	459
Legislative mandates.	462
Programme 20. Human rights.	471
Overall orientation	471
<i>Subprogramme</i>	
1. Human rights mainstreaming, right to development, and research and analysis	472
2. Supporting human rights treaty bodies	477
3. Advisory services, technical cooperation and field activities	479
4. Supporting the Human Rights Council, its subsidiary bodies and mechanisms	481
Legislative mandates.	483
Programme 21. International protection, durable solutions and assistance to refugees.	501
Overall orientation	501
Legislative mandates.	508
Programme 22. Palestine refugees	509
Overall orientation	509
<i>Subprogramme</i>	
1. A long and healthy life	510
2. Acquired knowledge and skills	511
3. A decent standard of living	512
Legislative mandates.	513
Programme 23. Humanitarian assistance	515
Overall orientation	515
<i>Subprogramme</i>	
1. Policy and analysis	516
2. Coordination of humanitarian action and emergency response.	517
3. Natural disaster reduction	520
4. Emergency support services.	522
5. Humanitarian emergency information and advocacy.	523
Legislative mandates.	524
Programme 24. Public information	530
Overall orientation	530
<i>Subprogramme</i>	
1. Strategic communications services	531

2.	News services	532
3.	Outreach and knowledge services	533
	Legislative mandates	535
	Programme 25. Management and support services	537
	Overall orientation	537
A.	Headquarters	540
	<i>Subprogramme</i>	
1.	Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination ...	540
2.	Programme planning, budget and accounts	544
3.	Human resources management	548
4.	Support services	554
5.	Information and communications technology strategic management and coordination	559
6.	Information and communications technology operations	560
B.	United Nations Office at Geneva	561
	<i>Subprogramme</i>	
2.	Programme planning, budget and accounts (Geneva)	561
3.	Human resources management (Geneva)	562
4.	Support services (Geneva)	563
6.	Information and communications technology operations (Geneva)	564
7.	Library services (Geneva)	565
C.	United Nations Office at Vienna	566
	<i>Subprogramme</i>	
2.	Programme planning, budget and accounts (Vienna)	566
3.	Human resources management (Vienna)	567
4.	Support services (Vienna)	568
6.	Information and communications technology operations (Vienna)	570
D.	United Nations Office at Nairobi	571
	<i>Subprogramme</i>	
2.	Programme planning, budget and accounts (Nairobi)	571
3.	Human resources management (Nairobi)	572
4.	Support services (Nairobi)	573
6.	Information and communications technology operations (Nairobi)	575

Legislative mandates.	576
Programme 26. Internal oversight	583
Overall orientation	583
<i>Subprogramme</i>	
1. Internal audit.	584
2. Inspection and evaluation.	585
3. Investigations	586
Legislative mandates.	587
Programme 27. Jointly financed activities	589
A. International Civil Service Commission	589
Overall orientation	589
B. Joint Inspection Unit.	590
Overall orientation	590
C. United Nations System Chief Executives Board for Coordination	593
Overall orientation	593
Legislative mandates.	597
Programme 28. Safety and security	599
Overall orientation	599
<i>Subprogramme</i>	
1. Security and safety coordination	600
2. Regional field coordination and support.	601
Legislative mandates.	604

Preface

1. The General Assembly, in its resolution 58/269, entitled “Strengthening of the United Nations: an agenda for further change”, requested the Secretary-General to prepare, on a trial basis, for submission to the General Assembly at its fifty-ninth session, a strategic framework to replace the four-year medium-term plan, which would comprise in one document:

(a) Part one: a plan outline, reflecting the longer-term objectives of the Organization;

(b) Part two: a biennial programme plan, to cover two years.

2. The General Assembly also affirmed in that resolution that the strategic framework should constitute the principal policy directive of the United Nations and should serve as the basis for programme planning, budgeting, monitoring and evaluation, in accordance with the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. Pursuant to that resolution, the proposed strategic framework for the period 2006-2007 was submitted to the Assembly at its fifty-ninth session, through the Committee for Programme and Coordination at its forty-fourth session, in 2004. No decision could be reached on part one: plan outline. The Committee did not recommend approval of part one, and the Assembly, in its resolution 59/275, decided to adopt only the biennial programme plan, which was issued with a short introduction listing the priorities approved by the Assembly.¹

3. The General Assembly, in its resolution 58/269, requested the Secretary-General to submit a report, through the Committee for Programme and Coordination, reviewing the experiences gained with the changes made in the planning and budgeting process, in order to review, with a view to taking a final decision at its sixty-second session, the format, content and duration of the strategic framework, including the necessity of maintaining part one. By its resolution 62/224, the Assembly endorsed the conclusions and recommendations of the Committee for Programme and Coordination on programme planning as contained in its report,² and decided, *inter alia*:

- To maintain the strategic framework as the principal policy directive of the United Nations, which serves as the basis for programme planning, budgeting, monitoring and evaluation, with effect from the biennium 2010-2011;
- To continue to include part one: plan outline in the strategic framework;
- To request the Secretary-General to improve the format of part one and the reflection of the longer-term objectives set out therein by, *inter alia*, elaborating on the priorities of the United Nations agreed to by the Member States, in accordance with resolutions 59/275 and 61/235.

¹ *Official Records of the General Assembly, Fifty-ninth Session, Supplement No. 6 and corrigendum (A/59/6/Rev.1 and Corr.1).*

² *Ibid.*, *Sixty-second Session, Supplement No. 16 (A/62/16).*

4. The Secretary-General submitted to the General Assembly at its sixty-seventh session, through the Committee for Programme and Coordination at its fifty-second session,³ the proposed plan outline⁴ and biennial programme plan of the strategic framework for the period 2014-2015.⁵ For its deliberations, the Committee also had before it a conference room paper prepared by the Secretariat on the review of part two: biennial programme plan by the relevant sectoral, functional and regional bodies.

5. In its resolution 67/236, entitled “Programme planning”, the General Assembly, having considered the report of the Committee for Programme and Coordination on the work of its fifty-second session, endorsed the conclusions and recommendations contained therein with respect to the biennial programme plan for the period 2014-2015 subject to the provisions of that resolution, and decided not to take a decision on the content of part one: plan outline. By its decision 67/542, the Assembly decided to approve programme 20, Human rights, of the proposed strategic framework for the period 2014-2015, as contained in the annex to the report of the Third Committee on programme planning (A/67/461). In section VIII of its resolution 67/246, the General Assembly took action on the revised estimates resulting from the decisions contained in the outcome document of the United Nations Conference on Sustainable Development, entitled “The future we want” (resolution 66/288, annex).

³ Ibid., *Sixty-seventh Session, Supplement No. 16* (A/67/16).

⁴ A/67/6 (Part one).

⁵ A/67/6 (Prog. 1-28).

Priorities for the period 2014-2015

The General Assembly, in its resolution 67/236, decided that the priorities for the period 2014-2015 would be the following:

- (a) Promotion of sustained economic growth and sustainable development in accordance with the relevant resolutions of the General Assembly and recent United Nations conferences;
- (b) Maintenance of international peace and security;
- (c) Development of Africa;
- (d) Promotion of human rights;
- (e) Effective coordination of humanitarian assistance efforts;
- (f) Promotion of justice and international law;
- (g) Disarmament;
- (h) Drug control, crime prevention and combating international terrorism in all its forms and manifestations.

Programme 1

General Assembly and Economic and Social Council affairs and conference management

Overall orientation

1.1 The overall objectives of the programme are: (a) to facilitate, through the provision of procedural and technical secretariat support and authoritative advice, the orderly and effective conduct of the deliberations and follow-up actions of the General Assembly, its General and First Committees, its Special Political and Decolonization (Fourth) Committee and various subsidiary organs, and its Second and Third Committees, the Economic and Social Council and most of the Council's subsidiary and ad hoc bodies, and the special United Nations conferences and meetings dealing with disarmament, international security and economic, social and related matters; and to assist in the revitalization efforts of the Assembly and other United Nations bodies, including through the substantive servicing of the Ad Hoc Working Group on the Revitalization of the Work of the General Assembly; (b) to provide substantive and technical secretariat servicing to the Committee on Conferences; (c) to ensure, through integrated global management, the provision of high-quality conference-servicing support to all intergovernmental and expert bodies meeting at Headquarters and at the United Nations Offices at Geneva, Vienna and Nairobi, and other conferences and meetings held under the auspices of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization; (d) to provide protocol, liaison and representational functions for the Secretary-General, host Governments and Member States; and (e) to ensure the uninterrupted delivery of services during the implementation of the capital master plan at Headquarters.

1.2 The basic mandates for the programme are contained in the rules of procedure of the principal organs of the United Nations. Additional mandates are stipulated by resolutions of the General Assembly and the Economic and Social Council, in particular resolutions on the reform and revitalization of the Assembly and on the pattern of conferences. Overall intergovernmental direction concerning the organization and servicing of meetings is given by the Assembly on the advice of the Committee on Conferences, in accordance with Assembly resolution 43/222 B, in which the terms of reference of the Committee were established. The Under-Secretary-General for General Assembly and Conference Management will continue to be responsible for all the activities of the Department and for guiding integrated global conference management involving Headquarters and the United Nations Offices at Geneva, Vienna and Nairobi, which includes the establishment of conference management policies, practices, standards and procedures and the allocation of resources under the relevant budget section, in accordance with Assembly resolution 57/283 B and the Secretary-General's bulletin on the organization of the Department for General Assembly and Conference Management (ST/SGB/2005/9).

1.3 The Department for General Assembly and Conference Management at Headquarters and the conference-servicing organizational entities at the United Nations Offices at Geneva, Vienna and Nairobi are responsible for the implementation of the programme and the achievement of its objectives. Guided by Assembly resolutions 57/300 and 66/233, as well as the provisions relevant to

conference services of the Assembly's resolutions on the revitalization of the work of the General Assembly and on multilingualism, the strategic framework under the programme seeks to make further progress in integrated global management and to provide high-quality documents in a timely manner in all official languages, as well as high-quality conference services to Member States at all duty stations, and to achieve those aims as efficiently and cost-effectively as possible. During the biennium 2014-2015, the Department will continue to provide, in a proactive manner, the intergovernmental and expert bodies it services with technical, procedural and substantive secretariat, protocol and liaison, and conference-servicing support so as to achieve synergies and full-system benefits across the four conference-servicing duty stations.

1.4 The Department will continue to focus on advance planning for effective management of conference services, optimize workflow, align capacity with expected output and pay special attention to the end results and overall performance. The concept of integrated global management continues to evolve and is progressively evident in the standardization of administrative policies, practices and procedures across all conference-servicing duty stations. The global information technology initiative, which is being implemented in various phases at all duty stations, establishes a standardized approach and application of efficient and effective resource utilization and expands the use of electronic tools and processes in conference-servicing operations (virtualization). Continued focus on the training of staff and targeted outreach to educational institutions that train language professionals will allow the Department to ensure the replacement of its retiring language experts and hasten the transition to new technologies and efficiency tools. Continued collaboration with other international conference-servicing organizations through the International Annual Meeting on Language Arrangements, Documentation and Publications will ensure the benchmarking of its performance indicators and methods of work in all mandated areas with best industry practices. Those efforts, subject to the provisions of the above-mentioned General Assembly resolutions, will enhance the quality, productivity, timeliness and cost-effectiveness of the operations under the programme. Regular client surveys will be an important tool for measuring performance. Through systematic analysis, the Department will evaluate and implement risk management strategies so as to reduce the impact of operational crises through more proactive and effective monitoring. Centrally coordinated risk management, assessment and evaluation will facilitate informed managerial decision-making and monitoring. More systematic use of high-quality, reliable and transparent data on conference services will enhance global operational efficiency.

1.5 The Secretary-General will continue to further define the paper-smart concept, identifying possible developments in that regard, as requested by the General Assembly in its resolution 66/233.

A. Conference management, New York

Subprogramme 1

General Assembly and Economic and Social Council affairs⁶

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support^a

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved organizational and procedural aspects of meetings servicing and enhanced substantive and technical secretariat support to contribute to the deliberations of intergovernmental bodies and United Nations conferences	(a) (i) No written complaints by representatives of Member States (ii) 100 per cent compliance with the submission deadline for reports of the intergovernmental bodies serviced by the Department for General Assembly and Conference Management, with equal treatment given to all official languages
(b) Timely and effective implementation of the programme of work by the intergovernmental bodies serviced by the Department	(b) 100 per cent compliance with the submission deadline for parliamentary documentation and efficient and effective interdepartmental support to the intergovernmental bodies

^a Including the General Assembly, the First, Special Political and Decolonization (Fourth), Second and Third Committees, the Peacebuilding Commission, the Economic and Social Council and their subsidiary bodies at Headquarters, as well as other intergovernmental bodies supported by the Department.

Strategy

1.6 The subprogramme is under the responsibility of the General Assembly and Economic and Social Council Affairs Division of the Department for General Assembly and Conference Management. The strategy to achieve the objective of the subprogramme will include:

(a) Proactive assistance and provision of the most efficient and effective substantive and conference management support to intergovernmental bodies serviced by the Department and to United Nations conferences, including their presidents/ chairs and bureaux, to ensure the procedurally correct conduct of meetings and to support efforts in strengthening and revitalizing their work;

(b) Provision of substantive, analytical and historical information to clients, including information based on best practices and institutional memory, on the proceedings of the General Assembly and the Economic and Social Council and its subsidiary bodies, with a view to developing appropriate proposals for review by the bodies concerned;

⁶ The activities covered by subprogramme 1 comprise only those implemented at Headquarters.

(c) Proactive assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely issuance of documentation and communications;

(d) Coordination of implementation of the resolutions and decisions adopted by the intergovernmental bodies, including through the assignment of responsibility to the Secretariat entities for the implementation of those resolutions and decisions.

Subprogramme 2

Planning and coordination of conference services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support, including the optimum utilization of capacity for meetings and documentation services, in a globally coordinated manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conferences	<p>(a) (i) No complaints by representatives of Member States to intergovernmental organs or members of expert bodies as to the quality of conference services</p> <p>(ii) 100 per cent application of the proximity concept, where feasible, for conferences and meetings held away from headquarters of meeting bodies</p> <p>(iii) Reduced gap between the number of meetings held and the number of meetings planned</p> <p>(iv) All “as required” meetings provided with interpretation services</p> <p>(v) Increased percentage of documents submitted on time and within page limits and issued in accordance with the six-week rule, unless otherwise decided by the relevant decision-making bodies, with equal treatment given to all official languages</p>
(b) Enhanced process of deliberations and decision-making through the provision of conference services requested by regional and other major groupings of Member States	<p>(b) (i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services</p> <p>(ii) All meetings of regional and other major groupings of Member States provided with adequate conference facilities</p>

Strategy

1.7 Substantive responsibility for the subprogramme is assigned to the Central Planning and Coordination Service of the Department at Headquarters. The Service will focus on the following:

(a) In the context of integrated global management, coordinated from Headquarters:

- (i) Harmonizing policies and procedures at all conference-servicing centres of the Organization and improving shared workload management;
- (ii) Achieving global planning and coordination of the calendar of conferences and meetings of the United Nations on the basis of workload statistics, performance indicators and resource utilization;
- (iii) Engaging in an ongoing systematic analysis and evaluation of cost-effective global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on the delivery of services;
- (iv) More efficiently utilizing the global capacity for integrated conference services, where feasible and cost-effective, without adversely affecting the quality of services provided;
- (v) Achieving cost-effective global utilization of conference-servicing resources through the regular production and assessment of global statistical reports;

(b) Comprehensively analysing and assessing the conference-servicing needs (meetings and documentation) of New York-based bodies and client organizations and assisting them in formulating those needs, with a view to optimizing the use of conference-servicing resources, including:

- (i) Ensuring the timely availability of high-quality documentation through, inter alia, regular consultations and active dialogue with document submitters and committee secretariats in order to enable them to comply with the mandated time frame and, in exceptional cases where deadlines cannot be met, establishing realistic submission, processing and distribution dates, taking into account the drafting and processing requirements, as well as the programme of meetings, and engaging in increased upstream outreach in order to assist substantive secretariats in meeting the submission standards;
- (ii) Seeking the most efficient and effective utilization of resources, including a higher utilization ratio and percentage of meetings of regional and other major groupings of Member States provided with interpretation services; and expanding the application of sustainable paper-smart services;

(c) Strengthening the responsibility and accountability system within the Secretariat in order to ensure the timely processing of documents and their timely issuance to Member States and meeting participants, in accordance with the six-week rule for the availability of documentation, unless otherwise decided by the relevant decision-making bodies;

(d) Establishing mandated pre-session document needs, managing compliance with existing regulations governing the control and limitation of

documentation and establishing capacity-planning targets for all processing units in order to improve the timeliness of the issuance of mandated pre-session documentation;

(e) Providing meetings and documentation workload projections for intergovernmental bodies based and/or meeting in New York with a view to improving capacity planning in coordination with subprogrammes 3 and 4 and further refining methods for projecting and analysing the volume, composition and timing of future workload, in order to provide timely and efficient decision-making on the service delivery mode when expected output exceeds permanent in-house capacity;

(f) Planning and coordinating the calendar of conferences and meetings of the United Nations in New York on the basis of workload statistics, performance indicators and resource utilization;

(g) Achieving more efficient utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements;

(h) Upgrading and further developing technological capacity for users and outreach to clients, in accordance with legislative mandates, in order to plan, process, monitor and manage documentation and meeting services more effectively;

(i) Monitoring the implementation of the capital master plan at Headquarters with a view to mitigating any adverse impact on the availability of conference facilities and services and to ensuring that there is no reduction in the quantity and quality of services provided to Member States.

Subprogramme 3

Documentation services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support while ensuring effective multilingual communication and the equal treatment of all official languages

Expected accomplishments of the Secretariat	Indicators of achievement
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(a) High-quality referencing, editing, translation, précis-writing and text-processing of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language

(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of editorial, translation and text-processing services

(b) Improved cost-effectiveness of editing, translation, précis-writing and text-processing services without adversely affecting their quality

(b) (i) Resorting to contractual translation where that mode of delivery yields a final product that is of comparable quality to translation done in-house

(ii) 100 per cent of capacity utilization for editorial, translation, précis-writing and text-processing services

(iii) 100 per cent compliance with workload standards for editing, translation, précis-writing and text-processing

Strategy

1.8 The subprogramme is under the responsibility of the Documentation Division. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective while ensuring quality, timeliness and cost-effectiveness by, inter alia, continuously striving to leverage information technology tools in a continuing pursuit of enhanced efficiency and synergy in the areas of editing, referencing, terminology support, translation, including quality assurance and control of contractual translation, and text-processing; promoting a culture of continuous learning; and pursuing a wide range of traditional and novel training opportunities with a view to expanding and upgrading staff members' substantive and information technology skills and attracting and retaining qualified language staff. This will include:

(a) Ongoing development and maintenance of a comprehensive integrated terminology database for the United Nations that is fully accessible to both in-house and off-site users;

(b) Ongoing development and maintenance of a comprehensive searchable archive of reference materials to which translators, editors and others involved in documents production and processing, whether in-house or off-site, have direct access;

(c) Continuation of efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(d) A concerted effort to build a larger pool of freelance staff by identifying promising candidates by various means, including through the competitive language examination process, the Department's Universities Outreach Programme, internships, traineeships or ad hoc tests conducted from time to time by individual units, and by providing regular in-house coaching and continuing feedback to candidates so identified;

(e) Further integration of quality assurance and control measures in the delivery of documentation services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors, including translation companies; provision of adequate internal and external training for staff members and appropriate and timely feedback to freelancers and contractors; and, in general, nurturing of a culture of commitment to meeting and maintaining the highest standards of quality of services;

(f) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors working from both on-site and remote locations by, among other things, building a global harmonized translation support information and technology system that includes e-referencing, global terminology and machine and/or computer-assisted translation.

Subprogramme 4

Meetings and publishing services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, verbatim reporting, copy-editing, desktop publishing, printing and distribution services	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of interpretation, verbatim reporting and publishing services
(b) Increased cost-effectiveness of interpretation, verbatim reporting, copy-editing, desktop publishing, printing and distribution services	(b) (i) 100 per cent compliance with workload standards for interpretation, verbatim reporting, copy-editing and desktop publishing (ii) Increased proportion of digital printing (iii) 100 per cent availability of all documents in electronic form simultaneously in all six official languages (iv) Increased number of users of e-subscription system (v) 100 per cent capacity utilization of interpretation and verbatim reporting services

Strategy

1.9 The subprogramme is under the responsibility of the Meetings and Publishing Division. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, verbatim reporting, desktop publishing, printing and

distribution services and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Implementation of measures ensuring timely delivery of high-quality interpretation, verbatim reporting, copy-editing, desktop publishing, printing and distribution, in particular through the optimum allocation of available resources, workload-sharing with other duty stations and information-sharing with other conference centres regarding projected workload and available capacities;

(b) Increased utilization of internal printing capacity and expansion of other cost-effective modes of document publishing; promotion of awareness among author departments of internal printing capacity and quality; and further development of the use of digital printing and knowledge management technology;

(c) Continuation of efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued efforts to introduce sustainable practices; enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of efficiently maintaining the highest modern standards of quality of services provided;

(e) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by the staff in the interpretation, verbatim reporting, copy-editing, desktop publishing, printing and distribution services, whether permanent or temporary, and contractors working from both on-site and remote locations;

(f) Implementation of sustainable best practices for both meetings and publishing services at all duty stations, including implementation of the relevant international standards for environmentally responsible management;

(g) More efficient utilization of the global capacity for integrated, sustainable, paper-smart services for meetings and conferences, where feasible and cost-effective, without adversely affecting the quality of services provided; provision of assistance to intergovernmental bodies based in New York and client organizations in adopting paper-smart services for their meetings and conferences; and facilitation of the efficient expansion of the use of efficient electronic tools and processes in this regard.

B. Conference management, Geneva⁷

Subprogramme 2

Planning and coordination of conference services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support, including the optimum utilization of capacity for meetings and documentation services, in a globally coordinated manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conferences	<p>(a) (i) No complaints by representatives of Member States to intergovernmental organs or members of expert bodies as to the quality of conference services</p> <p>(ii) 100 per cent application of the proximity concept, where feasible, for conferences and meetings held away from headquarters of meeting bodies</p> <p>(iii) Reduced gap between the number of meetings held and the number of meetings planned</p> <p>(iv) All “as required” meetings provided with interpretation services</p> <p>(v) Increased percentage of documents submitted on time and within page limits and issued in accordance with the six-week rule, unless otherwise decided by the relevant decision-making bodies, with equal treatment given to all official languages</p>
(b) Enhanced process of deliberations and decision-making through the provision of conference services requested by regional and other major groupings of Member States	<p>(b) (i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services</p> <p>(ii) All meetings of regional and other major groupings of Member States provided with adequate conference facilities</p>

⁷ Subprogramme 1 is solely the responsibility of the Department for General Assembly and Conference Management at Headquarters.

Strategy

1.10 Substantive responsibility for the subprogramme is assigned to the Central Planning and Coordination Service of the Division of Conference Management of the United Nations Office at Geneva. The Service will focus on the following:

(a) In the context of integrated global management, coordinated from Headquarters:

- (i) Harmonizing policies and procedures at all conference-servicing centres of the Organization and improving shared workload management;
- (ii) Achieving global planning and coordination of the calendar of conferences and meetings of the United Nations on the basis of workload statistics, performance indicators and resource utilization;
- (iii) Engaging in an ongoing systematic analysis and evaluation of cost-effective global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on the delivery of services;
- (iv) Achieving cost-effective global utilization of conference-servicing resources through regular production and assessment of global statistical reports;

(b) Analysing and assessing the conference-servicing needs (meetings and documentation) of Geneva-based bodies, especially the Human Rights Council, its machinery and human rights treaty bodies, and client organizations, assisting them in formulating those needs with a view to optimizing the use of conference-servicing resources, including:

- (i) Ensuring the timely availability of high-quality documentation through, inter alia, regular consultations and active dialogue with document submitters and secretariats in order to enable them to comply with the mandated time frame and, in exceptional cases where deadlines cannot be met, establishing realistic submission, processing and distribution dates, taking into account drafting and processing requirements, as well as the programme of meetings, and engaging in increased upstream outreach in order to assist substantive secretariats in meeting the submission standards;
- (ii) Seeking the most efficient and effective utilization of resources, including a higher utilization ratio and percentage of meetings of regional and other major groupings of Member States provided with interpretation services, and expanding the application of sustainable paper-smart services;

(c) Strengthening the responsibility and accountability system within the Secretariat in order to ensure the timely processing of documents and their timely issuance to Member States and meeting participants, in accordance with the six-week rule for the availability of documentation, unless otherwise decided by the relevant decision-making bodies;

(d) Establishing mandated pre-session document needs, managing compliance with existing regulations governing the control and limitation of documentation and establishing capacity-planning targets for all processing units in order to improve the timeliness of issuance of mandated pre-session documentation;

(e) Providing meetings and documentation workload projections for intergovernmental bodies based and/or meeting in Geneva with a view to improving

capacity planning in coordination with subprogrammes 3 and 4 and further refining methods for projecting and analysing the volume, composition and timing of future workload, in order to provide timely and efficient decision-making on the service delivery mode when expected output exceeds permanent in-house capacity;

(f) Planning and coordinating the calendar of conferences and meetings of the United Nations at Geneva on the basis of workload statistics, performance indicators and resource utilization;

(g) Achieving more efficient utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements;

(h) Upgrading and further developing the technological capacity in conference services for users and outreach to clients, in accordance with legislative mandates, in order to plan, process, monitor and manage documentation and meeting services more effectively;

(i) Without prejudice to the outcome of deliberations by the General Assembly, coordinating with the Division of Administration on space, technology and accessibility requirements for conference servicing for inclusion in the strategic heritage plan of the United Nations Office at Geneva.

Subprogramme 3

Documentation services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support while ensuring effective multilingual communication and the equal treatment of all official languages

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing, translation and text-processing of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of editorial, translation and text-processing services
(b) Improved cost-effectiveness of editing, translation and text-processing services without adversely affecting their quality	(b) (i) Resorting to contractual translation where that mode of delivery yields a final product that is of comparable quality to translation done in-house (ii) 100 per cent of capacity utilization for editorial, translation and text-processing services (iii) 100 per cent compliance with workload standards for editing, translation and text-processing

Strategy

1.11 The subprogramme is under the responsibility of the Languages Service, the Proofreading, Editing and Publications Section of the Publishing Service and the Editing and Referencing Units of the Documents Management Section of the Central Planning and Coordination Service of the Division of Conference Management of the United Nations Office at Geneva. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective while ensuring quality, timeliness and cost-effectiveness by, inter alia, continuously striving to leverage information technology tools in an enduring pursuit of enhanced efficiency and synergy in the areas of editing, referencing, terminology support, translation, including quality assurance and control of contractual translation, and text-processing; eliminating, except in crisis situations, international recruitment of freelance translation staff in favour of increased off-site and local recruitment and expanded use of contractual translation; promoting a culture of continuous learning; and pursuing a wide range of traditional and novel training opportunities with a view to expanding and upgrading staff members' substantive and information technology skills and attracting and retaining qualified language staff. This will include, in the context of integrated global management coordinated from Headquarters:

(a) Ongoing development and maintenance of a comprehensive integrated terminology database for the United Nations that is fully accessible to both in-house and off-site users;

(b) Ongoing development and maintenance of a comprehensive searchable archive of reference materials to which translators, editors and others involved in documents production and processing, whether in-house or off-site, have direct access;

(c) Continuation of efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(d) A concerted effort to build a larger pool of freelance staff by identifying promising candidates by various means, including through the competitive language examination process, the Department's Universities Outreach Programme, internships, traineeships or ad hoc tests conducted from time to time by individual units, and by providing regular in-house coaching and continuing feedback to candidates so identified;

(e) Further integration of quality assurance and control measures in the delivery of documentation services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors, including translation companies; provision of adequate internal and external training for staff members and appropriate and timely feedback to freelancers and contractors; and, in general, nurturing of a culture of commitment to meeting and maintaining the highest standards of quality of services;

(f) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better

supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors working from both on-site and remote locations by, among other things, building a global harmonized translation support information and technology system that includes e-referencing, global terminology and machine and/or computer-assisted translation.

Subprogramme 4

Meetings and publishing services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, copy-editing, desktop publishing, printing and distribution services	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of interpretation and publishing services
(b) Increased cost-effectiveness of interpretation, copy-editing, desktop publishing, printing and distribution services	(b) (i) 100 per cent compliance with workload standards for interpretation, copy-editing and desktop publishing (ii) Increased proportion of digital printing (iii) 100 per cent availability of all documents in electronic form simultaneously in all six official languages (iv) 100 per cent capacity utilization of interpretation services

Strategy

1.12 The subprogramme is under the responsibility of the Interpretation Service and the Publishing Service of the Division of Conference Management of the United Nations Office at Geneva. Except in crisis situations, international recruitment of freelance interpretation staff will be eliminated in favour of increased local recruitment. A full review of the existing digital printing operation will be conducted in response to the increased use of electronic distribution for parliamentary documentation. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, desktop publishing, printing and distribution services and through sustained support for training opportunities geared to

expanding and upgrading staff members' skills. This will include, in the context of integrated global management coordinated from Headquarters:

(a) Implementation of measures ensuring timely delivery of high-quality interpretation, copy-editing, desktop publishing, printing and distribution, in particular through optimum allocation of available resources, workload-sharing with other duty stations and information-sharing with other conference centres regarding projected workload and available capacities;

(b) Increased utilization of internal printing capacity and expansion of other cost-effective modes of document publishing; promotion of awareness among author departments of internal printing capacity and quality; and further use of digital printing and knowledge management technology;

(c) Continuation of efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued efforts to introduce sustainable practices; enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of efficiently maintaining the highest modern standards of quality of services provided;

(e) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by the staff in the interpretation, copy-editing, desktop publishing, printing and distribution services, whether permanent or temporary, and contractors working from both on-site and remote locations;

(f) Implementation of sustainable best practices for both meetings and publishing services at all duty stations, including implementation of the relevant international standards for environmentally responsible management;

(g) More efficient utilization of the global capacity for integrated, sustainable, paper-smart services for meetings and conferences, where feasible and cost-effective, without adversely affecting the quality of services provided; provision of assistance to intergovernmental bodies based in Geneva and client organizations in adopting paper-smart services for their meetings and conferences; and facilitation of efficient expansion of the use of efficient electronic tools and processes in this regard.

C. Conference management, Vienna⁷

Subprogramme 2

Planning and coordination of conference services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support, including the optimum utilization of capacity for meetings and documentation services, in a globally coordinated manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conferences	(a) (i) No complaints by representatives of Member States to intergovernmental organs or members of expert bodies as to the quality of conference services (ii) 100 per cent application of the proximity concept, where feasible, for conferences and meetings held away from headquarters of meeting bodies (iii) Reduced gap between the number of meetings held and the number of meetings planned (iv) Increased percentage of documents submitted on time and within page limits and issued in accordance with the six-week rule, unless otherwise decided by the relevant decision-making bodies
(b) Enhanced process of deliberations and decision-making through the provision of conference services requested by regional and other major groupings of Member States	(b) All meetings of regional and other major groupings of Member States provided with adequate conference facilities

Strategy

1.13 Substantive responsibility for the subprogramme is assigned to the Planning, Coordination and Meetings Section, Conference Management Service, of the United Nations Office at Vienna. The subprogramme will focus on the following:

- (a) In the context of integrated global management, coordinated from Headquarters:
 - (i) Harmonizing policies and procedures at all conference-servicing centres of the Organization and improving shared workload management;

- (ii) Achieving global planning and coordination of the calendar of conferences and meetings of the United Nations on the basis of workload statistics, performance indicators and resource utilization;
- (iii) Engaging in an ongoing systematic analysis and evaluation of cost-effective global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on the delivery of services;
- (iv) Achieving cost-effective global utilization of conference-servicing resources through regular production and assessment of global statistical reports;
- (b) Analysing and assessing the conference-servicing requirements of Vienna-based bodies and client organizations, assisting them in formulating those needs and optimizing the submission of all pre-session documentation through, inter alia, regular consultations and active dialogue with document submitters and committee secretariats in order to establish realistic slotting dates and to set the dates of sessional and intersessional meetings and engaging in increased upstream outreach in order to assist substantive secretariats in meeting the submission standards;
- (c) Planning and coordinating the calendar of conferences and meetings of the United Nations Office at Vienna on the basis of workload statistics, performance indicators and resource utilization;
- (d) Establishing mandated pre-session document needs, managing compliance with existing regulations governing the control and limitation of documentation and establishing capacity-planning targets for all processing units in order to improve the timeliness of issuance of mandated pre-session documentation;
- (e) Providing meetings and documentation workload projections for intergovernmental bodies based and/or meeting in Vienna, with a view to improving capacity planning in coordination with subprogrammes 3 and 4 and further refining methods for projecting and analysing the volume, composition and timing of future workload, in order to provide timely and efficient decision-making on the service delivery mode when expected output exceeds permanent in-house capacity;
- (f) Upgrading and further developing technological capacity for users and outreach to clients, in accordance with legislative mandates, in order to plan, process, monitor and manage documentation and meeting services more effectively.

Subprogramme 3

Documentation services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support while ensuring effective multilingual communication and the equal treatment of all official languages

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing, translation and text-processing of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of editorial, translation and text-processing services
(b) Improved cost-effectiveness of editing, translation and text-processing services without adversely affecting their quality	(b) (i) Resorting to contractual translation where that mode of delivery yields a final product that is of comparable quality to translation done in-house (ii) 100 per cent of capacity utilization for editorial, translation and text-processing services (iii) 100 per cent compliance with workload standards for editing, translation and text-processing

Strategy

1.14 The subprogramme is under the responsibility of the six Translation and Text-Processing Sections, the Editorial Control Unit and the linguistic support team under the Documents Management Unit of the United Nations Office at Vienna. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective while ensuring quality, timeliness and cost-effectiveness through, inter alia, the further integration of information technology tools into the conference services workflow processes in the areas of editing, referencing, terminology support, translation, contractual translation, text-processing and quality assurance of external translation; and sustained training opportunities geared to expanding and upgrading staff members' skills and attracting and retaining qualified language staff. This will include:

- (a) Ongoing development and maintenance of a comprehensive integrated terminology database for the United Nations that is fully accessible to both in-house and off-site users;
- (b) Ongoing development and maintenance of a comprehensive searchable archive of reference materials to which translators, editors and others involved in documents production and processing, whether in-house or off-site, have direct access;

(c) Continuation of efforts, in cooperation with the Planning, Coordination and Meetings Section of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of documentation services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors, including translation companies; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of efficiently maintaining the highest standards of quality of services provided;

(e) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors working from both on-site and remote locations by, among other things, building a global harmonized translation support information and technology system that includes e-referencing, global terminology and machine and/or computer-assisted translation.

Subprogramme 4

Meetings and publishing services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, desktop publishing and publishing services	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of interpretation and publishing services
(b) Increased cost-effectiveness of interpretation, desktop publishing and publishing services	(b) (i) 100 per cent compliance with workload standards for interpretation, copy-editing and desktop publishing (ii) Increased proportion of digital printing (iii) 100 per cent availability of all documents in electronic form simultaneously in all six official languages (iv) 100 per cent capacity utilization of interpretation services

Strategy

1.15 The subprogramme is under the responsibility of the Interpretation Section, the Electronic Publishing Unit and the Reproduction and Distribution Unit of the United Nations Office at Vienna. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, desktop publishing and publishing services, and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Implementation of measures ensuring timely delivery of high-quality interpretation, text-processing and publishing services, in particular through optimum allocation of available resources, workload-sharing with other duty stations and information-sharing with other conference centres regarding projected workload and available capacities;

(b) Increased utilization of internal publishing capacity and expansion of other cost-effective modes of document publishing; promotion of awareness of author departments of internal publishing capacity and quality; and further development of the use of print-on-demand technology and electronic archiving systems;

(c) Continuation of efforts, in cooperation with the Planning, Coordination and Meetings Section of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of efficiently maintaining the highest standards of quality of services provided;

(e) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors working from both on-site and remote locations;

(f) Implementation of sustainable best practices for both meetings and publishing services, including implementation of the relevant international standards for environmentally responsible management and expanding the use of electronic tools and processes in conference-servicing operations in a sustainable and paper-smart manner.

D. Conference management, Nairobi⁷

Subprogramme 2

Planning and coordination of conference services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support, including the optimum utilization of capacity for meetings and documentation services, in a globally coordinated manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conferences	(a) (i) No complaints by representatives of Member States to intergovernmental organs or members of expert bodies as to the quality of conference services (ii) 100 per cent application of the proximity concept, where feasible, for conferences and meetings held away from headquarters of meeting bodies (iii) Reduced gap between the number of meetings held and the number of meetings planned (iv) Increased percentage of documents submitted on time and within page limits and issued in accordance with the six-week rule, unless otherwise decided by the relevant decision-making bodies
(b) Enhanced process of deliberations and decision-making through the provision of conference services requested by regional and other major groupings of Member States	(b) All meetings of regional and other major groupings of Member States provided with adequate conference facilities

Strategy

1.16 Substantive responsibility for the subprogramme is assigned to the Planning and Coordination Section, Division of Conference Services, of the United Nations Office at Nairobi. The Section will focus on the following:

- (a) In the context of integrated global management, coordinated from Headquarters:
 - (i) Harmonizing policies and procedures at all conference-servicing centres of the Organization and improving shared workload management;

- (ii) Achieving global planning and coordination of the calendar of conferences and meetings of the United Nations on the basis of workload statistics, performance indicators and resource utilization;
 - (iii) Engaging in an ongoing systematic analysis and evaluation of cost-effective global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on the delivery of services;
 - (iv) Achieving cost-effective global utilization of conference-servicing resources through regular production and assessment of global statistical reports;
- (b) Analysing and assessing the conference-servicing needs of Nairobi-based bodies and client organizations, assisting them in formulating those needs and optimizing the submission of all pre-session documentation through, inter alia, regular consultations and active dialogue with document submitters and committee secretariats in order to establish realistic slotting dates and to set the dates of sessional and intersessional meetings and increased upstream outreach in order to assist substantive secretariats in meeting the submission standards;
- (c) Establishing mandated pre-session document needs, managing compliance with existing regulations governing the control and limitation of documentation and establishing capacity-planning targets for all processing units in order to improve the timeliness of issuance of mandated pre-session documentation;
- (d) Providing meetings and documentation workload projections for intergovernmental bodies based and/or meeting in Nairobi, with a view to improving capacity planning in coordination with subprogrammes 3 and 4 and further refining methods for projecting and analysing the volume, composition and timing of future workload, in order to provide timely and efficient decision-making on the service delivery mode when expected output exceeds permanent in-house capacity;
- (e) Planning and coordinating the calendar of conferences and meetings of the United Nations Office at Nairobi on the basis of workload statistics, performance indicators and resource utilization;
- (f) Upgrading and further developing technological capacity for users and outreach to clients, in accordance with legislative mandates, in order to plan, process, monitor and manage documentation and meeting services more effectively.

Subprogramme 3

Documentation services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support while ensuring effective multilingual communication and the equal treatment of all official languages

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing, translation and text-processing of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of editorial, translation and text-processing services
(b) Improved cost-effectiveness of editing, translation and text-processing services without adversely affecting their quality	(b) (i) Resorting to contractual translation where that mode of delivery yields a final product that is of comparable quality to translation done in-house (ii) 100 per cent of capacity utilization for editorial, translation and text-processing services (iii) 100 per cent compliance with workload standards for editing, translation and text-processing

Strategy

1.17 The subprogramme is under the responsibility of the Translation and Editorial Section of the United Nations Office at Nairobi. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective while ensuring quality, timeliness and cost-effectiveness through, inter alia, the further integration of information technology tools into the conference services workflow processes in the areas of editing, referencing, terminology support, translation, contractual translation, text-processing and quality assurance of external translation; and sustained training opportunities geared to expanding and upgrading staff members' skills, and attracting and retaining qualified language staff. This will include:

(a) Ongoing development and maintenance of a comprehensive integrated terminology database for the United Nations that is fully accessible to both in-house and off-site users;

(b) Ongoing development and maintenance of a comprehensive searchable archive of reference materials to which translators, editors and others involved in documents production and processing, whether in-house or off-site, have direct access;

(c) Continuation of efforts, in cooperation with the Planning and Coordination Section of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of documentation services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors, including translation companies; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of efficiently maintaining the highest standards of quality of services provided;

(e) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors working from both on-site and remote locations by, among other things, building a global harmonized translation support information and technology system that includes e-referencing, global terminology and machine and/or computer-assisted translation.

Subprogramme 4

Meetings and publishing services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, desktop publishing and publishing services	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of interpretation and publishing services
(b) Increased cost-effectiveness of interpretation, desktop publishing and publishing services	(b) (i) 100 per cent compliance with workload standards for interpretation, copy-editing and desktop publishing (ii) Increased proportion of digital printing (iii) 100 per cent availability of all documents in electronic form simultaneously in all six official languages (iv) 100 per cent capacity utilization of interpretation services

Strategy

1.18 The subprogramme is under the responsibility of the Interpretation and Publishing Section of the United Nations Office at Nairobi. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, text-processing and publishing services and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Implementation of measures ensuring timely delivery of high-quality interpretation, text-processing and publishing services, in particular through optimum allocation of available resources, workload-sharing with other duty stations and information-sharing with other conference centres regarding projected workload and available capacities;

(b) Increased utilization of internal publishing capacity and expansion of other cost-effective modes of document publishing; promotion of awareness among author departments of internal publishing capacity and quality; and further development of the use of print-on-demand technology and electronic archiving systems;

(c) Continuation of efforts, in cooperation with the Planning and Coordination Section of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of efficiently maintaining the highest standards of quality of services provided;

(e) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors working from both on-site and remote locations;

(f) Implementation of sustainable best practices for both meetings and publishing services, including implementation of the relevant international standards for environmentally responsible management, and expanding the use of electronic tools and processes in conference-servicing operations in a sustainable and paper-smart manner;

(g) Analysis and assessment of the conference-servicing needs, including the need for meeting records and, whenever possible, alternative modes of service delivery, for the meetings of Nairobi-based bodies and client organizations, and assisting them in formulating those needs.

Legislative mandates

Relevant articles of the Charter of the United Nations

General Assembly resolutions

S-10/2	Final document of the tenth special session of the General Assembly
43/222 B	Status of the Committee on Conferences
52/12 A and B	Renewing the United Nations: a programme for reform
57/283 B	Pattern of conferences
57/300	Strengthening of the United Nations: an agenda for further change
58/126	Revitalization of the work of the General Assembly
59/313	A strengthened and revitalized General Assembly
60/286	Revitalization of the General Assembly
61/266	Multilingualism
62/225	Pattern of conferences
63/306	Multilingualism
64/230	Pattern of conferences
64/243	Questions relating to the programme budget for the biennium 2010-2011
65/311	Multilingualism
65/315	Revitalization of the work of the General Assembly
66/233	Pattern of conferences
66/246	Questions relating to the proposed programme budget for the biennium 2012-2013

Programme 2

Political affairs

Overall orientation

2.1 The overall objective of the programme is to maintain international peace and security by assisting Member States, at their request, and other international and regional organizations to resolve potentially violent disputes or conflict peacefully, in accordance with the principles of the Charter of the United Nations and the resolutions emanating from the General Assembly and the Security Council. Wherever possible, this objective is achieved by preventing violent conflicts from arising through preventive diplomacy and peacemaking, through expansion of the United Nations range of partnerships with other international, regional and subregional organizations. The direction of the programme is provided in the pertinent resolutions of the Assembly and the mandates of the Council, which has the primary responsibility for the maintenance of international peace and security. Within the Secretariat, substantive responsibility for the programme is vested in the Department of Political Affairs.

2.2 The strategy in meeting the programme's objectives is designed around 10 subprogrammes, which include the Counter-Terrorism Implementation Task Force, the Office of the United Nations Special Coordinator for the Middle East Peace Process, the Peacebuilding Support Office, the United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory and the United Nations Office to the African Union.

2.3 The activities to be implemented relate to early warning; preventive diplomacy; peacemaking, capacity-building and post-conflict peacebuilding; electoral assistance; the provision of substantive support to policymaking organs, such as the Security Council and its subsidiary bodies, the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples, and the Committee on the Exercise of the Inalienable Rights of the Palestinian People; and the role of the Special Coordinator for the Middle East Peace Process. Those activities constitute the core functions of the Department of Political Affairs and together represent interdependent and complementary components of a comprehensive conflict-prevention, conflict-management and peacebuilding approach.

2.4 The Department of Political Affairs will continue to strive to reinforce the capacity of Member States, the international community and other regional organizations for preventive diplomacy, good offices and non-military measures to prevent potentially violent disputes from escalating into conflicts, as well as to resolve violent conflicts that have erupted, while fully respecting the sovereignty, territorial integrity and political independence of Member States and the principle of non-intervention in matters that are essentially within the domestic jurisdiction of any State, as well as respecting the principle of consent, which is an essential element for the success of such efforts. The Department will also endeavour to enhance its capacity with regard to the political aspects of peacebuilding, as approved by the relevant intergovernmental bodies.

2.5 The Department of Political Affairs will continue to work with the United Nations Office on Drugs and Crime and with other relevant departments within the

Secretariat in the implementation of Security Council resolution 1373 (2001) on the subject of terrorism.

2.6 Special attention will also be given to incorporating a gender perspective into the work of the programme, in accordance with relevant resolutions of the Security Council, the Economic and Social Council and the General Assembly.

2.7 The Peacebuilding Support Office will remain active in advancing the work of the United Nations peacebuilding architecture by supporting the work of the Peacebuilding Commission in all its substantive aspects, overseeing the operations of the Peacebuilding Fund and fostering collaboration with relevant entities of the United Nations system. The Office will support the work of the Commission by preparing analytical backgrounds that facilitate the development of the integrated peacebuilding strategies; contributing to the drafting of the reports on the biannual reviews of the strategic frameworks for peacebuilding for countries on the agenda of the Commission; and planning for and preparing the reports on the field visits undertaken by members of the Commission. The Office will also promote collaboration among relevant entities of the United Nations system to promote a coherent response to the peacebuilding efforts at the country level and to advance the implementation of the recommendations contained in the Secretary-General's report on peacebuilding in the immediate aftermath of conflict. The Peacebuilding Fund will contribute to consolidating peace by funding projects designed to respond to imminent threats to the peace process, build or strengthen national capacities to promote peaceful resolution of conflict, stimulate economic revitalization and re-establish essential administrative services.

2.8 The United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory was established by the General Assembly to serve as a record, in documentary form, of the damage caused to all natural and legal persons concerned as a result of the construction of the wall by Israel in the Occupied Palestinian Territory, including in and around East Jerusalem. In accordance with the provisions of General Assembly resolution ES-10/17, an Office for the Register of Damage was set up at the United Nations Office at Vienna as a subsidiary organ of the Assembly operating under the administrative authority of the Secretary-General and responsible for the establishment and comprehensive maintenance of the Register of Damage.

Subprogramme 1

Prevention, management and resolution of conflicts

Objective of the Organization: To promote international peace and security through prevention, management and resolution of conflicts by peaceful means

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity and capability of Member States to identify, prevent and address conflict situations	(a) (i) 100 per cent response to all requests of Member States and regional organizations for preventive action

	(ii) Number of good offices efforts to address conflict situations where the United Nations was asked to assist
(b) Maintenance of the peace processes on track	(b) (i) Percentage of all requests of Member States and regional organizations in support of the peace process having resulted in preventing or resolving conflict situations
	(ii) Percentage of projects in support of peacebuilding efforts implemented in areas where conflict situations were resolved or prevented

Strategy

2.9 Substantive responsibility for the subprogramme is vested in the regional divisions and the Policy and Mediation Division. In order to attain the objective of the subprogramme, the Department will promote a more effective and cohesive response to help prevent, mitigate, manage and resolve conflicts and to address peacebuilding challenges facing countries emerging from crisis or conflict by (a) responding in a timely manner to conflict situations; (b) providing timely and accurate information, analysis and policy options; (c) formulating recommendations on measures that could be undertaken by the United Nations system; (d) making available and providing substantive and technical support to the Secretary-General's good offices aimed at facilitating the peaceful settlement of complex situations in various regions, including through formal mediation, where appropriate; (e) enhancing the capacity of regional and subregional organizations; (f) providing substantive support and guidance to special political missions; (g) strengthening the Department's capacity and expertise in order to address more effectively peace and security challenges; (h) undertaking research on peacebuilding issues and best practices by the United Nations system in this area; and (i) developing coherent strategies for crisis prevention and post-conflict peacebuilding, linking diplomatic, security, military, humanitarian and developmental efforts by the United Nations system and other international and regional actors. To this end, the Department of Political Affairs will work closely with other relevant parts of the United Nations system.

Subprogramme 2

Electoral assistance

Objective of the Organization: To strengthen the existing capacity of the requesting Governments, in particular by enhancing the capacity of national electoral institutions

Expected accomplishment of the Secretariat	Indicator of achievement
Enhanced capacity of Member States requesting electoral assistance to strengthen their democratic processes and develop, improve and refine their electoral institutions and processes	Percentage of Member States requesting assistance that have strengthened existing electoral management bodies

Strategy

2.10 Substantive responsibility for subprogramme 2 is vested in the Electoral Assistance Division, which provides leadership and guidance to all United Nations electoral assistance activities. The Division will provide international expertise in a timely, coordinated and effective manner. It will provide assistance in the organization and conduct of electoral processes to Member States, upon their request, including key guidance and support in the context of peace negotiations, peacekeeping operations and other United Nations field missions and peacebuilding missions. The Division will assess the conditions and the needs for the holding of credible elections and, on the basis of those assessments, formulate strategic responses, taking into due consideration sustainability and cost-effectiveness. It will also provide guidance on executing the elections, including technical cooperation and expert advice on the establishment and enhancement of electoral management bodies. Moreover, the Division will continue its efforts to enhance cooperation with other international, governmental and non-governmental organizations in order to facilitate more comprehensive and needs-specific responses to requests for electoral assistance. It will also provide guidance on the establishment of electoral components in peacekeeping operations, if relevant, and other United Nations field missions and on the organization of elections based on a specific mandate. In compliance with resolutions of the General Assembly or the Security Council, it will support United Nations electoral observers when deployed. The effectiveness of the subprogramme will be measured by an increase in the number of requests from Member States for assistance in establishing and strengthening electoral management bodies. This measure should reflect qualitative improvements and implementation of electoral processes, increasing citizen participation, the participation of women on equal terms with men and overall public confidence in the election, contributing to stability and security throughout the electoral process, in particular in transitional and post-conflict situations. The strengthening of electoral management bodies will further consolidate and regularize the achievements of previous elections as demonstrated by consecutive successful elections with results accepted by all stakeholders.

Subprogramme 3 Security Council affairs

Objective of the Organization: To facilitate the deliberations and effective decision-making by the Security Council and its subsidiary organs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved organizational and procedural aspects of meetings servicing as well as enhanced substantive and technical secretariat support to the Member States and other participants at the mandated meetings	(a) Degree of satisfaction expressed by members of the Security Council, as well as the wider United Nations membership, with the services provided by the Security Council Affairs Division
(b) Improved access to information relating to the work of the Security Council and its subsidiary organs	(b) (i) Increase in the number of pages viewed of the online <i>Repertoire of the Practice of the Security Council</i> (ii) Increase in the number of visits to the Security Council home page
(c) Decisions of the Security Council and its subsidiary organs requiring substantive support by the subprogramme are implemented	(c) (i) Increased percentage of monitoring mechanisms under Security Council sanctions committees established within the time frame stipulated by Council resolutions (ii) Missions of the Security Council and its subsidiary organs are carried out within the time frame stipulated by the relevant organ

Strategy

2.11 Responsibility for subprogramme 3 is vested in the Security Council Affairs Division, which will provide advice and substantive services to the Council and its subsidiary organs, in particular the sanctions committees and the Counter-Terrorism Committee, the Committee established pursuant to Security Council resolution 1540 (2004), informal working groups and the Military Staff Committee. Advice and substantive services will be provided, including the timely issuance of parliamentary documentation and communications; the effective coordination of meetings; guidance to the Council, its subsidiary bodies and the wider United Nations membership in accordance with the Charter, the Council's provisional rules of procedure, Council decisions and past practice; substantive administrative support to expert monitoring groups and panels and to all relevant subsidiary organs of the Security Council; the planning and organization of missions by members of the Council and chairs of its subsidiary organs; research and analysis, including with respect to current and past practices of the Council, as well as the implementation, effectiveness and impact of mandatory measures or sanctions imposed by the Council; advice regarding the design and implementation of "targeted" sanctions as

well as advocacy; and familiarization sessions for new members of the Council with respect to the evolving procedure, practice and working methods of the Council and its subsidiary organs, in particular the sanctions committees.

Subprogramme 4 Decolonization

Objective of the Organization: To promote the decolonization process in accordance with the Charter of the United Nations and relevant resolutions of the General Assembly for the 16 remaining Non-Self-Governing Territories so as to bring about the complete eradication of colonialism

Expected accomplishment of the Secretariat	Indicator of achievement
The Special Committee and the General Assembly will be able to carry out their decolonization mandates and make progress in the decolonization process of the 16 remaining Non-Self-Governing Territories	(i) Timely submission of parliamentary documents (ii) Sustained level of support to the work of the Special Committee in facilitating communication with the administering Powers

Strategy

2.12 Responsibility for subprogramme 4 lies with the Decolonization Unit, which will provide support to the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples, as well as to the General Assembly. The issues related to decolonization are guided by the Charter of the United Nations, as well as by the principles of the Declaration on the Granting of Independence to Colonial Countries and Peoples contained in Assembly resolutions 1514 (XV) and 1541 (XV) and other relevant Assembly resolutions.

2.13 The Special Committee and the General Assembly will continue to examine the situation with regard to political, economic and social developments in all territories that have not yet exercised their right to self-determination or that have not been decolonized according to their specific conditions and to seek suitable means to implement the Declaration in accordance with the Charter and relevant resolutions of the Assembly. The Committee will continue to improve cooperation with the administering Powers at all stages of the decolonization process. It will examine the views of the representatives of the Non-Self-Governing Territories; it will also organize its regional annual seminars in the Caribbean and the Pacific, as well as visiting missions to the Non-Self-Governing Territories, in accordance with the relevant General Assembly resolutions.

2.14 In support of the above-mentioned legislative bodies, especially the Special Committee, advice and substantive assistance will be provided to the Committee, including in its deliberations on the situation in the remaining 16 Non-Self-Governing Territories at the annual sessions; during the preparation and conduct of its seminars held alternately in the Caribbean and the Pacific regions; during visiting

missions; and in any other activity carried out to implement the mandated programme of work of the Committee. Assistance will also be provided in improving the Committee's cooperation with the administering Powers, maintaining contacts with the representatives of the Non-Self-Governing Territories and developing relations with the organizations and agencies of the United Nations system, in accordance with the relevant General Assembly resolutions, aimed at achieving further progress in decolonization and bringing a complete end to colonialism. Supportive actions will include closely following the developments in the Non-Self-Governing Territories, conducting research and preparing working papers, reports and analytical and briefing materials. In addition, in cooperation with the Department of Public Information, information material, including publications and audio and visual programmes related to decolonization, will be prepared and disseminated to a wide audience, with a view to increasing the awareness of the international community with regard to the decolonization issues as well as in mobilizing international support for the achievement of the complete eradication of colonialism.

Subprogramme 5

Question of Palestine

Objective of the Organization: To enable the Palestinian people to exercise their inalienable rights through a comprehensive, just and lasting settlement of the question of Palestine

Expected accomplishment of the Secretariat	Indicator of achievement
Heightened international awareness of the question of Palestine, as well as international support for the rights of the Palestinian people and the peaceful settlement of the question of Palestine through the work of the Division for Palestinian Rights and the Committee on the Exercise of the Inalienable Rights of the Palestinian People	<p>(i) Sustained level of dialogue, engagement and support on the part of the international community for the programme's objectives</p> <p>(ii) Continued involvement of civil society organizations in support of the efforts of the Committee and the United Nations towards a comprehensive, just and lasting settlement of the question of Palestine</p> <p>(iii) Increase in international awareness of the United Nations policies and activities on the question of Palestine</p>

Strategy

2.15 Substantive responsibility for implementing subprogramme 5 is vested in the Division for Palestinian Rights. The question of Palestine was first considered by the General Assembly in 1947. By its resolution 3376 (XXX), the Assembly established the Committee on the Exercise of the Inalienable Rights of the Palestinian People. Substantive and secretariat support will be provided to the Committee in its deliberations and its annual programmes of work, which focus on promoting a comprehensive, just and lasting settlement of the question of Palestine in accordance with all relevant United Nations resolutions, as well as the full and

effective implementation of the Israeli-Palestinian agreements. A negotiated settlement is expected to resolve all outstanding issues. Supportive action by the United Nations will continue until all aspects of the question of Palestine are resolved in a satisfactory manner in accordance with international law. Assistance will also be provided to the Committee in mobilizing international support and assistance for the Palestinian people, including capacity-building, such as an annual training programme for staff of the Palestinian Authority. Under the auspices of the Committee, thematic international meetings and conferences will be convened to increase awareness of the various aspects of the question of Palestine and to promote dialogue among the parties concerned, including Governments, intergovernmental organizations, entities of the United Nations system and civil society organizations, and concerted action in support of the inalienable rights of the Palestinian people. In addition, and for the same purposes, under the guidance of the Committee, informational materials and resources on the question of Palestine will be developed and updated, including publications, the United Nations website and the United Nations Information System on the Question of Palestine.

Subprogramme 6

Counter-Terrorism Implementation Task Force

Objective of the Organization: To enhance the capacity of Member States to respond to the threat of global terrorism

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective implementation of the United Nations Global Counter-Terrorism Strategy	(a) (i) Increase in the number of joint initiatives within the United Nations system and other participating entities (ii) Increase in the number of countries requesting and receiving coordinated assistance for the integrated implementation of the Strategy from the United Nations system
(b) Enhanced collaboration among the Member States, the entities of the United Nations system, international and regional organizations and civil society entities for the implementation of the United Nations Global Counter-Terrorism Strategy	(b) Increase in the number of joint initiatives and activities undertaken by the Counter-Terrorism Implementation Task Force with the Member States, international and regional organizations, and civil society entities promoting the implementation of the Strategy

Strategy

2.16 Substantive responsibility for subprogramme 6 is vested in the Office of the Counter-Terrorism Implementation Task Force, which plays the central role in ensuring overall coordination and coherence in the counter-terrorism efforts of the United Nations system. To achieve the objective of the subprogramme, the Office will support the efforts of Member States in the implementation of all four pillars of

the United Nations Global Counter-Terrorism Strategy by ensuring that the United Nations system entities offer their experience and provide advice in a coherent and coordinated, timely, efficient and cost-effective manner to Member States. The four pillars of the Strategy are measures to address the conditions conducive to the spread of terrorism, measures to combat terrorism, measures to improve State capacity to combat terrorism and to strengthen the role of the United Nations in this regard and measures to protect human rights while combating terrorism. The Office will enhance partnerships with Member States, relevant regional and subregional organizations and civil society on the implementation of the Strategy and will enhance access to assistance, information and good practices on promoting implementation. It will also facilitate and support initiatives and activities of the United Nations system in areas of their respective mandates and expertise for assisting in the implementation of the Strategy in all its elements. Moreover, the Office will address issues pertaining to the overall United Nations system-wide response to global terrorism challenges. To this end, it will work closely with participating entities of the Counter-Terrorism Implementation Task Force.

Subprogramme 7

Office of the United Nations Special Coordinator for the Middle East Peace Process

Objective of the Organization: To advance the Middle East peace process towards a comprehensive, just and lasting peace

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Participants will re-engage in taking parallel steps towards a lasting peace	(a) Increased frequency of negotiations between parties involved in the conflict, with support of the United Nations
(b) Mobilization of resources for improving the humanitarian conditions and development needs of the Palestinian people	(b) The level of resources made available for improving the socioeconomic conditions of the Palestinian people is maintained in accordance with their needs
(c) Coordinated response to the humanitarian and development needs of the Palestinian people and institutions	(c) Increase in the number of coordinated activities carried out by the United Nations system within the framework of the integrated strategic framework, the medium-term response plan and the consolidated appeals process

Strategy

2.17 The Office of the United Nations Special Coordinator for the Middle East Peace Process will continue to provide good offices and other forms of diplomatic engagement and representation in the occupied Palestinian territory, Israel and the region to promote conflict resolution and prevention, taking into account diplomatic, cultural and gender perspectives. The Office will act as a focal point for the United Nations in its efforts to encourage and engage the parties and the international

community through increased planning, negotiations and consultations, with a view to making progress towards a two-State solution. Taking into consideration previous obstacles and concerns that have emerged between the parties, the Office will expand its range of interlocutors to include stakeholders able to provide further insight into potential resolutions of the legitimate concerns of the parties.

2.18 The Office will enhance the roles of the Resident and Humanitarian Coordinator, and continue to support integration of the work of the United Nations agencies in the occupied Palestinian territory. It will further guide the international community and United Nations agencies in the coordination, mobilization, management and allocation of development and humanitarian aid flows to the Palestinian people. This response should increasingly focus, at all levels, on the development and reform of Palestinian public and private institutions to ensure that those institutions can provide assistance directly to the Palestinian people in an equitable and sustainable way. Such a focus requires increased coordination within the international community, greater alignment with Palestinian priorities and systems and tools that result in fewer transaction costs for national partners.

Subprogramme 8

Peacebuilding Support Office

Objective of the Organization: To consolidate peace for post-conflict countries and avoid relapse into conflict

Expected accomplishments of the Secretariat	Indicators of achievement
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(a) Efficient functioning of the Peacebuilding Commission in support of post-conflict countries	(a) (i) Number of background documents, mapping of initiatives and identification of priorities for country-specific configurations provided on a timely basis and with the highest standard of quality by the Peacebuilding Support Office (ii) Number of reports provided for the Group Meetings of the Chairs (iii) Increased support to visits by the Chair of the Peacebuilding Commission, Chairs of the country-specific configurations and Commission delegations to deepen interaction with national stakeholders in the field, as evidenced in the number of background reports (iv) Number of recommendations from the 2010 review of the United Nations peacebuilding architecture, set out in the Peacebuilding Commission-approved road map, implemented
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| <p>(b) Informed and effective policymaking by the Peacebuilding Commission</p> <p>(c) Effective mobilization of resources for the Peacebuilding Fund and the efficient allocation to prevent relapse into conflict</p> <p>(d) Enhanced efficiency of the United Nations support to national peacebuilding efforts</p> | <p>(b) Percentage of reports with in-depth analysis submitted within deadlines</p> <p>(c) (i) Annual fund-raising target of \$100 million pledges to the Peacebuilding Fund is reached</p> <p style="padding-left: 20px;">(ii) The volume of all allocations from the Immediate Response Facility and Peacebuilding and Recovery Facility of the Peacebuilding Fund</p> <p style="padding-left: 20px;">(iii) Total percentage of funding decisions made by Peacebuilding Support Office Appraisal Committee within four weeks of request</p> <p style="padding-left: 20px;">(iv) Activities of the Peacebuilding Fund are in line with the priorities identified by the Peacebuilding Commission</p> <p>(d) (i) Percentage of countries on the agenda of the Peacebuilding Commission for which integrated peacebuilding strategies are developed</p> <p style="padding-left: 20px;">(ii) Increase in the number of United Nations staff and national and international partners who have received training in effective peacebuilding practices and tools</p> <p style="padding-left: 20px;">(iii) Increased number of policies and formal guidance agreed by the United Nations Senior Peacebuilding Group</p> |
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Strategy

2.19 The United Nations peacebuilding architecture, consisting of the Peacebuilding Commission, the Peacebuilding Fund and the Peacebuilding Support Office, was established by concurrent resolutions of the General Assembly (resolution 60/180) and the Security Council (resolutions 1645 (2005) and 1646 (2005)). The Peacebuilding Support Office supports the work of the Peacebuilding Commission in all its substantive aspects and oversees the operations of the Peacebuilding Fund.

2.20 The key tasks of the Peacebuilding Commission include: advising post-conflict countries on the development of integrated strategies for post-conflict peacebuilding and recovery; conducting dialogue with national authorities and the United Nations around the delivery of mutual commitments; helping to marshal resources and ensuring predictable financing for immediate post-conflict activities and sustained financial investment over the medium to longer term; championing the development

of national civilian capacities; and ensuring sustained attention by the international community to post-conflict recovery.

2.21 The Peacebuilding Support Office will continue to support the work of the Peacebuilding Commission by preparing analytical backgrounds that facilitate the development of its instrument of engagement, by contributing to the drafting of the reports on the regular reviews of such instruments of engagement for peacebuilding, by planning for and preparing the reports on the field visits by the Chairs of the country-specific configurations and by preparing background documents for thematic meetings of the country-specific configurations and the Working Group on Lessons Learned.

2.22 The Office will support the Commission in implementing actions identified in the annual road map for actions as the framework for the implementation of the recommendations that have emanated from the 2010 review process of the United Nations peacebuilding architecture. In General Assembly resolution 65/7 and Security Council resolution 1947 (2010) on the review of the United Nations peacebuilding architecture, the two principal organs requested all relevant United Nations actors to take forward, within their mandates and as appropriate, the recommendations of the review with the aim of further improving the effectiveness of the peacebuilding architecture. In accordance with intergovernmental mandates, the Office will also provide support to countries emerging from conflict.

2.23 The Peacebuilding Support Office will also promote collaboration among relevant entities of the United Nations system to ensure enhanced support for the work of the Peacebuilding Commission, to promote a coherent approach through training, tools and guidance development and technical support to the peacebuilding efforts at the country level and to advance the implementation of the recommendations contained in the report of the Secretary-General on peacebuilding in the immediate aftermath of conflict. The Office's function of supporting the Commission will therefore extend to ensuring a more coherent approach of the United Nations in the countries that receive advice from the Commission.

2.24 As part of its effort to promote a coherent approach of the United Nations to peacebuilding and to strengthen synergy with other entities of the United Nations system, the Peacebuilding Support Office convenes the Senior Policy Group on Peacebuilding, which brings together representatives of relevant departments, funds and programmes at the level of Assistant Secretary-General and the Peacebuilding Contact Group at the working level to discuss substantive peacebuilding issues, including to review proposals from the field for the Peacebuilding Fund. The Office also participates in various interdepartmental committees, as well as the committees convened by the Secretary-General, such as the Policy Committee, to ensure involvement of the operational arms of the United Nations.

2.25 The Peacebuilding Fund contributes to consolidating peace by funding projects designed to respond to imminent threats to the peace process, build or strengthen national capacities to promote peaceful resolution of conflict, stimulate economic revitalization and re-establish essential administrative services. The Peacebuilding Support Office will review the project proposals, share the reviews with entities of the United Nations system and make recommendations on allocation of funding subject to the approval of the Secretary-General.

Subprogramme 9

United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory

Objective of the Organization: To establish and maintain a Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory in accordance with General Assembly resolution ES-10/17

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Progressive registration of damage claim forms	(a) (i) Increase in the number of damage claim forms collected (ii) Increase in the number of damage claim forms processed by the Office of the Register of Damage (iii) Increase in the number of damage claim forms registered by the Board of the United Nations Register of Damage
(b) Increased public awareness of the affected Palestinian natural and legal persons about the possibility of and the requirements for filing claim forms	(b) Increase in the number of affected natural and legal persons informed about the possibility of and requirements for filing a damage claim form

Strategy

2.26 The Office of the Register of Damage will remain active for the duration of the registration process. The establishment of the Register itself is a continuous process, which will most likely take several years, given the thousands of potential claim forms and the continued construction of the Wall, which may result in new damage claims. The Register will include both printed and electronic versions of the claims, which will be safeguarded at the Office. The Office will be responsible for the administration of a community outreach programme to inform the Palestinian public about the possibility of and requirements for filing a claim form. To this end, the Office will, through locally recruited and United Nations Register of Damage-trained claim intakers, provide technical assistance to the claimants in filing the claim forms for registration of damage, as well as collecting and sending them, together with its supporting documents, to the Office for processing and review in accordance with objective criteria defined in the United Nations Register of Damage rules and regulations. The Office will also be responsible for maintaining the archive of the Register of Damage both in paper form and electronically.

Subprogramme 10

United Nations Office to the African Union

Objective of the Organization: To enhance the United Nations peace and security partnership with the African Union and to provide coordinated United Nations support for both short-term operations and long-term capacity-building

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	<p>(a) (i) African Union peace and security architecture is fully operational in the areas of conflict prevention and mediation, security sector reform, disarmament, demobilization and reintegration, elections and the Panel of the Wise</p> <p>(ii) The peace and security cluster of the 10-year capacity-building programme for the African Union is functioning effectively, co-chaired by the African Union Commission and the United Nations Office to the African Union, and coordinated cluster workplans are implemented</p> <p>(iii) All partners engaged in capacity-building at the African Union are coordinated with each other</p> <p>(iv) The United Nations-African Union Joint Task Force on Peace and Security meets twice annually on strategic issues of mutual concern</p>
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	<p>(b) (i) Field training exercise Amani Africa is successfully completed by the end of 2014</p> <p>(ii) The African Standby Force is operational by 2015</p> <p>(iii) The African Union Peace Support Operations Division is able to rapidly deploy a civilian mission support component utilizing the established civilian rosters to sustain any deployed peacekeeping operations mandated</p>

(iv) Operational concepts for future operations in Somalia are developed and implemented by the African Union, consistent with the African Union-United Nations joint strategic concept and Security Council resolution 2036 (2012)

(v) African Union regional cooperation initiative against the Lord's Resistance Army is fully operational

Strategy

2.27 The United Nations Office to the African Union integrated the former United Nations Liaison Office at Addis Ababa, the African Union Peacekeeping Support Team and the United Nations planning team for the African Union Mission in Somalia (AMISOM), as well as the support elements of the Joint Support and Coordination Mechanism of the African Union-United Nations Hybrid Operation in Darfur (UNAMID). As agreed with the African Union, the Joint Support and Coordination Mechanism is co-located with the United Nations Office to the African Union and relies on that Office for administrative and logistical support. Its substantive mandates have not been integrated into the United Nations Office to the African Union, however, as it is a hybrid structure reporting to both the United Nations and the African Union, while the United Nations Office to the African Union is a United Nations structure alone.

2.28 The original aims of the United Nations Office to the African Union were to: (a) enhance the partnership between the United Nations and the African Union in the area of peace and security; (b) provide coordinated and consistent United Nations advice to the African Union on both long-term capacity-building and short-term operational support; and (c) streamline the United Nations presence in Addis Ababa to be more cost-effective and efficient in delivering United Nations assistance to the African Union. The latter was mostly achieved in 2010-2011, and the process will be completed when the United Nations Office to the African Union moves to Economic Commission for Africa (ECA) premises in 2012-2013.

2.29 The United Nations Office to the African Union is intended to provide an improved mechanism for cooperation at the regional level, primarily with the African Union and subregional organizations throughout Africa. The Office also coordinates with United Nations peacekeeping operations and special political missions on the continent, and, in so doing, enhances United Nations peace and security relations with the African Union.

2.30 In providing the African Union with a full range of capacity-building support in the area of peace and security, the Office coordinates its work with other United Nations actors, particularly through the Department of Political Affairs-led peace and security cluster of the 10-year capacity-building programme, and liaises and coordinates with other clusters within the programme. The Office also participates in the mechanisms in Addis Ababa that coordinate donors and other partners.

Legislative mandates

Subprogramme 1

Prevention, management and resolution of conflicts

Charter of the United Nations, in particular Article 99

General Assembly resolutions

47/120 A	An Agenda for Peace: preventive diplomacy and related matters
47/120 B	An Agenda for Peace
52/12 A and B	Renewing the United Nations: a programme for reform
57/5	Elimination of unilateral extraterritorial coercive economic measures as a means of political and economic compulsion
57/26	Prevention and peaceful settlement of disputes
57/157	Cooperation between the United Nations and the Organization of American States
57/296	Causes of conflict and the promotion of durable peace and sustainable development in Africa
57/298	Cooperation between the United Nations and the Organization for Security and Cooperation in Europe
57/337	Prevention of armed conflict
59/310	Cooperation between the United Nations and the Economic Community of Central African States
60/1	World Summit Outcome
60/4	Global Agenda for Dialogue among Civilizations
60/260	Investing in the United Nations: for a stronger Organization worldwide
60/283	Investing in the United Nations: for a stronger Organization worldwide: detailed report
60/285	The situation in the occupied territories of Azerbaijan
60/288	The United Nations Global Counter-Terrorism Strategy
61/51	Cooperation between the United Nations and the Southern African Development Community
61/53	Maintenance of international security — good-neighbourliness, stability and development in South-Eastern Europe
61/230	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and promotion of durable peace and sustainable development in Africa

- 61/269 High-level Dialogue on Interreligious and Intercultural Understanding and Cooperation for Peace
- 61/293 Prevention of armed conflict
- 61/294 Zone of peace and cooperation in the South Atlantic
- 63/10 Cooperation between the United Nations and the Asian-African Legal Consultative Organization
- 63/11 Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
- 63/12 Cooperation between the United Nations and the Latin American and Caribbean Economic System
- 63/13 Cooperation between the United Nations and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization
- 63/14 Cooperation between the United Nations and the Council of Europe
- 63/15 Cooperation between the United Nations and the Eurasian Economic Community
- 63/17 Cooperation between the United Nations and the League of Arab States
- 63/19 The situation in Central America: progress in fashioning a region of peace, freedom, democracy and development
- 63/22 Promotion of interreligious and intercultural dialogue, understanding and cooperation for peace
- 63/23 Promoting development through the reduction and prevention of armed violence
- 63/24 Cooperation between the United Nations and the Inter-Parliamentary Union
- 63/34 Cooperation between the United Nations and the Caribbean Community
- 63/35 Cooperation between the United Nations and the Association of Southeast Asian Nations
- 63/86 Strengthening of security and cooperation in the Mediterranean region
- 63/105 Question of Western Sahara
- 63/114 Cooperation between the United Nations and the Organization of the Islamic Conference
- 63/115 Cooperation between the United Nations and the Organization for the Prohibition of Chemical Weapons

63/143	Cooperation between the United Nations and the Community of Portuguese-speaking Countries
63/144	Cooperation between the United Nations and the Economic Cooperation Organization
63/161	Indigenous issues
63/200	Cooperation between the United Nations and the Pacific Islands Forum
63/236	Cooperation between the United Nations and the International Organization of la Francophonie
63/261	Strengthening the Department of Political Affairs
63/267	New Partnership for Africa's Development: progress in implementation and international support
63/281	Climate change and its possible security implications
63/301	Situation in Honduras: democracy breakdown
63/308	The responsibility to protect
63/310	Cooperation between the United Nations and the African Union
64/6	Necessity of ending the economic, commercial and financial embargo imposed by the United States of America against Cuba
64/7	International Commission against Impunity in Guatemala
64/10	Follow-up to the report of the United Nations Fact-Finding Mission on the Gaza Conflict
64/12	Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies
64/14	The Alliance of Civilizations
64/19	Peaceful settlement of the question of Palestine
64/20	Jerusalem
64/21	The Syrian Golan
64/87	Assistance to Palestine refugees
64/90	Palestine refugees' properties and their revenues
64/109	The role of diamonds in fuelling conflict: breaking the link between the illicit transaction of rough diamonds and armed conflict as a contribution to prevention and settlement of conflicts
64/116	The rule of law at the national and international levels

64/118	Measures to eliminate international terrorism
64/123	Observer status for the International Conference on the Great Lakes Region of Africa in the General Assembly
64/124	Observer status for the Parliamentary Assembly of the Mediterranean in the General Assembly
64/125	Assistance to the Palestinian people
64/134	Proclamation of 2010 as International Year of Youth: Dialogue and Mutual Understanding
64/137	Intensification of efforts to eliminate all forms of violence against women
64/155	Strengthening the role of the United Nations in enhancing periodic and genuine elections and the promotion of democratization
64/183	Cooperation between the United Nations and the Shanghai Cooperation Organization
64/189	Unilateral economic measures as a means of political and economic coercion against developing countries
64/223	Towards global partnerships
64/238	Situation of human rights in Myanmar
64/252	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
64/254	Second follow-up to the report of the United Nations Fact-Finding Mission on the Gaza Conflict
64/256	Cooperation between the United Nations and the Collective Security Treaty Organization

Security Council resolutions

1196 (1998)	Importance of strengthening the effectiveness of arms embargoes in Africa
1197 (1998)	Support for regional and subregional initiatives on Africa and the strengthening of coordination between the United Nations and regional and subregional organizations in the area of conflict prevention and maintenance of peace
1208 (1998)	Maintenance of the civilian and humanitarian character of refugee camps and settlements in Africa
1209 (1998)	Stemming the illicit arms flows to and in Africa
1318 (2000)	Declaration on ensuring an effective role for the Security Council in the maintenance of international peace and security, particularly in Africa

1325 (2000)	Women and peace and security
1366 (2001)	Prevention of armed conflict
1631 (2005)	Cooperation with regional organizations in maintaining international peace and security
1645 (2005)	Post-conflict peacebuilding
1646 (2006)	Post-conflict peacebuilding
1699 (2006)	General issues related to sanctions
1810 (2008)	Non-proliferation of weapons of mass destruction
1820 (2008)	Women and peace and security
1882 (2009)	Children and armed conflict
1887 (2009)	Maintenance of international peace and security: Nuclear non-proliferation and nuclear disarmament
1888 (2009)	Women and peace and security
1889 (2009)	Women and peace and security
1894 (2009)	Protection of civilians in armed conflict
1904 (2009)	Threats to international peace and security caused by terrorist acts
1907 (2009)	Peace and security in Africa

Subprogramme 2
Electoral assistance

64/304	Strengthening the role of the United Nations in enhancing the effectiveness of the principle of periodic and genuine elections and the promotion of democratization
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Subprogramme 3
Security Council affairs

Charter of the United Nations, in particular Articles 1, 7, 12 (2), 15, 24, 28, 29, 30, 45, 46, 47 and 50

General Assembly resolutions

686 (VII)	Ways and means for making the evidence of customary international law more readily available
55/222 and 66/233	Pattern of conferences
64/115	Report of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization

Security Council resolutions

Resolutions and decisions pertaining to the establishment and mandates of subsidiary organs created by the Council under the terms of Article 29 of the Charter of the United Nations, including resolutions 751 (1992) and 1907 (2009), 1267 (1999) and 1989 (2011), 1373 (2001), 1518 (2003), 1521 (2003), 1533 (2004), 1540 (2004), 1572 (2004), 1591 (2005), 1636 (2005), 1718 (2006), 1737 (2006), 1970 (2011) and 1988 (2011)

**Subprogramme 4
Decolonization***General Assembly resolutions*

- | | |
|------------|---|
| 1514 (XV) | Declaration on the Granting of Independence to Colonial Countries and Peoples |
| 1541 (XV) | Principles which should guide Members in determining whether or not an obligation exists to transmit the information called for under Article 73 <i>e</i> of the Charter |
| 1654 (XVI) | The situation with regard to the implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples |
| 2621 (XXV) | Programme of action for the full implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples |
| 58/316 | Further measures for the revitalization of the work of the General Assembly [annex, sect. D, para. 4 (b), Question of the Falkland Islands (Malvinas)] |
| 60/120 | Second International Decade for the Eradication of Colonialism |
| 64/97 | Information from Non-Self-Governing Territories transmitted under Article 73 <i>e</i> of the Charter of the United Nations |
| 64/98 | Economic and other activities which affect the interests of the peoples of the Non-Self-Governing Territories |
| 64/99 | Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations |
| 64/100 | Offers by Member States of study and training facilities for inhabitants of Non-Self-Governing Territories |
| 64/101 | Question of Western Sahara |
| 64/102 | Question of New Caledonia |
| 64/103 | Question of Tokelau |

64/104 A and B Questions of American Samoa, Anguilla, Bermuda, the British Virgin Islands, the Cayman Islands, Guam, Montserrat, Pitcairn, Saint Helena, the Turks and Caicos Islands and the United States Virgin Islands

A. General

B. Individual Territories

64/105 Dissemination of information on decolonization

64/106 Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples

Subprogramme 5

Question of Palestine

General Assembly resolutions

3376 (XXX) Question of Palestine

32/40 B Question of Palestine

34/65 D Question of Palestine

38/58 B Question of Palestine

46/74 B Question of Palestine

64/16 Committee on the Exercise of the Inalienable Rights of the Palestinian People

64/17 Division for Palestinian Rights of the Secretariat

Subprogramme 6

Counter-Terrorism Implementation Task Force

General Assembly resolution

64/235 Institutionalization of the Counter-Terrorism Implementation Task Force

Subprogramme 7

Office of the United Nations Special Coordinator for the Middle East Peace Process

General Assembly resolutions

48/213 Assistance to the Palestinian People

49/88 Middle East peace process

64/19 Peaceful settlement of the question of Palestine

64/21 The Syrian Golan

64/95 The occupied Syrian Golan

Subprogramme 8
Peacebuilding Support Office*General Assembly resolutions*

- | | |
|--------|--|
| 60/180 | The Peacebuilding Commission |
| 60/261 | Election of seven members of the Organizational Committee of the Peacebuilding Commission |
| 60/287 | The Peacebuilding Fund |
| 62/245 | Special subjects relating to the programme budget for the biennium 2008-2009 (sect. II: financing of field missions of the Peacebuilding Commission) |
| 63/282 | The Peacebuilding Fund |
| 65/7 | Review of the United Nations peacebuilding architecture |

Security Council resolutions

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|-----------------------------------|-----------------------------|
| 1645 (2005)
and 1646
(2005) | Post-conflict peacebuilding |
| 1947 (2010) | Post-conflict peacebuilding |

Subprogramme 9
United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory*General Assembly resolution*

- | | |
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| ES-10/17 | Establishment of the United Nations Register of Damage Caused By the Construction of the Wall in the Occupied Palestinian Territory |
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Subprogramme 10
United Nations Office to the African Union*General Assembly resolutions*

- | | |
|--------|--|
| 52/220 | Questions relating to the proposed programme budget for the biennium 1998-1999 |
| 60/268 | Support account for peacekeeping operations |
| 64/288 | Financing of the United Nations Office to the African Union |

Security Council resolutions

- | | |
|-------------|---|
| 1744 (2007) | Situation in Somalia |
| 1772 (2007) | Situation in Somalia |
| 1769 (2007) | Reports of the Secretary-General on the Sudan |
| 2033 (2012) | Cooperation between the United Nations and regional and subregional organizations in maintaining international peace and security |

Programme 3

Disarmament

Overall orientation

3.1 General and complete disarmament under strict and effective international control remains the ultimate goal of all efforts exerted in the field of disarmament. The main responsibilities for disarmament lie with Member States. The United Nations, in accordance with its Charter, has a central role and primary responsibility in supporting Member States in this area.

3.2 The mandate for the programme derives from the priorities established in relevant General Assembly resolutions and decisions in the field of disarmament, including the Final Document of the Tenth Special Session of the General Assembly, the first special session devoted to disarmament (resolution S-10/2). The programme is also guided by the United Nations Millennium Declaration (resolution 55/2) and takes into account other relevant resolutions of the United Nations. Weapons of mass destruction, in particular nuclear weapons, continue to be of primary concern to the Organization owing to their destructive power and the threat that they pose to humanity. Conventional weapons, especially with regard to major weapons systems, small arms, light weapons, landmines and cluster munitions, have received increased attention from the international community in view of the havoc that such weapons are inflicting on peoples' daily lives, in particular in conflict-ridden regions.

3.3 Within the Secretariat, substantive responsibility for the programme is vested in the Office for Disarmament Affairs. The Office's strategy in meeting the programme's objectives is designed around five subprogrammes and is based on its role in and responsibility for facilitating and encouraging, as appropriate, measures aimed at disarmament and non-proliferation in all its aspects and at all levels. The Office will continue to assist Member States in promoting, strengthening and consolidating multilaterally negotiated principles and norms in all areas of disarmament and non-proliferation in all its aspects. It will support efforts of Member States in the areas of disarmament and non proliferation in all its aspects in order to help promote international peace and security and contribute to global efforts against terrorism. In order to do so effectively, the Office will enhance its capacity for more in-depth analysis, keeping track of developments in those areas, and will provide Member States with timely and practical advice, as requested. It will continue to assist Member States in their efforts towards international regulation of the arms trade and prevention of the illicit manufacture of and trafficking in small arms and light weapons in all its aspects. Moreover, the Office will facilitate and promote efforts for further implementation of the Programme of Action adopted at the United Nations Conference on the Illicit Trade in Small Arms and Light Weapons in All Its Aspects, as well as practical disarmament measures.

3.4 The Office will assist Member States in increasing understanding of the relationship between disarmament and development. The Office will promote transparency, based on the principle of undiminished and increased security for all, and confidence-building measures in the field of disarmament. Through its regional centres for peace and disarmament, the Office will assist Member States in promoting regional approaches to disarmament, non-proliferation in all its aspects

and regional and international peace and security. It will also continue to contribute to efforts to enhance disarmament expertise in Member States, as relevant, in particular in developing countries.

3.5 The Office will seek to achieve the objectives of the programme by facilitating the process of multilateral deliberation and negotiation. This will include providing substantive organizational support to the First Committee, the Disarmament Commission and other subsidiary bodies of the General Assembly, the Conference on Disarmament and its subsidiary bodies, review conferences and other meetings of parties to multilateral disarmament agreements, as well as to expert groups mandated by the General Assembly. This will also include monitoring and assessing current and future trends in the field of disarmament, non-proliferation in all its aspects and international security.

3.6 The Office will continue to be a source of impartial and factual information on disarmament and security-related matters for Member States, organizations of the United Nations system, intergovernmental and regional organizations and non-governmental organizations, and it will expand its educational outreach programmes. Training and advisory services will continue to be provided, through the United Nations disarmament fellowship, training and advisory services programme and the United Nations Institute for Disarmament Research (UNIDIR), to Member States, in particular developing countries, to enable them to enhance their expertise in disarmament, so that they may participate more effectively in international deliberating and negotiating forums.

3.7 Gender mainstreaming will continue to be an integral part of the activities of the programme through the continued implementation of a plan of action aimed at raising awareness and increasing commitment to and capacity for gender mainstreaming in disarmament affairs.

Subprogramme 1

Multilateral negotiations on arms limitation and disarmament

Objective of the Organization: To support multilateral negotiations and deliberations on agreements on disarmament, arms limitation and non-proliferation in all its aspects, and provide support as required by States parties to the existing multilateral agreements in those areas

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective support to negotiations in the Conference on Disarmament and in conferences and meetings of States parties to various multilateral agreements on disarmament, arms limitation and non-proliferation in all its aspects, at the organizational, procedural and substantive levels	(a) (i) Increased acknowledgements by presidents and chairs of subsidiary bodies and by Member and Observer States of the Conference on Disarmament of the effectiveness of substantive and procedural support and the efficiency of organizational services

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| <p>(b) Effective support to timely implementation of decisions, recommendations and programmes of action adopted by conferences and meetings of States parties to various multilateral disarmament, arms control and non-proliferation agreements</p> <p>(c) Enhanced expertise of Member States in the field of disarmament and non-proliferation, including through the United Nations disarmament fellowship, training and advisory services programme, as well as improved gender balance in the participation in the programme</p> | <p>(ii) Increased acknowledgements by chairs of conferences and meetings of States parties, as well as individual States parties and other participants to those events, of the effectiveness of substantive and procedural support and the efficiency of organizational services</p> <p>(b) (i) Increased reporting by States parties on their steps to implement treaty obligations, decisions, recommendations and programmes of action, as required</p> <p>(ii) Increased provision of information by States parties for populating the databases mandated under multilateral disarmament agreements</p> <p>(iii) The number of visits to and page views on the Branch's website</p> <p>(c) (i) Increased percentage of Member States, in particular developing countries, interested in the United Nations disarmament fellowship, training and advisory services programme</p> <p>(ii) Increased number of alumni of the United Nations disarmament fellowship, training and advisory services programme in the United Nations bodies, meetings and conferences dealing with disarmament and non-proliferation</p> <p>(iii) Increased percentage of female participants in the United Nations disarmament fellowship, training and advisory services programme</p> |
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Strategy

3.8 The subprogramme is implemented by the Conference on Disarmament Secretariat and Conference Support Branch at the United Nations Office at Geneva. The objective of the subprogramme will be pursued by:

- (a) Providing organizational and substantive support, including sound advice on historical background, procedures and practices, to the Conference on Disarmament and to conferences and meetings of States parties to various multilateral disarmament and arms limitation agreements;

(b) Assisting Member States in consensus-building by providing timely and comprehensive information, including political analyses and policy and procedural options when requested by Member States;

(c) Supporting the implementation of treaty obligations, as well as decisions, recommendations and programmes of action adopted by the conferences and meetings of States parties to various multilateral disarmament, non-proliferation and arms-limitation agreements;

(d) Providing specialized training in the field of disarmament and arms limitation, including non-proliferation in all its aspects, to Member States, in particular developing countries, including through the United Nations disarmament fellowship, training and advisory services programme, and promoting gender-balanced participation in the programme;

(e) Monitoring and assessing trends in disarmament and arms limitation, and non-proliferation in all its aspects, in order to provide Member States and international and non-governmental organizations participating in United Nations disarmament-related conferences and meetings with timely, accurate and factual information;

(f) Assisting Member States, at their request, in capacity-building through substantive support to various disarmament-related activities, including workshops, seminars, ad hoc presentations and advisory services, on an equal and non-discriminatory basis.

Subprogramme 2

Weapons of mass destruction

Objective of the Organization: To promote and support the efforts for disarmament and non-proliferation in all its aspects of nuclear weapons and all other weapons of mass destruction and their means of delivery and to assist Member States, at their request, in supporting existing treaties and mandates related to weapons of mass destruction

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective and enhanced facilitation of the process of negotiations, deliberations and consensus-building on disarmament and non-proliferation in all its aspects, delivery systems and outer space, and issues of universality of international instruments dealing with weapons of mass destruction, in particular nuclear weapons, by Member States and States parties at their request	(a) (i) Degree of satisfaction with the quality and timeliness of organizational and substantive services provided, as expressed by Member States (ii) Increased number of requests for expertise to support negotiations, deliberations, consensus-building and implementation efforts
(b) Enhanced knowledge, understanding and multilateral cooperation within the existing mandates, as well as ability to respond to challenges relating to weapons of mass destruction, in particular nuclear weapons, as well as biological and chemical weapons, including the acquisition and use of weapons of mass destruction by non-State actors	(b) (i) Increased number of requests to the Branch for assistance and substantive input and advice on issues related to the work of the Branch (ii) Number of visits to and page views of the Branch's website

(iii) Number of requests from Member States and international and regional organizations for the provision of support at events/seminars aimed at enhancing capacity and assistance in their implementation of obligations relating to disarmament and non-proliferation of weapons of mass destruction and their means of delivery

Strategy

3.9 The subprogramme is implemented by the Weapons of Mass Destruction Branch. The objective of the subprogramme will be pursued by:

(a) Assisting and supporting Member States in their negotiations, deliberations and consensus-building in the area of weapons of mass destruction, in particular nuclear weapons, and on their means of delivery, as well as assisting Member States, at their request, in their endeavours in the area of disarmament, non-proliferation and universalization of multilateral agreements, including global efforts against terrorism;

(b) Assisting and supporting States parties and other interested States, at their request, in their efforts to achieve the full implementation and universalization of multilateral agreements related to weapons of mass destruction, in particular nuclear weapons;

(c) Enhancing cooperation in accordance with existing arrangements with the International Atomic Energy Agency, the Organization for the Prohibition of Chemical Weapons and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization, as well as expanding interaction with civil society, in particular research and academic institutions and non-governmental organizations working in the area of disarmament and non-proliferation of weapons of mass destruction and delivery systems;

(d) Monitoring and assessing of current and future trends in the area of weapons of mass destruction, including nuclear weapons, with a view to achieving enhanced capacity to provide timely and accurate information and analysis;

(e) Participating in international seminars and workshops in response to rising demand from Member States and international and regional organizations;

(f) Providing more timely and comprehensive analysis, at the request of Member States, on a wide range of current and emerging issues on disarmament in all its aspects in order to build consensus.

Subprogramme 3

Conventional arms (including practical disarmament measures)

Objective of the Organization: To promote greater mutual confidence among Member States in the field of conventional arms and facilitate their efforts in deliberations on the regulation and limitation of conventional weapons, taking into account the legitimate needs of States for self-defence

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective facilitation of implementation by Member States of the 2001 Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects using available tools within the agreed mandate	(a) Degree of satisfaction with the quality and timeliness of organizational and substantive services provided, as expressed by Member States
(b) Effective assistance to Member States in following up on the 2012 arms trade treaty process	(b) Degree of satisfaction with the quality and timeliness of organizational and substantive services provided
(c) Effective facilitation of the participation by Member States in the United Nations instruments on confidence-building measures in military and security matters	(c) Degree of satisfaction with the quality and timeliness of organizational and substantive services provided

Strategy

3.10 The subprogramme is implemented by the Conventional Arms Branch. The objective of the subprogramme will be pursued by:

- (a) Promoting and supporting the implementation of the United Nations Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects;
- (b) Promoting and supporting the implementation of the International Instrument to Enable States to Identify and Trace, in a Timely and Reliable Manner, Illicit Small Arms and Light Weapons;
- (c) Providing effective assistance to Member States in following up on the 2012 arms trade treaty process;
- (d) Supporting efforts of the United Nations system to address the challenges posed by the illicit trade in small arms and light weapons by enhancing the effectiveness of the Coordinating Action on Small Arms mechanism;
- (e) Supporting United Nations efforts to enhance cooperation with regard to the issue of ammunition for conventional arms stockpiles in surplus;
- (f) Supporting the United Nations Report on Military Expenditures and facilitating progress towards the broadest possible participation;

(g) Supporting the continued operation of the United Nations Register of Conventional Arms;

(h) Identifying emerging issues and challenges in the field of conventional weapons and analysing their possible impact on international peace and security;

(i) Analysing and assessing trends and developments related to global military expenditures and the arms trade;

(j) Providing advisory services, at the request of the Governments, to monitor and evaluate the implementation of existing and future practical disarmament projects.

Subprogramme 4

Information and outreach

Objective of the Organization: To increase understanding and knowledge of Member States and the public on disarmament issues

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased utilization and improved access to information and education materials of the Office for Disarmament Affairs	(a) (i) Increased percentage of users indicating usefulness of disarmament materials (ii) The number of visits and page views on the website of the Office for Disarmament Affairs
(b) Timely access to factual and objective information by end-users through print and electronic means regarding various aspects of disarmament	(b) Increased percentage of information materials made available within the prescribed deadlines

Strategy

3.11 The subprogramme is implemented by the Information and Outreach Branch. The objective of the subprogramme will be pursued by:

(a) Continuing to carry out information and outreach activities in cooperation with other relevant departments within the United Nations Secretariat, notably the Department of Public Information;

(b) Enhancing the work of the Secretary-General's Advisory Board on Disarmament Matters, including through periodic reviews of working methods and composition;

(c) Implementing, as relevant, the recommendations of the 2002 United Nations study on disarmament and non-proliferation education in cooperation with or by relevant United Nations offices, disarmament-related international organizations and regional organizations, as well as with civil society organizations, especially non-governmental and academic organizations;

(d) Furthering collaboration with UNIDIR;

(e) Enhancing the use of electronic media for the dissemination and exchange of information, in particular by developing specialized web pages for end users, including delegations, representatives of intergovernmental organizations and institutions, the specialized agencies of the United Nations system, researchers and educators, civil society, especially representatives of non-governmental organizations, the media and the general public;

(f) Facilitating the participation of civil society, especially non-governmental organizations, in disarmament-related conferences and meetings in accordance with established rules of procedure, including access to meetings, documentation, the organization of oral presentations, the holding of special events and the mounting of exhibits.

Subprogramme 5

Regional disarmament

Objective of the Organization: To promote and enhance international efforts towards global disarmament and international peace and security through the support and promotion of regional disarmament efforts and initiatives using approaches freely arrived at among the States of the region and taking into account the legitimate requirements of States for self-defence and the specific characteristics of each region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective facilitation of regional cooperation, coordination and collaboration among States and regional and subregional organizations in matters related to disarmament, non-proliferation in all its aspects and regional and international peace and security	(a) (i) Degree of satisfaction with the quality and timeliness of organizational and substantive services provided (ii) The number of activities (regional consultations, regional symposiums, capacity-building workshops and/or training activities, publications, advocacy and outreach activities related to universalization of treaties and full implementation of resolutions) undertaken at the national, subregional and regional levels
(b) Greater cooperation, within each region and subregion, between the Office for Disarmament Affairs and States and international, regional and subregional organizations in the areas of disarmament and non-proliferation in all its aspects as well as regional and international peace and security	(b) (i) Degree of satisfaction with the quality of advisory, organizational and substantive services provided by the Regional Disarmament Branch at the regional, subregional and national levels (ii) Increased number of requests for assistance from Member States and regional and subregional organizations

(c) Enhanced capacity of national, subregional and regional entities to implement measures related to disarmament and non-proliferation in all its aspects as well as regional and international peace and security measures	(c) The number of actions taken by the Regional Disarmament Branch to assist national, subregional and regional entities in implementing measures related to disarmament non-proliferation in all its aspects
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Strategy

3.12 The subprogramme is implemented by the Regional Disarmament Branch, comprising the Regional Activities Unit, the Regional Centre for Peace and Disarmament in Africa, the Regional Centre for Peace and Disarmament in Asia and the Pacific and the Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean. The objective of the subprogramme will be pursued by:

- (a) Promoting regional cooperation among States and regional and subregional organizations in matters related to disarmament, non-proliferation in all its aspects and regional and international peace and security;
- (b) Promoting understanding of regional and subregional disarmament;
- (c) Providing advice, information and assistance to Member States, at their request, as well as to regional organizations and arrangements and non-governmental organizations;
- (d) Supporting national, regional and subregional implementation of existing multilateral instruments and resolutions on disarmament and non-proliferation in all its aspects;
- (e) Undertaking advocacy in all areas of disarmament at the regional and subregional levels;
- (f) Supporting the capacity-building of national, subregional and regional entities in the implementation of disarmament, non-proliferation in all its aspects and regional and international peace and security measures through hands-on assistance to entities at their request.

Legislative mandates

General Assembly resolutions

S-10/2	Final Document of the Tenth Special Session of the General Assembly
38/183 O	Advisory Board on Disarmament Studies
42/37 C	Measures to uphold the authority of the 1925 Geneva Protocol and to support the conclusion of a chemical weapons convention
42/38 C	Notification of nuclear tests
44/116 O	Review Conference of the Parties to the Treaty on the Prohibition of the Emplacement of Nuclear Weapons and Other Weapons of Mass Destruction on the Sea-Bed and the Ocean Floor and in the Subsoil Thereof

47/54 G	Review of the implementation of the recommendations and decisions adopted by the General Assembly at its tenth special session
58/50	Reduction of non-strategic nuclear weapons
59/81	The Conference on Disarmament decision (CD/1547) of 11 August 1998 to establish, under item 1 of its agenda entitled “Cessation of the nuclear arms race and nuclear disarmament”, an ad hoc committee to negotiate, on the basis of the report of the Special Coordinator (CD/1299) and the mandate contained therein, a non-discriminatory, multilateral and internationally and effectively verifiable treaty banning the production of fissile material for nuclear weapons or other nuclear explosive devices
59/95	Improving the effectiveness of the methods of work of the First Committee
60/55	Compliance with non-proliferation, arms limitation and disarmament agreements
60/68	Addressing the negative humanitarian and development impact of the illicit manufacture, transfer and circulation of small arms and light weapons and their excessive accumulation
60/73	Preventing the risk of radiological terrorism
61/67	Declaration of a fourth disarmament decade
62/40	Prevention of the illicit transfer and unauthorized access to and use of man-portable air defence systems
62/272	The United Nations Global Counter-Terrorism Strategy
63/55	Missiles
63/63	Establishment of a nuclear-weapon-free zone in Central Asia
64/35	International Day against Nuclear Tests
64/36	Convention on Cluster Munitions
64/47	Renewed determination towards the total elimination of nuclear weapons
64/52	Second Conference of the States Parties and Signatories of Treaties that Establish Nuclear-Weapon-Free Zones and Mongolia
65/40	Consolidation of the regime established by the Treaty for the Prohibition of Nuclear Weapons in Latin America and the Caribbean (Treaty of Tlatelolco)
65/49	Treaty on a Nuclear-Weapon-Free Zone in Central Asia
65/51	Measures to uphold the authority of the 1925 Geneva Protocol
65/55	Effects of the use of armaments and ammunitions containing depleted uranium

65/58	Nuclear-weapon-free southern hemisphere and adjacent areas
65/61	Bilateral reductions of strategic nuclear arms and the new framework for strategic relations
65/63	Information on confidence-building measures in the field of conventional arms
65/66	Convening of the fourth special session of the General Assembly devoted to disarmament
65/67	Consolidation of peace through practical disarmament measures
65/68	Transparency and confidence-building measures in outer space activities
65/69	Women, disarmament, non-proliferation and arms control
65/70	Mongolia's international security and nuclear-weapon-free status
65/71	Decreasing the operational readiness of nuclear weapons systems
65/73	The Hague Code of Conduct against Ballistic Missile Proliferation
65/74	Preventing the acquisition by terrorists of radioactive sources
65/75	Preventing and combating illicit brokering activities
65/77	United Nations study on disarmament and non-proliferation education
65/81	United Nations Disarmament Information Programme
65/82	United Nations disarmament fellowship, training and advisory services
65/127	Cooperation between the United Nations and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization
65/236	Cooperation between the United Nations and the Organization for the Prohibition of Chemical Weapons
66/20	Objective information on military matters, including transparency of military expenditures
66/21	Prohibition of the development and manufacture of new types of weapons of mass destruction and new systems of such weapons: report of the Conference on Disarmament
66/22	Implementation of the Declaration of the Indian Ocean as a Zone of Peace
66/23	African Nuclear-Weapon-Free-Zone Treaty
66/24	Developments in the field of information and telecommunications in the context of international security

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- 66/25 Establishment of a nuclear-weapon-free zone in the region of the Middle East
 - 66/26 Conclusion of effective international arrangements to assure non-nuclear-weapon States against the use or threat of use of nuclear weapons
 - 66/27 Prevention of an arms race in outer space
 - 66/28 Follow-up to nuclear disarmament obligations agreed to at the 1995 and 2000 and 2010 Review Conferences of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons
 - 66/29 Implementation of the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-personnel Mines and on Their Destruction
 - 66/30 Relationship between disarmament and development
 - 66/31 Observance of environmental norms in the drafting and implementation of agreements on disarmament and arms control
 - 66/32 Promotion of multilateralism in the area of disarmament and non-proliferation
 - 66/33 2015 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons and its Preparatory Committee
 - 66/34 Assistance to States for curbing the illicit traffic in small arms and light weapons and collecting them
 - 66/35 Implementation of the Convention on the Prohibition of the Development, Production, Stockpiling and Use of Chemical Weapons and on Their Destruction
 - 66/36 Regional disarmament
 - 66/37 Conventional arms control at the regional and subregional levels
 - 66/38 Confidence-building measures in the regional and subregional context
 - 66/39 Transparency in armaments
 - 66/40 Towards a nuclear-weapon-free world: accelerating the implementation of nuclear disarmament commitments
 - 66/41 National legislation on transfer of arms, military equipment and dual-use goods and technology
 - 66/42 Problems arising from the accumulation of conventional ammunition stockpiles in surplus
 - 66/43 Treaty on the South-East Asia Nuclear-Weapon-Free Zone (Bangkok Treaty)

66/44	Treaty banning the production of fissile material for nuclear weapons or other nuclear explosive devices
66/45	United action towards the total elimination of nuclear weapons
66/46	Follow-up to the advisory opinion of the International Court of Justice on the <i>Legality of the Threat or Use of Nuclear Weapons</i>
66/47	The illicit trade in small arms and light weapons in all its aspects
66/48	Reducing nuclear danger
66/49	Compliance with non-proliferation, arms limitation and disarmament agreements and commitments
66/50	Measures to prevent terrorists from acquiring weapons of mass destruction
66/51	Nuclear disarmament
66/52	Prohibition of the dumping of radioactive wastes
66/53	United Nations regional centres for peace and disarmament
66/54	United Nations Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean
66/55	Regional confidence-building measures: activities of the United Nations Standing Advisory Committee on Security Questions in Central Africa
66/56	United Nations Regional Centre for Peace and Disarmament in Asia and the Pacific
66/57	Convention on the Prohibition of the Use of Nuclear Weapons
66/58	United Nations Regional Centre for Peace and Disarmament in Africa
66/59	Report of the Conference on Disarmament
66/60	Report of the Disarmament Commission
66/61	The risk of nuclear proliferation in the Middle East
66/62	Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to have Indiscriminate Effects
66/63	Strengthening of security and cooperation in the Mediterranean region
66/64	Comprehensive Nuclear-Test-Ban Treaty
66/65	Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction

- 66/66 Revitalizing the work of the Conference on Disarmament and taking forward multilateral disarmament negotiations

General Assembly decisions

- 54/418 Advisory Board on Disarmament Matters
- 60/519 International instrument to enable States to identify and trace, in a timely and reliable manner, illicit small arms and light weapons
- 63/520 United Nations conference to identify appropriate ways of eliminating nuclear dangers in the context of nuclear disarmament
- 65/515 Maintenance of international security — good-neighbourliness, stability and development in South-Eastern Europe
- 66/513 Verification in all its aspects, including the role of the United Nations in the field of verification
- 66/514 Review of the implementation of the Declaration on the Strengthening of International Security
- 66/515 Role of science and technology in the context of international security and disarmament
- 66/516 Missiles
- 66/517 Transparency and confidence-building measures in outer space activities
- 66/518 The arms trade treaty
- 66/519 Proposed programme of work and timetable of the First Committee for 2012

Security Council resolutions

- 1325 (2000) Women and peace and security
- 1540 (2004) Non-proliferation of weapons of mass destruction
- 1887 (2009) Maintenance of international peace and security: nuclear non-proliferation and nuclear disarmament
- 1977 (2011) Extension of the mandate of the Security Council Committee established pursuant to resolution 1540 (2004)

Programme 4

Peacekeeping operations

Overall orientation

4.1 The overall purpose of the programme is to support the maintenance of peace and security through the deployment of peacekeeping operations in accordance with and by authority derived from the principles and purposes of the Charter of the United Nations. The mandates of the programme are provided in relevant resolutions of the Security Council and the General Assembly.

4.2 The programme comprises the Department of Peacekeeping Operations and the Department of Field Support. The Department of Peacekeeping Operations closely coordinates four interdependent and complementary subprogrammes (operations, military, rule of law and security institutions, and policy, evaluation and training) and integrates cross-cutting responsibilities in support of peacekeeping operations and special political missions under its direction. The Department of Field Support coordinates two subprogrammes for the provision of administrative and logistics support services (field administrative support and integrated support services) to field-based peacekeeping and special political missions. The programme also comprises two peacekeeping missions: the United Nations Truce Supervision Organization and the United Nations Military Observer Group in India and Pakistan.

4.3 The Department of Peacekeeping Operations directs, manages and provides political and policy guidance and strategic direction to all operations under its responsibility, which comprise all traditional and multidimensional peacekeeping operations with military and/or police components and which may include elements of peacemaking and peacebuilding, as well as certain special political missions as approved by the relevant intergovernmental bodies.

4.4 The Department of Field Support provides administrative and logistical support services to United Nations peacekeeping operations, special political missions and other field presences as mandated, in the areas of human resources, finance and budget, conduct and discipline, logistics, and information and communications technology.

4.5 To implement the programme, the Department of Peacekeeping Operations and the Department of Field Support will work in an integrated and cohesive way through joint departmental decision-making bodies and shared resources under a unified vision, direction and set of guiding principles. The Departments will ensure an integrated United Nations approach in countries where integrated peacekeeping missions are deployed alongside United Nations agencies, funds and programmes through the development of integrated planning that reflects a shared vision and agreement on common objectives and results as well as clarity of the respective roles and responsibilities of each entity. Both Departments will continue to pursue greater coordination within existing mandates, with external partners, including international financial institutions and regional organizations, to enhance the ability of the United Nations to maintain international peace and security. Sustainable progress on security, national reconciliation and development needs to occur in parallel, given the interconnected nature of those challenges in countries emerging from conflict. Regional and subregional approaches to peacekeeping and political strategies for multiple operations will also continue to be pursued when appropriate.

4.6 In that context, the Department of Peacekeeping Operations, the Department of Field Support and other engaged departments and organizations will plan and conduct United Nations peacekeeping activities in a manner that facilitates post-conflict peacebuilding and the long-term prevention of the recurrence of armed conflict. To increase the programme's effectiveness, policy development on and evaluation of the application of peacekeeping best practices and lessons learned will continue, as will emphasis on greater unity of effort and tailored training for all peacekeeping personnel.

4.7 The Department of Peacekeeping Operations and the Department of Field Support will provide information to Member States on all phases of peacekeeping operations, paying particular attention to the requirements of troop- and police-contributing countries that need to make informed decisions about their engagement in United Nations peacekeeping. The programme will place emphasis on keeping Member States and other stakeholders informed of support issues in relation to all phases of operations. In an integrated manner, special attention will be given to the safety and security of personnel in the field, and careful consideration will be given to gender and geographical balance in the staffing of operations.

4.8 The Department of Peacekeeping Operations will continue to focus its efforts on strengthening mission planning and oversight; building policy consensus on the role of United Nations peacekeepers in protecting civilians, in accordance with the purposes and principles of the Charter, specific Security Council mandates, basic principles of peacekeeping (consent of the parties, impartiality and non-use of force except in self-defence and in the defence of a mandate authorized by the Security Council) and in performing early peacebuilding tasks, as well as on making peacekeeping more effective; and pursuing a capability-driven approach to identifying, developing and using peacekeeping resources.

4.9 Programme strategies and plans will be undertaken to establish, manage and direct peacekeeping operations and develop the capacities required to address a wide variety of conflict and post-conflict situations. A rapid and effective response to Security Council and General Assembly mandates is crucial for supporting the implementation of peace agreements between the parties to a conflict. Mandates may include monitoring ceasefires and buffer zones; disarmament, demobilizing and reintegrating ex-combatants; reforming military establishments; training, advising and monitoring police forces; creating security conditions conducive to the return of refugees and internally displaced populations; promoting electoral and judicial reform and assisting civil administrations; facilitating political processes to consolidate peace and strengthened State authority; coordinating economic rehabilitation and mine-clearance programmes; and facilitating the delivery of humanitarian assistance. Missions may also be mandated to maintain law and order and assume responsibility for transitional administration or executive law enforcement, including criminal justice functions.

4.10 The Department of Field Support will continue its efforts to improve performance and cost-effectiveness in the integrated delivery of support to field-based missions through the implementation of the global field support strategy. The strategy, a five-year plan in effect to 30 June 2015, will provide a standardized framework for regional and global support to field missions to improve the timeliness, quality, efficiency and accountability of support operations. To achieve this objective, an integrated service delivery model that promotes greater

accountability and transparency is being implemented, which will lead to a higher quality of service, streamlined business processes and improved working methods and result in the optimal use of resources and the realization of efficiency, including reduced staffing requirements.

4.11 The service delivery model will horizontally integrate administrative, logistics and information and communications technology services and will evolve away from the current “silo” approach. As a result, the Department of Field Support at Headquarters will increasingly focus its attention and resources on its strategic mission support planning and oversight roles and on functions involving interactions with Member States, particularly the troop- and police-contributing countries. The Department will be progressively divesting itself of many of its current day-to-day transactional responsibilities, which it will devolve as appropriate upon the Global Service Centre in Brindisi, Italy. At the end of this evolution, the Department of Field Support will be better positioned to fully deliver on its strategic mandate to conduct integrated mission support planning and performance measurement in coordination with its implementing partners in the Secretariat.

4.12 The service delivery model will provide for a fundamental shift in the existing division of labour in the planning and delivery of field support and, consequently, a relocation of functions to locations that are geographically closer to the supported field-based missions, through the transfer of operational and transactional functions from Headquarters to the global and regional service centres so as to improve responsiveness and more efficiently address the missions’ day-to-day operational needs.

4.13 Under the programme, the Department of Peacekeeping Operations and the Department of Field Support will also provide substantive and technical support to the Special Committee on Peacekeeping Operations, including follow-up on decisions related to peacekeeping operations taken by the Security Council and the General Assembly. The Departments will implement the recommendations of the Special Committee, as endorsed by the Assembly.

A. Peacekeeping operations

Subprogramme 1 Operations

Objective of the Organization: To ensure the effective implementation of Security Council mandates to plan and establish peacekeeping operations, as well as the effective implementation of relevant General Assembly resolutions

Expected accomplishments of the Secretariat	Indicators of achievement
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(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decision-making on issues relating to peacekeeping	(a) (i) Recommendations for establishing new or implementing major adjustments to existing peacekeeping operations incorporated in resolutions of the Security Council, the General Assembly and other intergovernmental bodies
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| <p>(b) Effectively and efficiently managed peacekeeping operations</p> | <p>(ii) 100 per cent of the reports of the Secretary-General to the Security Council reflect briefings with troop-contributing countries and members of the Security Council</p> <p>(b) (i) Percentage of integrated planning processes completed according to Security Council substantive and time requirements for establishing new or implementing adjustments to existing peacekeeping operations</p> <p>(ii) Number of missions fulfilling major benchmarks defined in and mandated by Security Council resolutions</p> |
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Strategy

4.14 The Office of Operations will continue to perform its core functions of providing timely advice and analysis to the Security Council, the General Assembly, intergovernmental bodies and troop- and police-contributing and other contributing countries on peacekeeping issues and on the integrated planning and effective direction of and support for peacekeeping operations through the provision of policy, political and operational guidance.

4.15 The Office of Operations will serve as the locus of integration for planning and political and operational support to field operations. It will employ the integrated mission planning process policy with internal and external partners to establish and adjust operations and to ensure a fully integrated approach to the spectrum of peacekeeping, peacemaking and peacebuilding support activities, ensuring the stabilization of States in post-conflict situations. The integrated operational teams will be the central vehicle at United Nations Headquarters for the integrated planning and conduct of United Nations peacekeeping operations and special political missions. The Office of Operations will be responsible for establishing and managing the teams, bringing together expertise from the Department of Peacekeeping Operations, the Department of Field Support and other subject matter experts to provide integrated political and policy guidance for senior management on cross-cutting issues. The integrated operational teams will also provide a principal point of entry for troop- and police-contributing countries and partners on mission-specific issues, to engage in the planning and conduct of integrated peacekeeping operations. Building on initial context-specific cooperation with regional and subregional organizations, the Office of Operations will, in collaboration with the Policy, Evaluation and Training Division, develop operational relationships with relevant regional organizations to maximize crisis prevention and response. In particular, and in the light of capacity needs in conflict-prone areas, the Office will enhance and institutionalize support for and cooperation with African regional organizations. Best practices will be incorporated into the design, planning and implementation of new and existing missions, including by refining cross-cutting issues. Integrated mission information and operations units will be standardized in accordance with policy developments and will provide systematic and reliable mission risk assessments and longer-term analysis.

Subprogramme 2

Military

Objective of the Organization: To effectively implement the military aspects of Security Council mandates and effectively implement relevant General Assembly resolutions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(a) (i) No longer than seven days needed to prepare military plans from the date a Security Council resolution is passed (ii) Official pledge requests to troop-contributing countries issued within five days of the date on which the list of potential troop-contributing countries is approved
(b) Increased efficiency and effectiveness of the military components of peacekeeping operations	(b) Implementation by peacekeeping operations of 100 per cent of military-related recommendations from end-of-assignment, visit, study and assessment reports endorsed by the Under-Secretary-General for Peacekeeping Operations, in compliance with relevant intergovernmental mandates

Strategy

4.16 Substantive responsibility for the subprogramme is vested in the Office of Military Affairs. The Office will continue to provide its best military advice to assist the Security Council, the General Assembly, other intergovernmental bodies and troop- and police-contributing countries to enable fully informed decision-making on issues related to peacekeeping. The Office will also endeavour to coordinate current mission-specific peacekeeping issues to ensure that all troop-contributing countries are updated and permit their contingents to be trained and prepared accordingly. The activities of the subprogramme will include the issuance of military strategic guidance documents and the preparation and update of operational plans for military components of peacekeeping operations, such as contingency plans for new, ongoing, consolidating or closing operations; the conduct of predeployment advisories and assessments; the generation, coordination and rotation of military contingents, individual military experts on mission, including observers, and Headquarters staff; daily monitoring of and support for military components of peacekeeping operations; and the contribution to peacekeeping training activities of the Department of Peacekeeping Operations and Member States deploying uniformed personnel, including the institutionalization of high standards of conduct and discipline.

4.17 The subprogramme will give special emphasis to supporting African regional peacekeeping military needs; strive for formalized arrangements with peacekeeping

partners; encourage and increase the participation of female peacekeepers; assist regional organizations in their efforts to set up peacekeeping forces; formulate and issue cohesive military-related peacekeeping policies; introduce modern management practices; increase synergy and cooperation between military and police components; continue to review the United Nations Standby Arrangements System and encourage Member States to participate in it; and enhance the capability of the military component to deploy rapidly during the start-up of a peacekeeping mission or during a crisis in existing peacekeeping missions.

4.18 The Office will enhance responsiveness to field missions, increasing the integration of the military perspective through military representatives on the integrated operational teams. Military representatives on the teams will draw upon the full capability and expertise of the Office of Military Affairs across the entire spectrum of military issues. Military representatives on the teams have the responsibility to represent the official position of the Office. The Office will coordinate weekly meetings with the military officers attached to the integrated operational teams.

Subprogramme 3

Rule of law and security institutions

Objective of the Organization: To enable rule of law and security institutions in post-conflict societies to develop sustainable capacities and services in full compliance with the Charter of the United Nations

Expected accomplishments of the Secretariat	Indicators of achievement
(a) More timely deployment and establishment of the rule of law and security components of peacekeeping operations in response to Security Council mandates	(a) (i) Initial deployment of police to new, adjusted or transitioning peacekeeping operations within 30 days of the adoption of a Security Council resolution (ii) Reduction in the number of days for deployment of core rule of law (justice and corrections) and mine action personnel after the adoption of a Security Council resolution
(b) Increased efficiency and effectiveness of the rule of law and security components of peacekeeping operations	(b) (i) Increased number of integrated plans supported by police, justice, corrections, disarmament, demobilization and reintegration, security sector reform and mine action components of peacekeeping operations

	(ii) Increased number of host countries of peacekeeping operations that are supported by those operations so that their rule of law and security institutions can fully assume their responsibility
(c) Increased awareness and understanding of the dangers of landmines and explosive remnants of war in affected countries	(c) Reduction in the number of casualties resulting from landmines and explosive remnants of war in affected countries

Strategy

4.19 Substantive responsibility for the subprogramme is vested in the Office of Rule of Law and Security Institutions, which consists of the Police Division, the Mine Action Service, the Criminal Law and Judicial Advisory Service, the Disarmament, Demobilization and Reintegration Section, and the Security Sector Reform Unit. The strengthening of the rule of law and national security services and institutions in post-conflict societies is essential to building and maintaining sustainable peace and security. The core function of the Office is thus to develop and maintain coherent strategic and operational frameworks, including in the areas of guidance development, operational support, training and partnerships, to facilitate synergy, efficiency and effectiveness when working to strengthen security and the rule of law in the context of peacekeeping and peacebuilding. In that regard, each component develops comprehensive plans and programmes for the reform and development of their respective sectors that take into consideration the relationships between justice and security institutions, legislation, related procedures, necessary infrastructure and relevant gender dimensions. The components of the Office will also strive to support enhanced rule of law and the security-related activities of the Organization as a whole, by acting as the leading United Nations entity or focal point globally in the areas of police and law enforcement, corrections and mine action and in the strengthening of national justice systems and institutions in peacekeeping settings, as well as acting as co-chair of the respective United Nations inter-agency bodies established in the areas of security sector reform, disarmament, demobilization and reintegration and mine action. The Office will actively engage regional and subregional organizations, Member States, leading academics, institutions and donors on all aspects of rule of law and security issues and will support the dissemination of lessons learned and best practices. It will also strengthen its engagement with Member States and regional and national peacekeeping training centres on current training practices, security institution standards, and training guidelines and materials for police, justice, corrections and other officers. In addition, the components of the Office will continue to develop value added partnerships with United Nations and other relevant international and national actors, in accordance with relevant intergovernmental mandates.

Subprogramme 4

Policy, evaluation and training

Objective of the Organization: To provide the policy, guidance and training tools essential for planning, establishing and sustaining effective and efficient peacekeeping operations in accordance with Security Council mandates and relevant General Assembly resolutions

Expected accomplishments of the Secretariat	Indicators of achievement
Provision and distribution of timely policy guidance, standard operating procedures and training standards and tools that are consistent with United Nations principles and reflect lessons learned	<p>(i) Number of web-based materials on policy guidance, lessons learned and best practices uploaded by the Secretariat and downloaded by peacekeeping practitioners, including those in peacekeeping missions, Member States and regional organizations, from the Department's Peace Operations Policy and Practice Database and Peacekeeping Resource Hub</p> <p>(ii) Percentage of peacekeeping training standards developed and made available to Member States, field operations, regional partners and training institutions to support predeployment, induction and ongoing training</p>

Strategy

4.20 Substantive responsibility for the subprogramme is vested in the Policy, Evaluation and Training Division, which will provide an integrated capacity for the development of peacekeeping doctrine and guidance, informed by the systematic documentation of best practices and lessons learned; the provision of strategic guidance for standardized peacekeeping training based on doctrine and best practices; and the evaluation of mission performance in implementing mandates. The Division will provide services to the Department of Peacekeeping Operations, the Department of Field Support, field missions and Member States, thus ensuring the integration of substantive and support functions in guidance development, training and evaluation and providing a common platform for policy, guidance material, training and evaluation at Headquarters and in the field.

4.21 The aim of the above-mentioned capacity is to enhance the efficiency and effectiveness of peacekeeping field operations and support from Headquarters through the institutional strengthening of peacekeeping. The Division will develop and disseminate peacekeeping doctrine (policies, practices and standard operating procedures), support the doctrine development process within the subprogrammes of both Departments and support the continued development of the Intranet as the principal means for sharing knowledge and providing guidance material to staff in the field. Working in close cooperation with Member States and regional organizations, the Division will provide training standards and support for training

programmes intended to prepare peacekeepers to perform their functions in field missions and at Headquarters. The Division will support the development of peacekeeping training capacity in Member States, particularly in current and emerging troop- and police-contributing countries. The Division will identify potential peacekeeping partners and develop frameworks to enable existing United Nations and non-United Nations partners, in accordance with established procedures, to cooperate in peacekeeping operations in a complementary manner. The Division will evaluate peacekeeping performance, with the results of the evaluations being used to guide follow-on remedial measures, including policy revision and development and training, in both Departments and in field missions.

Subprogramme 5

Field administrative support

Objective of the Organization: To enable United Nations peacekeeping operations and other United Nations field missions to fulfil their mandates efficiently and effectively, as authorized by the Security Council and the General Assembly

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(a) Increased percentage of missions that meet the projected incumbency rates set in the context of approved mission plans and budgets
(b) Increased efficiency and effectiveness of peacekeeping operations	(b) (i) Increased percentage of international female staff serving in peacekeeping operations and other United Nations field missions (ii) Maintenance of a three-month average processing time frame (from receipt of the mission-certified claim to its approval by the Department) for contingent-owned equipment claims
(c) More timely reporting of and follow-up to allegations of misconduct	(c) (i) All allegations of serious misconduct recorded by peacekeeping operations in the Misconduct Tracking System within seven days of receipt (ii) All allegations of serious misconduct recorded by peacekeeping operations in the Misconduct Tracking System are referred for investigation, as appropriate, in a timely fashion

Strategy

4.22 Within the Department of Field Support, responsibility for the subprogramme is vested in the Field Personnel Division and Field Budget and Finance Division, whose activities include support for peacekeeping and other field operations in the areas of personnel, budget and finance. Responsibility for training, monitoring, reviewing and advising on conduct and discipline matters relating to all categories of personnel also falls under the subprogramme.

4.23 The Field Personnel Division's mission is to enable peacekeeping operations to fulfil their mandates by developing guidance, monitoring, and mission and workforce planning to maintain a high-quality civilian workforce through policy implementation guidance, organizational design and classification, self-monitoring, information management, outreach, roster maintenance and succession management. The Division also provides direct support in the functional areas of travel and administration (including onboarding) to all field operations for those areas in which they do not have fully delegated human resources management authority. The priorities of the Field Personnel Division for 2014-2015 are to improve the capacity of field missions to administer themselves, to strengthen the Department's capability to plan the rapid deployment of highly qualified personnel, to improve the representation of troop- and police-contributing countries and gender at all levels, to provide opportunities for national capacity-building, and to implement staff development and performance assessment practices that produce confident and competent managers of financial, human and physical resources, thus assuring high-quality support to field operations.

4.24 In accordance with the service delivery model of the global field support strategy, functions are being relocated from the Field Personnel Division to locations that are geographically closer to the supported field-based missions through the transfer of operational and transactional functions to the Global Service Centre and the Regional Service Centre in Entebbe, Uganda.

4.25 The Field Budget and Finance Division will support missions in preparing budget proposals and performance reports to enable the effective and efficient fulfilment of their mandates and to respond to changing circumstances on the ground or changes in mandates, including liquidation. The support provided will include Abacus team visits to field operations to improve the quality of information and timeliness of budget preparation, including improved results-based budgeting, staffing and cost estimates. The Division will ensure the timely processing of troop- and police-contributing countries' claims for contingent-owned equipment.

4.26 The Field Budget and Finance Division will continue to focus its programme of work and client support on the following core objectives: coordination of guidance and policy with regard to budgetary and financial issues and processes; targeted and cross-portfolio analysis of major resourcing requirements and developments for more cost-effective field operations; development and implementation of programmes and other initiatives to strengthen field financial capacity and address emerging changes in demand, procedures, practices and requirements; and support to legislative bodies considering financial matters and to Member States contributing troops and police contingents. The programme of work of the Division in 2014-2015 will be informed by the implementation of the global field support strategy and the introduction of the International Public Sector Accounting Standards and Umoja, the enterprise

resource planning system. Such initiatives will begin to shape a fundamental change in the way resources in field operations are managed and reported.

4.27 Responsibility for training, monitoring, reviewing and advising on conduct and discipline matters relating to all categories of personnel also falls under the subprogramme. Continued emphasis will be placed on the prevention of misconduct, in particular through the provision of training materials to Member States and peacekeeping operations, for training in United Nations standards of conduct, including mandatory training for all categories of personnel on sexual exploitation and abuse. Monitoring, review and provision of policy guidance and oversight on United Nations standards of conduct; advice on conduct and discipline matters relating to all categories of personnel; and assistance with appropriate and timely follow-up to allegations of misconduct will continue. Assistance and support to the inter-agency efforts on protection from sexual exploitation and abuse and on assistance to victims will be provided.

Subprogramme 6

Integrated support services

Objective of the Organization: To ensure continuous access by field missions to systems contracts for information and communications technology equipment and services

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Reduction of the time required to plan, rapidly deploy and establish peacekeeping and other United Nations field missions in response to Security Council mandates	(a) (i) Identification and deployment of logistics equipment capable of supporting start-up teams and initial troop and police deployments within 90 days of the adoption of Security Council mandates (ii) Development of full information and communications technology capabilities, including secure voice, data and video services, within 20 hours of the arrival of equipment and personnel
(b) Increased efficiency and effectiveness of peacekeeping operations and special political missions supported by the Department of Field Support	(b) (i) Missions have access to valid systems contracts with sufficient not-to-exceed amounts, 365 days a year (ii) Wide area network functions 99.8 per cent of the time

Strategy

4.28 Within the Department of Field Support, substantive responsibility for the subprogramme is vested in the Logistics Support Division and the Information and Communications Technology Division. The activities of those offices include the provision of equipment and services to missions, enabling the effective, timely and efficient fulfilment of their mandates. Under the subprogramme, the Department

will provide integrated support services to missions as required and develop responsive mechanisms to address changing circumstances on the ground or changes in mandate. It will work towards ensuring pre-emptive operational readiness and will strive to be more effectively placed to prioritize the timely deployment of material resources, as well as optimize United Nations acquisition management and its material resource utilization. It will continue to monitor and provide policy guidance and oversight on the delivery of integrated support to the field missions.

4.29 In accordance with the global field support strategy, some functions were transferred from the Logistics Support Division to the Global Service Centre. On the basis of the new service delivery model of the global field support strategy, further proposals concerning redeployment to the Global Service Centre will be presented to the General Assembly for its consideration.

B. Peacekeeping missions

1. United Nations Truce Supervision Organization

Objective of the Organization: To observe and maintain the unconditional ceasefire and assist the parties to the 1949 Armistice Agreements in supervision of the application and observance of the terms of those Agreements

Expected accomplishment of the Secretariat	Indicator of achievement
The Security Council is informed in a timely manner of non-compliance with its resolutions	Timely submission of observation reports to the Secretary-General

Strategy

4.30 The United Nations Truce Supervision Organization will continue to implement its current core functions of observer deployment, and of maintaining liaison with the regional authorities under its regional mandate. It will continue to provide trained military observers under the operational control of the United Nations Disengagement Observer Force and the United Nations Interim Force in Lebanon, assisting with the implementation of their respective mandates. It will maintain its observer presence in Egypt through a liaison office, as well as conduct a minimum acceptable level of patrols.

4.31 The mission will continue to provide timely and accurate observation reports and analysis of political developments mission-wide, including the safety and security situation. It will also continue to exercise command, administrative, logistical and security support to all outstations and liaison offices, and at its headquarters in Jerusalem. In addition, it will continue to use the good offices of the head of mission to strengthen and improve the relationships between Israel and its neighbouring countries. The mission will also continue to maintain and improve effective liaison with the ambassadorial and consular representatives of troop- and police-contributing countries, and with regional United Nations organizations. Furthermore, it will continue to develop contingency planning to address changes in the military and/or political situation in its area of operation.

2. United Nations Military Observer Group in India and Pakistan

Objective of the Organization: To monitor developments pertaining to ceasefire violations along the line of control in accordance with the mandate of the United Nations Military Observer Group in India and Pakistan contained in Security Council resolution 307 (1971)

Expected accomplishments of the Secretariat	Indicators of achievement
(a) The presence of United Nations military observers in established field stations on both sides of the line of control to monitor ceasefire violations	(a) Percentage of incidents/violations reported to United Nations Headquarters in a timely manner
(b) Effective and efficient patrolling and inspection and investigation of ceasefire violations	(b) (i) Number of operational patrols with free and secure access to notified areas to the extent permitted by the host countries (ii) Investigation of all complaints that can be investigated under the purview of the United Nations Military Observer Group in India and Pakistan and with the full cooperation of both parties

Strategy

4.32 The United Nations Military Observer Group in India and Pakistan will continue to provide timely and detailed routine as well as ad hoc reports on relevant developments in its area of operations in accordance with the implementation of its mandate.

4.33 The mission will continue to maintain military observers at all its operational field stations on both sides of the line of control, conduct efficient patrols and effective inspections and investigations of the alleged violations of the ceasefire and, to the extent permitted by the host countries, perform field tasks in the vicinity of the line of control from the field stations.

Legislative mandates

A. Peacekeeping operations

General Assembly resolutions

49/233 A and 52/230	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations
61/276	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
64/271	Support account for peacekeeping operations
65/289	Cross-cutting issues

65/290	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations
65/310	Comprehensive review of the whole question of peacekeeping operations in all their aspects
66/69	Assistance in mine action
66/246	Questions relating to the proposed programme budget for the biennium 2012-2013
66/248	Programme budget for the biennium 2012-2013

B. Peacekeeping missions

1. United Nations Truce Supervision Organization

Security Council resolutions

50 (1948)	Cessation of hostilities in Palestine
54 (1948)	Situation in Palestine
73 (1949)	Armistice Agreements concluded by the parties involved in the conflict in Palestine

2. United Nations Military Observer Group in India and Pakistan

Security Council resolutions

39 (1948)	Establishment of a commission on the situation between India and Pakistan
47 (1948)	Restoration of peace and order in Jammu and Kashmir and the holding of a plebiscite
91 (1951)	Appointment of a United Nations Representative for India and Pakistan
307 (1971)	Observation of a durable ceasefire and cessation of hostilities in Jammu and Kashmir

Programme 5

Peaceful uses of outer space

Overall orientation

5.1 The overall purpose of the programme is the promotion of international cooperation in the peaceful uses of outer space for economic, social and scientific development, in particular for the benefit of developing countries. The legislative authority and direction of the programme is drawn from relevant General Assembly resolutions and the decisions of the Committee on the Peaceful Uses of Outer Space, which was established in 1959 by the Assembly in its resolution 1472 A (XIV).

5.2 The main responsibilities carried out by the Office for Outer Space Affairs under the programme in accordance with the resolutions of the General Assembly and decisions of the Committee are: provision of substantive secretariat services to the Committee on the Peaceful Uses of Outer Space and its subsidiary bodies; implementation of the United Nations Programme on Space Applications (resolutions 2601 A (XXIV) and 37/90); implementation of the programme of the United Nations Platform on Space-based Information for Disaster Management and Emergency Response (UN-SPIDER) (resolution 61/110); discharging of the responsibilities of the Secretary-General under United Nations treaties and principles on outer space and related resolutions (resolutions 1721 B (XVI), 2222 (XXI), 2345 (XXII), 3235 (XXIX), 47/68, 59/115 and 62/101); and coordination of space-related activities within the United Nations system (resolution 3234 (XXIX)). In addition, the Office also serves as the executive secretariat of the International Committee on Global Navigation Satellite Systems and its Providers' Forum (resolution 61/111 and 64/86).

5.3 The Programme on Space Applications is mandated to promote greater cooperation and build capacity in space science and technology. The priorities of the Programme include building indigenous capability in the areas of basic space sciences, basic space technology and human space technology, and promoting the Global Navigation Satellite System and integrated space technology applications in the areas of global health, disaster management, climate change, humanitarian assistance, environmental monitoring and natural resource management.

5.4 The UN-SPIDER programme was established in response to the recommendations of the Third United Nations Conference on the Peaceful Uses and Exploration of Outer Space (UNISPACE III) to provide universal access to all types of space-based information and services relevant to disaster management to support the full disaster management cycle. UN-SPIDER serves as a gateway to space-based information for disaster management support, a bridge to connect the disaster management and space communities and a facilitator of capacity-building and institutional strengthening, in particular for developing countries.

5.5 The International Committee on Global Navigation Satellite Systems was established in response to the recommendations of UNISPACE III to promote cooperation, as appropriate, on matters of mutual interest related to civil satellite-based positioning, navigation, timing and value-added services.

5.6 The priorities and plans of work of the Committee and its subsidiary bodies, the Programme on Space Applications, UN-SPIDER and the International Committee, are reviewed and approved annually by the Committee and endorsed by

the General Assembly in its resolution entitled "International cooperation in the peaceful uses of outer space".

5.7 The Office will continue to support the efforts of the Committee to strengthen the international legal regime governing outer space by taking action to assist States in building or enhancing their capacity in space law. In addition, the Office will continue to strengthen efforts at the national, regional and global levels, including among entities of the United Nations system and international space-related entities, to maximize the benefits of the use of space science and technology and their applications.

5.8 In the contexts of World Space Week and the International Day of Human Space Flight, which have been declared by the General Assembly to be celebrated annually from 4 to 10 October (resolution 54/68) and on 12 April (resolution 65/271), respectively, the Office will further continue to raise public awareness of how space improves daily life.

5.9 Other recommendations of particular relevance to the work to be undertaken under this programme are contained in General Assembly resolutions 59/2, 62/217, 64/86 and 66/71.

Objective of the Organization: To further strengthen international cooperation among Member States and international entities in the conduct of space activities for peaceful purposes and the use of space science and technology and their applications towards achieving internationally agreed sustainable development goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Greater understanding, acceptance and implementation by the international community of the legal regime established by the United Nations to govern outer space activities	(a) (i) Increased number of States and intergovernmental organizations having adhered to and/or taken action to implement the United Nations treaties and principles on outer space and related resolutions (ii) Increased number of countries receiving support to build or enhance their capacity in space law
(b) Strengthened capacities of countries in using space science and technology and their applications, including Global Navigation Satellite Systems, in areas related, in particular, to sustainable development	(b) (i) Increased number of countries receiving training facilitated by the Programme in space science and technology and their applications (ii) Increased number of countries receiving support in using space science and technology and their applications (iii) Increased number of States and entities participating in activities to ensure compatibility and interoperability of space-based positioning, navigation and timing services

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| <p>(c) Increased coherence and synergy in the space-related work of entities of the United Nations system and international space-related entities in using space science and technology and their applications as tools to advance human development and increase overall capacity development</p> <p>(d) Greater understanding, acceptance and commitment by countries and relevant international and regional organizations regarding ways of accessing and developing the capacity to use all types of space-based information to support the full disaster management cycle</p> | <p>(c) Increased number of activities with United Nations system organizations, space-related entities and industries to promote awareness, strengthen capacity and use space science and technology and their applications</p> <p>(d) (i) Increased number of countries requesting and receiving systematic and continuous technical advisory assistance for using space-based solutions in disaster management plans and policies and in the implementation of risk reduction activities</p> <p>(ii) Increased number of emergency response communities using space-based information</p> |
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Strategy

5.10 The overall strategy of the Office in meeting the objective of the programme includes:

- (a) Promoting greater awareness of and strengthening the capacity to implement the international legal regime governing outer space activities, including the development of national space legislation, and promoting increased opportunities for education in space law;
- (b) Strengthening capacity, in particular of the developing countries, in the use and applications of space science and technology for sustainable development and increasing awareness of decision makers of the benefits of space science and technology and their applications in addressing societal needs;
- (c) Assisting in consensus-building on the peaceful uses of outer space among Governments and United Nations entities, as well as intergovernmental and non-governmental organizations and industries engaged in space-related activities;
- (d) Strengthening existing cooperative relationships and forging new partnerships to maximize the effective use of resources and identify new mechanisms for making space capabilities more readily available to all users.

Legislative mandates

General Assembly resolutions

1472 A (XIV)	International cooperation in the peaceful uses of outer space
1721 B (XVI)	International cooperation in the peaceful uses of outer space
2222 (XXI)	Treaty on Principles Governing the Activities of States in the Exploration and Use of Outer Space, including the Moon and Other Celestial Bodies
2345 (XXII)	Agreement on the Rescue of Astronauts, the Return of Astronauts and the Return of Objects Launched into Outer Space
2453 (XXIII)	International cooperation in the peaceful uses of outer space
3234 (XXIX)	International cooperation in the peaceful uses of outer space
3235 (XXIX)	Convention on Registration of Objects Launched into Outer Space
37/90	Second United Nations Conference on the Exploration and Peaceful Uses of Outer Space
47/68	Principles Relevant to the Use of Nuclear Power Sources in Outer Space
54/68	Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space
59/2	Review of the implementation of the recommendations of the Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space
59/115	Application of the concept of the “launching State”
61/110	United Nations Platform for Space-based Information for Disaster Management and Emergency Response
61/111	International cooperation in the peaceful uses of outer space
62/101	Recommendations on enhancing the practice of States and international intergovernmental organizations in registering space objects
62/217	International cooperation in the peaceful uses of outer space
64/86	International cooperation in the peaceful uses of outer space
65/271	International Day of Human Space Flight
66/71	International cooperation in the peaceful uses of outer space

Programme 6

Legal affairs

Overall orientation

6.1 The overall purpose of the programme is to support the accomplishment of the objectives of the United Nations by providing advice to the principal and subsidiary organs of the United Nations and by promoting among Member States a better understanding of and respect for the principles and norms of international law.

6.2 The mandate for the programme derives from the principal decision-making organs of the United Nations in accordance with the Charter of the United Nations and the Statute of the International Court of Justice.

6.3 Within the Secretariat, substantive responsibility for the programme is vested in the Office of Legal Affairs. It provides a unified central legal service for the Secretariat and the principal and subsidiary organs of the United Nations; supports the development of international justice; contributes to the progressive development and codification of international public and trade law and the strengthening and development of the international legal order for the seas and oceans; registers and publishes treaties; and performs the depositary functions of the Secretary-General. The Office of the Under-Secretary-General for Legal Affairs supports the Legal Counsel in the discharge of her responsibilities and assists her in the overall direction and management of the Office of Legal Affairs.

6.4 The Office will provide legal advice and services, on request, to the decision-making organs of the United Nations and its Member States. It will aim to strengthen respect within the United Nations for the rule of law in international relations, in particular, observance of the Charter and the resolutions, decisions, regulations, rules and treaties emanating from the Organization. Particular attention will be given to incorporating a gender perspective into the work of the programme, in particular to the advice provided by the Office and in its activities, as appropriate.

6.5 The Office will carry out its activities in cooperation with other departments and offices of the Secretariat, entities of the United Nations system and entities external to the United Nations, including treaty organizations, intergovernmental, interregional, regional and national organizations, non-governmental organizations and academic communities. Such collaboration and cooperation include the following:

- (a) Coordination of interdepartmental activities, liaison with United Nations organs dealing with legal matters, offices away from Headquarters and legal advisers or liaison officers assigned to field missions or other Secretariat units;

- (b) Representation at and convening of meetings with legal advisers of the United Nations system and coordination of institutional arrangements for the specialized agencies and related organizations on matters of common concern;

- (c) Representation of the Secretary-General and the Legal Counsel at meetings and conferences convened by the United Nations or sponsored by Governments, intergovernmental organizations and other international institutions.

6.6 The Office will face changing demands in a number of areas of its work. It will also aim to carry out its functions in the most efficient and modern way possible through enhanced use of the latest information and communications technology.

Subprogramme 1

Provision of legal services to the United Nations system as a whole

Objective of the Organization: To enhance the respect for the rule of law and to support the development of international justice by the principal and subsidiary organs of the United Nations

Expected accomplishment of the Secretariat	Indicator of achievement
Effective functioning of the principal and subsidiary organs of the United Nations in accordance with international law, including the United Nations legal regime, and supporting international justice mechanisms, as mandated	A high percentage of legal instruments are finalized in respect of the activities of the United Nations

Strategy

6.7 The subprogramme is implemented by the Office of the Legal Counsel. The Office will assist the principal and subsidiary organs of the United Nations through the qualitative and timely provision of legal advice at their request, the preparation of reports and analyses, and its participation in meetings. This covers questions relating to international peace and security, and includes advice on the interpretation of the Charter, resolutions, rules and regulations of the United Nations, treaties, and questions involving the use of force, sanctions, investigations, commissions of inquiry, expert groups, privileges and immunities, relations with host countries and third-party liability. Legal advice will be provided on questions related to public international law, including legal disputes, human rights, humanitarian law and international criminal law, including formulation of statements of a legal nature for the Secretary-General. Legal advice will also be provided to treaty bodies institutionally linked to the United Nations, at their request. Advice will be provided on constitutional, credentials and membership issues, as well as on the interpretation and application of the rules of procedure of principal and subsidiary organs. The Office will also assist the Secretary-General in complying with his statutory responsibilities with regard to the International Court of Justice. As required, the Office will represent the Secretary-General at meetings and conferences. Through continued ongoing contacts with legal offices throughout the United Nations system, the Office will seek to ensure that legal advice within the system is provided in a coordinated manner. The Office will work closely with the principal and subsidiary organs of the United Nations to ensure that the advice is clear, accurate and effective, and will engage in necessary follow-up to support the implementation of any resulting policy decisions, if requested.

6.8 Legal advice and services will be provided for the Organization's peacekeeping operations, through the preparation of agreements governing the status and the privileges, immunities, facilities and exemptions of those operations,

including status-of-forces and status-of-mission agreements. Assistance and advice will also be provided in the preparation of instruments required for the proper and lawful functioning of those operations, including rules of engagement, standard operating procedures and directives. In the case of operations with legislative and executive mandates, assistance and advice will, in addition, be provided in the preparation of legislative instruments. Assistance for peacemaking efforts will include advice to support negotiations and the preparation of legal instruments.

6.9 The subprogramme will also support the development of international justice and contribute to efforts to eradicate impunity through help to existing international and internationally assisted tribunals. To that end, the Office will work to ensure that, as subsidiary organs of the Security Council, the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda or their residual mechanism operate, in their administrative activities, in accordance with the Charter, regulations, rules and policies of the United Nations and, as judicial organs, act within their statutes. Within the framework of the subprogramme, the Office will advise the principal and subsidiary organs of the Organization on legal aspects of the activities of the above-mentioned Tribunals and on matters arising in their relations with those Tribunals. It will also advise the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda or their residual mechanism regarding their relationships with States and host countries. In addition, the Office will provide advice, and ongoing support to the Special Court for Sierra Leone, the Extraordinary Chambers in the Courts of Cambodia and the Special Tribunal for Lebanon. The Office will also advise the principal and subsidiary organs regarding the Relationship Agreement between the International Criminal Court and the United Nations. The Office will assist in the establishment of other tribunals, as mandated, and help to develop transitional justice mechanisms, if mandated.

6.10 The Office will continue to carry out secretariat and representational functions for organs and bodies falling within its competence, including the Credentials Committee of the General Assembly, the Committee on Relations with the Host Country and, as appropriate, ad hoc working groups of the Security Council and the Sixth Committee.

6.11 The Secretary-General, as the custodian of the Headquarters Agreement, shall reinforce the implementation of the Agreement, in particular its article IV, section 11 and section 13 (a), governing the host country's legal obligation to grant entry visas to the officials of all Member States attending United Nations meetings, in accordance with paragraph 107 of the report of the Committee for Programme and Coordination, as endorsed by the General Assembly in its resolution 65/244.

Subprogramme 2

General legal services provided to United Nations organs and programmes

Objective of the Organization: To protect the legal interests of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Maximization of the protection of the legal interests of the Organization	(a) The absence of instances in which, unless waived, the status and privileges and immunities of the Organization are not maintained
(b) Minimization of the legal liabilities of the Organization	(b) The total amount of the Organization's legal liability is minimized compared with the total amount of resolved claims brought against the Organization

Strategy

6.12 The subprogramme is implemented by the General Legal Division. Legal services and support are provided to assist all parts of the Organization, including offices located away from Headquarters, in the day-to-day administration of their mandates and programmes. These involve: (a) participation in meetings of standing or ad hoc Secretariat and other bodies, such as, for example, the Headquarters Committee on Contracts, the Staff-Management Coordination Committee, the Headquarters Property Survey Board, the Board of the United Nations Joint Staff Pension Fund, and the Claims Board; and (b) the provision of advice on the interpretation of certain Articles of the Charter, of General Assembly resolutions and decisions, of the regulations, rules and mandates of programmes and activities in which United Nations organs and bodies are engaged, and of other administrative issuances of the Organization.

6.13 Legal services and support are also provided: (a) for the peacekeeping operations of the Organization regarding commercial and other arrangements with Governments, other United Nations entities, other international organizations, and other actors in the field for air, land and sea transportation, rations, logistical support, personnel and equipment; the resolution of related disputes; the arrangements for and the settlement of insurance claims; and claims against the Organization resulting from such operations; (b) for the Organization's expanded procurement activities and contracting requirements and the resolution of related disputes, controversies and claims by or against the Organization in relation to such activities and requirements, including throughout the completion of the capital master plan, and for the ongoing reform of the Organization's procurement processes; (c) to the Organization's funds and programmes for the establishment of programmes of cooperation for development, as well as for the development of new institutional modalities for operational activities and initiatives to counter epidemics and other hazards; (d) for enhancing the Organization's accountability measures, including, inter alia, through procedural advice and substantive action in relation to both internal sanctions and external enforcement action against United Nations officials and third parties who are responsible for fraud, corruption and other

misconduct or crimes; through referrals of internal cases of such conduct to national investigative authorities and the provision of assistance to investigations and prosecutions by means of evidence production; as well as by ensuring that the Organization's legal and restitutionary interests as a victim of any such conduct are protected; (e) for the development of new modalities for cooperating with outside entities, including the business and not-for-profit sectors, in achieving the objectives of the Organization; and (f) for matters related to the development of the human resources management framework; to the minimization of legal liability arising from the implementation of the revised staff regulations and rules and staff selection system; and to the reform and updating of the staff, financial and programme planning regulations and rules, as well as other administrative issuances of the Organization.

6.14 The General Legal Division represents the Secretary-General before the United Nations Appeals Tribunal in cases involving both the Secretariat and the separately administered funds and programmes. The Division also provides advice and legal support to the offices representing the Secretary-General before the United Nations Dispute Tribunal by identifying trends in the judgements of the Dispute Tribunal, by coordinating legal strategies for such representation, and by formulating consistent legal arguments. In addition, the Division represents the United Nations before other judicial and arbitral bodies in order to meet the Organization's obligations under the Convention on the Privileges and Immunities of the United Nations to provide an appropriate mode of settlement for claims arising out of contracts or of a private law character. In coordination with the Office of the Legal Counsel, which administers subprogramme 1, the General Legal Division liaises with the appropriate authorities of the host Government and other host countries to ensure that the international intergovernmental status of the Organization and its related privileges and immunities of the Organization are maintained.

Subprogramme 3

Progressive development and codification of international law

Objective of the Organization: Progressive development and codification of international law

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Progress in the formulation of legal instruments	(a) Percentage of legal instruments under preparation that advanced to a higher level of progress
(b) Wider appreciation and understanding of international law	(b) (i) High level of satisfaction rating from the participants responding to the survey on international law training activities (ii) Increasing number of end-users of legal publications, documents and information disseminated

Strategy

6.15 Substantive responsibility for the implementation of the subprogramme is vested in the Codification Division. The types of activities to be undertaken will include research on topics of international law, preparation of background documents, analytical studies and draft reports of a substantive nature for the bodies concerned, legal advice and assistance in the conduct of proceedings and in the drafting of legal instruments, resolutions and decisions.

6.16 Substantive support will be provided to the Sixth Committee of the General Assembly and its working groups in its consideration of relevant instruments or, as the case may be, use by States of the procedures envisaged by the relevant resolutions of the Assembly. Substantive support will also be provided to special and ad hoc committees, as well as to the International Law Commission and its Special Rapporteurs.

6.17 The United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law will be implemented through (a) the preparation of major legal publications, including the desktop and electronic publishing of some of them, such as the *United Nations Juridical Yearbook*; the *United Nations Legislative Series*; the *Reports of International Arbitral Awards*; the *Summaries of Judgments, Advisory Opinions and Orders of the International Court of Justice*; the *Work of the International Law Commission*, proceedings of codification conferences; and ad hoc publications on public international law; as well as the coordination of the preparation of the *Repertory of Practice of United Nations Organs*; and the provision of advice for the preparation of the *Yearbook of the International Law Commission*; (b) the designing of curricula, selecting the lecturers and participants, planning, organizing and conducting training courses on a broad range of subjects of international law, including the International Law Fellowship Programme, the Regional Courses in International Law as well as other seminars and lectures, providing assistance in the form of fellowships, preparation of training materials for such courses and seminars, and enhanced distribution of and access to United Nations legal publications in hard copy and electronic formats, in particular, to developing countries; (c) the maintenance and continuous updating of an increasing number of websites of the Sixth Committee and the International Law Commission, and of the codification of international law, in conformity with existing mandates; and (d) the continuation and further development of the Audiovisual Library of International Law as a global online training and dissemination resource, primarily for government officials and lawyers in developing countries, via the Internet, including through the organization, recording and editing of lectures and the dissemination of teaching materials, and the preservation and presentation of historic archival material, and Audiovisual Library presentations at international law meetings with the aim of increasing the number of Audiovisual Library users around the world.

Subprogramme 4

Law of the sea and ocean affairs

Objective of the Organization: To promote and strengthen the rule of law for the oceans

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased participation of States in and effective implementation and application of the United Nations Convention on the Law of the Sea and the related implementing agreements	(a) (i) Increased number of States participating in the Convention and the related implementing agreements (ii) Increased number of actions by States in the implementation and application of the Convention and the related implementing agreements
(b) Enhanced cooperation and coordination among stakeholders with a view to deriving benefits from the use of oceans and seas	(b) (i) Increased number of submissions processed by the Commission on the Limits of the Continental Shelf and resulting delineation of the outer limit of the continental shelf beyond 200 nautical miles (ii) Increased number of activities at the international level aimed at improving the sustainable development of the oceans and seas, the equitable and efficient utilization of their resources, the management and conservation of their living resources and the study, protection and preservation of the marine environment (iii) Increased cooperation relating to the conservation and sustainable use of marine living resources and their particular biodiversity, in areas beyond national jurisdiction
(c) Facilitation of decision-making by the General Assembly as well as other bodies under the Convention	(c) Increased percentage of Member States and other bodies who respond to the survey or otherwise indicate their satisfaction with the services provided

Strategy

6.18 The subprogramme is implemented by the Division for Ocean Affairs and the Law of the Sea.

6.19 The Division will continue to perform the functions of the Secretary-General under the Convention and the related agreements, as well as relevant General

Assembly resolutions. The Division will provide information, analysis and advice on the Convention and the related agreements, their status and State practice relating thereto. Assistance will be provided to States and international organizations (including regional organizations) in the development of legal and policy instruments in the field of the law of the sea and ocean affairs, in conformity with the provisions of the Convention and the related implementing agreements.

6.20 Member States will be assisted in identifying emerging issues of ocean affairs to be addressed within the framework of the Convention and the related agreements. This assistance will entail analysing areas requiring action, organizing groups of experts for the purpose of formulating appropriate responses to emerging needs and servicing multilateral consultations and negotiations, so as to contribute to the effective implementation as well as progressive development of the law of the sea.

6.21 Developing States will continue to be assisted in developing and strengthening their capabilities, in particular the human and technical resources required for the effective exercise of their rights and the fulfilment of their obligations under the Convention and related agreements. The Division will provide such assistance, *inter alia*, through workshops, publications and training materials, as well as through fellowship programmes and other capacity-building activities. The Division will also continue to provide enhanced services and assistance to the Commission on the Limits of the Continental Shelf in its consideration of submissions by coastal States, and to advise States, in particular developing States, on the various aspects of the preparation of those submissions. The Division will continue to administer various trust funds established to assist developing States for the purpose of implementing the Convention and related agreements.

6.22 The Division will continue to facilitate the annual consideration, review and evaluation of developments related to the law of the sea and ocean affairs and, *inter alia*, will continue to provide substantive, administrative and technical support and services to: (a) the General Assembly through the provision of information, analysis and reports; (b) the informal consultations to elaborate the General Assembly resolutions on oceans and the law of the sea and on sustainable fisheries; (c) the United Nations Open-ended Informal Consultative Process on Oceans and the Law of the Sea; (d) the *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; (e) Meetings of States Parties to the Convention; (f) the Commission on the Limits of the Continental Shelf; (g) the Informal Consultations of States Parties to the United Nations Fish Stocks Agreement; and (h) the *Ad hoc* Working Group of the Whole on the Regular Process for Global Reporting and Assessment of the State of the Marine Environment, including Socio-economic Aspects.

6.23 The Division will also continue to cooperate with the International Tribunal for the Law of the Sea and the International Seabed Authority and provide services and assistance required for their effective functioning. Moreover, on request, it will assist States in the settlement of disputes through other mechanisms set out in the Convention.

6.24 The Division will continue to foster inter-agency cooperation and coordination and to participate in relevant meetings of United Nations and non-United Nations bodies dealing with oceans-related issues and the mechanisms of cooperation and coordination relating to oceans.

Subprogramme 5

Progressive harmonization, modernization and unification of the law of international trade

Objective of the Organization: Progressive improvement, harmonization, understanding, knowledge, interpretation and application of international trade law and coordination of the work of international organizations active in that field

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective progress towards the modernization of trade law and practices and reduction of legal uncertainties and obstacles posed by inadequate and disparate laws or conflicting interpretation and application of laws	(a) (i) Increased number of legislative decisions (ratifications and national enactments) based on texts of the United Nations Commission on International Trade Law (UNCITRAL) (ii) Increased number of judicial and arbitral decisions based on UNCITRAL texts
(b) Increased awareness and understanding of international trade law issues and reliance on UNCITRAL standards	(b) (i) Increased number of publications or databases referring to the work and mentioning texts of UNCITRAL (ii) Increased number of visitors to the UNCITRAL website
(c) Improved coordination and cooperation among international organizations active in the field of international trade law	(c) Increased number of joint activities that incorporate reference to UNCITRAL trade law standards
(d) Improved functioning of UNCITRAL	(d) Increased percentage of Member States and UNCITRAL observers responding to the survey indicating their satisfaction with the services provided

Strategy

6.25 Substantive responsibility for the subprogramme is vested in the International Trade Law Division.

6.26 The United Nations Commission on International Trade Law, codification conferences and related intergovernmental working groups will be provided with substantive support. The services provided to UNCITRAL in the conduct of its law making activity will include research on international trade law, the preparation of studies and policy papers, legal advice and assistance in the conduct of intergovernmental negotiations and in the drafting of decisions, amendments and proposals. The International Trade Law Division will assist the Commission in drafting for Governments modern and universally acceptable legislative and non-legislative texts (treaties, model laws, legislative guides and recommendations) in areas where the Commission determines that the modernization or harmonization

of commercial law is desirable and feasible. To that effect, a specialized library will be maintained.

6.27 While legislative activity is the most important activity in being the basis for other work, it alone cannot achieve the goal of harmonization, namely, that UNCITRAL standards are implemented and used in practice. The UNCITRAL secretariat remains as it was in the 1970s, when no or very few UNCITRAL standards existed. In contrast, some 30 UNCITRAL legal standards are currently in need of promotion. The consequence is that non-legislative activities are underserved in terms of recognition, time and resources and are ultimately impacted, and the implementation of UNCITRAL texts still needs to be improved. The strategy in the biennium will be to increase the involvement of the Commission, the working groups and the secretariat beyond legislative drafting and into the areas of technical assistance and cooperation/coordination as a holistic approach involving the full life cycle of an UNCITRAL text. A practical consequence will be that working group and Commission sessions should consider both legislative development and technical assistance activities (both involving coordination and cooperation).

6.28 With the approach described above in mind, and in view of the growing need for commercial law reform in the various areas in which the Commission has prepared harmonized standards and the related increased demand for technical assistance for legislative work (in particular in developing countries and countries in transition), the Division will pay considerable attention to developing and carrying out programmes for a more active promotion of UNCITRAL texts, as well as technical assistance for legislative work and training. Such assistance will be based on requests from regional organizations and individual countries, and will be provided in the form of briefings to officials, training and direct assistance in the drafting of instruments enacting uniform law texts, supported by commentaries, guides to enactment and information notes prepared by the Division. Professional associations and academic institutions, in particular in developing countries and countries with economies in transition, will be assisted in promoting modern business practices and the teaching of international trade law. Carrying out the relevant activities in an effective and sustainable manner is expected to require their integration into strengthened and coordinated rule of law activities of the United Nations, adequate resources and increased partnerships with State and non-governmental organizations, including the private sector. The Division will therefore prioritize activities, and plan to garner external resources or partners — including UNCITRAL members and observers — to service the activities that cannot be serviced internally. Priorities will be set in terms of topics rather than working groups (bearing in mind the need to promote also standards that are not linked with a currently active working group). Outreach to Member States through UNCITRAL regional or country offices will be further explored.

6.29 Cooperation will be undertaken with regional organizations to foster regional harmonization on the basis of universal texts of the Commission. The Division will provide models for use by intergovernmental organizations when they prepare legislative texts or assist their member States in modernizing trade legislation. Furthermore, the Division will draft models for use by international and national organizations when they prepare standard texts for use by their members. Attention will generally be given to issues arising from the increasing importance of electronic commerce in international trade. The UNCITRAL website will be

maintained in all six official languages of the United Nations and its content will be expanded.

6.30 Bearing in mind the fact that an increasing number of regional economic integration organizations and those for particular industrial sectors are formulating rules and standards for international trade, the Division will be required to monitor and analyse their work so as to assist the Commission, as the core legal body within the United Nations system in the field of international trade law, to carry out its mandate to coordinate legal activities in the area of international trade, in particular to avoid duplication of efforts and to promote efficiency, consistency and coherence in the modernization and harmonization of international trade law.

6.31 Users of legal texts originating from the Commission will be provided with information on the judicial and arbitral application and interpretation of those texts. Such information will be made available in all the official languages of the United Nations in the form of abstracts of court decisions and arbitral awards. In addition, the Division will facilitate the use of uniform law by preparing and continuously updating digests of case law interpreting UNCITRAL texts, such as the United Nations Convention on Contracts for the International Sale of Goods and the UNCITRAL Model Law on International Commercial Arbitration. The Division will also disseminate information on the implementation of the Convention on the Recognition and Enforcement of Foreign Arbitral Awards and promote its uniform interpretation. The Division will pay particular attention to the growing need for uniform interpretation of international legal standards, which results from the use of such standards in a continuously increasing number of jurisdictions. The Division will explore means of responding to that demand through a realistic effort in support of harmonization of international trade law, not only in its enactment but also in its everyday use by courts and tribunals. Such a response is expected to require a robust reporting mechanism supported by the necessary resources.

Subprogramme 6

Custody, registration and publication of treaties

Objective of the Organization: Wider awareness of and participation in international treaties concluded under the auspices of the United Nations and treaties deposited with the Secretary-General as well as the registration of treaties under Article 102 of the Charter, and actions relating to those treaties

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved access to international treaties deposited with the Secretary-General and related treaty actions, including information on their status, and to treaties and related actions submitted for registration and publication with the Secretariat	(a) (i) Treaty actions relating to treaties to be deposited with the Secretary-General are processed in a timely manner (ii) A treaty and action is registered in a timely manner (iii) Number of page views on the Treaty Section website

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| <p>(b) Ongoing State participation in the international treaty framework</p> <p>(c) Enhanced familiarity with and understanding by Member States of the technical and legal aspects of participating in the multilateral treaty framework and registering treaties with the Secretariat</p> | <p>(b) Continuous receipt of treaties and actions for deposit with the Secretary-General and for registration</p> <p>(c) (i) Continuous requests for depositary and registration-related information and advice from States, United Nations offices, specialized agencies and treaty bodies</p> <p style="padding-left: 20px;">(ii) Increased percentage of participants who indicate their satisfaction with the training on treaty law and practice in a survey or otherwise</p> |
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Strategy

6.32 Substantive responsibility for the implementation of the subprogramme is vested in the Treaty Section. The Section will undertake the depositary functions of the Secretary-General for over 550 multilateral treaties, and the registration and publication functions relating to approximately 2,000 treaties and treaty actions per year pursuant to Article 102 of the Charter of the United Nations; provide timely and accurate information relating to the treaties deposited with the Secretary-General and treaties and related actions registered with the Secretariat; provide assistance and advice to Member States, specialized agencies, United Nations offices, treaty bodies and other entities on various aspects of treaty law, including final clauses of treaties, the depositary practice of the Secretary-General, and the registration of treaties under Article 102 of the Charter; and prepare and revise related publications.

6.33 The Treaty Section will continue to refine its computerization programme to respond most effectively to the needs of Member States, in particular with respect to: (a) the comprehensive electronic database containing up-to-date depositary and registration information; (b) electronic dissemination of treaty and treaty law-related information from the database, including through online access; and (c) enhancement of the electronic database/workflow system; and will continue to update, enhance and develop the United Nations Treaty Collection on the Internet.

6.34 The Section will continue to promote wider participation in the multilateral treaty framework through regular treaty events and provide assistance to States with the technical and legal aspects of participation in treaties deposited with the Secretary-General and the registration of treaties pursuant to Article 102 of the Charter, including through capacity-development training seminars.

Legislative mandates

Overall orientation

General Assembly resolution

- 66/246 Questions related to the proposed programme budget for the
 biennium 2012-2013

Subprogramme 1

Provision of legal services to the United Nations system as a whole

Provisions of the Charter of the United Nations

Article 104 of the Charter of the United Nations

Article 105 of the Charter of the United Nations

General Assembly resolutions

- 13 (I) Organization of the Secretariat [Establishment of a Legal
 Department]
- 22 (I) Privileges and Immunities of the United Nations
- 2819 (XXVI) Security of missions accredited to the United Nations and safety of
 their personnel and establishment of the Committee on Relations
 with the Host Country

Subprogramme 2

General legal services provided to United Nations organs and programmes

Provisions of the Charter of the United Nations

Article 104 of the Charter of the United Nations

Article 105 of the Charter of the United Nations

General Assembly resolutions

- 13 (I) Organization of the Secretariat [Establishment of a Legal
 Department]
- 22 (I) Privileges and Immunities of the United Nations
- 61/261 Administration of justice at the United Nations
- 62/228 Administration of justice at the United Nations
- 63/253 Administration of justice at the United Nations

Subprogramme 3

Progressive development and codification of international law

Provisions of the Charter of the United Nations

Article 13 of the Charter of the United Nations

General Assembly resolutions and decisions

174 (II)	Establishment of an International Law Commission
487 (V)	Ways and means for making the evidence of customary international law more readily available
987 (X)	Publication of the documents of the International Law Commission
3006 (XXVII)	United Nations Juridical Yearbook
65/19	Responsibility of States for internationally wrongful acts
65/27	Diplomatic protection
65/28	Consideration of prevention of transboundary harm from hazardous activities and allocation of loss in the case of such harm
65/29	Status of the Protocols Additional to the Geneva Conventions of 1949 and relating to the protection of victims of armed conflicts
65/30	Consideration of effective measures to enhance the protection, security and safety of diplomatic and consular missions and representatives
66/92	Nationality of natural persons in relation to the succession of States
66/93	Criminal accountability of United Nations officials and experts on mission
66/97	United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law
66/98, 66/99 and 66/100	Report of the International Law Commission on the work of its sixty-third session
66/101	Report of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization
66/102	The rule of law at the national and international levels
66/103	The scope and application of the principle of universal jurisdiction
66/104	The law of transboundary aquifers
66/105	Measures to eliminate international terrorism
66/106 and 66/107	Administration of justice at the United Nations

Subprogramme 4

Law of the sea and ocean affairs

United Nations Convention on the Law of the Sea

Articles 16 (2), 47 (9), 63 (2), 64, 75 (2), 76 (9), 84 (2), 116-119, 287 (8), 298 (6), 312, 313 (1), 319 (1) and 319 (2); articles 2 (2), 2 (5) and 6 (3) of annex II; articles 2 and 3 (e) of annex V; article 4 (4) of annex VI; article 2 (1) of annex VII; and article 3 (e) of annex VIII

United Nations Fish Stocks Agreement

Articles 26 (1) and 36

General Assembly resolutions adopted annually on the law of the sea and sustainable fisheries, the latest as follows:

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| 66/231 | Oceans and the law of the sea |
| 66/68 | Sustainable fisheries, including through the 1995 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, and related instruments |

Subprogramme 5

Progressive harmonization, modernization and unification of the law of international trade

General Assembly resolution

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| 2205 (XXI) | Establishment of the United Nations Commission on International Trade Law |
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General Assembly resolutions adopted annually on the work of the United Nations Commission on International Trade Law, the latest as follows:

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| 66/94 | Report of the United Nations Commission on International Trade Law on the work of its forty-fourth session |
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Subprogramme 6

Custody, registration and publication of treaties

Provisions of the Charter of the United Nations

Article 102 of the Charter of the United Nations

General Assembly resolutions

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| 23 (I) | Registration of treaties and international agreements |
| 24 (I) | Transfer of certain functions, activities and assets of the League of Nations |

97 (I)	Registration and publication of treaties and international agreements: regulations to give effect to Article 102 of the Charter of the United Nations
364 (IV)	Registration and publication of treaties and international agreements
482 (V)	Registration and publication of treaties and international agreements
33/141	Registration and publication of treaties and international agreements pursuant to Article 102 of the Charter of the United Nations
51/158	Electronic treaty database
66/62	Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects
66/64	Comprehensive Nuclear-Test-Ban Treaty
66/97	United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law
66/102	The rule of law at the national and international levels

Programme 7

Economic and social affairs

Overall orientation

7.1 The overall objective of the programme is to promote and support international cooperation in the pursuit of sustained economic growth, the eradication of poverty and hunger, and sustainable development for all. While focused on tackling interlinked challenges in the social, economic and environmental fields, the programme also seeks to contribute to a mutually reinforcing relationship among the three pillars of United Nations work: peace and security, development and human rights.

7.2 The programme, which is under the responsibility of the Department of Economic and Social Affairs, is ensuring complementarity and synergy among its nine subprogrammes. Its key programmatic thrusts are: (a) to provide substantive support to the bodies established under the Charter of the United Nations dealing with development issues, namely, the General Assembly, the Economic and Social Council and its related functional commissions, and expert bodies; (b) to monitor and analyse development trends, prospects and policy issues globally; and (c) to provide support for capacity development in policy formulation and implementation, in particular in relation to the achievement of the internationally agreed development goals, including the Millennium Development Goals, through, inter alia, implementation of the regular programme of technical cooperation and Development Account projects.

7.3 The programme has put development issues at the centre of global deliberations and helped Member States to forge a shared vision of development based on the internationally agreed development goals and commitments, with the Millennium Development Goals at the core, as identified in the outcomes of the major United Nations conferences and summits, including the outcome of the United Nations Conference on Sustainable Development, to be held in Rio de Janeiro, Brazil, from 20 to 22 June 2012. Those commitments are collectively referred to as the United Nations development agenda. The programme is supporting the advancement of the United Nations development agenda beyond 2015, including linkages to the United Nations Conference on Sustainable Development and its follow-up process.

7.4 In the biennium 2014-2015, the programme will continue to mobilize and provide practical support to help translate the development commitments into action. It will focus on the delivery of four main functions: (a) monitoring, research and analysis of development issues and emerging challenges, including through support to the global statistical system; (b) normative and policy support to United Nations intergovernmental processes; (c) assistance in capacity development and active promotion of capacity-building activities in order to support implementation of global conference outcomes at the country level; and (d) fostering collaboration and partnerships within the United Nations system and with civil society and the private sector. Increased attention will be given to the capacity development needs of the least developed countries, small island developing States and countries emerging from conflicts.

7.5 Fulfilling those functions requires strengthened analytical and monitoring capacity, in particular to identify and address emerging issues and cross-cutting policy challenges and to support both national development strategies and accountability and monitoring mechanisms at the intergovernmental level. Strategic integration is also essential to promoting a coherent and coordinated implementation process for the internationally agreed development goals, including the Millennium Development Goals, and to support the design of the framework for the United Nations development agenda beyond 2015. This includes enhancing horizontal linkages across the subprogrammes of programme 7 to enable more effective and flexible support to Member States in pursuing the development agenda, in particular the follow-up to the United Nations Conference on Sustainable Development, in cooperation with entities of the Executive Committee on Economic and Social Affairs, to which the programme provides strategic support and ensures its stronger linkages with the United Nations Development Group, other executive committees and various other partners.

7.6 The programme will continue to emphasize the mainstreaming of gender perspectives into its subprogrammes. Consultations have taken place among concerned entities of the Executive Committee on Economic and Social Affairs at the thematic cluster level. Those consultations are expected to continue enhancing coordination and collaborative work areas of the United Nations Secretariat in sustainable development.

Subprogramme 1

Economic and Social Council support and coordination

Objective of the Organization: To advance the role of the General Assembly and the Economic and Social Council and promote coordination and coherence in the activities of the United Nations system in the implementation of the internationally agreed development goals, including the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened role of the General Assembly and the Economic and Social Council in facilitating and monitoring progress towards the implementation of the internationally agreed development goals and the Millennium Development Goals, and in reinforcing the linkages between global policy discussion and national efforts to achieve those goals, including through the annual ministerial review and the Development Cooperation Forum	(a) (i) Increased level of satisfaction of Member States with the support and servicing of the intergovernmental process, including the quality of the reports of the Secretary-General and the implementation of gender-sensitive recommendations (ii) Increase in the number of national focal points involved in United Nations country-level work participating in the operational activities segment (iii) Increase in the number of stakeholders participating in the Development Cooperation Forum

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| <p>(b) Enhanced role of the Economic and Social Council in guiding its subsidiary bodies and in promoting coordination and coherence in the activities of the United Nations system</p> | <p>(b) (i) All relevant issues considered by the Economic and Social Council are duly included in the agendas and programmes of work of the functional commissions, where appropriate</p> <p>(ii) All subsidiary bodies of the Economic and Social Council take action in response to its policy coordination initiatives and documents, where appropriate</p> <p>(iii) Increase in the number of United Nations system organizations preparing an action plan for the implementation of General Assembly and Economic and Social Council guidance on operational activities for development and developing strategic plans according to the General Assembly quadrennial comprehensive policy review</p> <p>(iv) Increased utilization by Member States, in their follow-up, of a simplified process and improved evaluative reporting on the implementation of the quadrennial comprehensive policy review</p> <p>(v) Increased contribution to the deliberations of the Economic and Social Council by non-governmental organizations in consultative status with the Council</p> |
| <p>(c) Enhanced role of the Economic and Social Council in the area of post-conflict reconstruction and development</p> | <p>(c) (i) Increase in the number of recommendations and decisions of the Economic and Social Council on long-term development situations of post-conflict countries, including on issues related to women in peacebuilding</p> <p>(ii) Increase in the number of interactions between the Economic and Social Council and the Peacebuilding Commission</p> |
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Strategy

7.7 The Office for Economic and Social Council Support and Coordination of the Department of Economic and Social Affairs of the Secretariat is responsible for the subprogramme. The strategy will include:

(a) Strengthening the role of the Economic and Social Council in coordinating progress towards the United Nations development agenda, including the internationally agreed development goals and the Millennium Development Goals, and in facilitating their achievement by reinforcing policy development, coherence and coordination through its annual ministerial-level substantive reviews and national voluntary presentations on country experiences in meeting those goals, with adequate consideration given to promoting gender equality;

(b) Promoting development cooperation, enhancing policy coherence and effectiveness among the development activities of different development actors and strengthening the links between the normative and operational work of the United Nations through the Development Cooperation Forum;

(c) Assisting the General Assembly and the Economic and Social Council in providing strategic and focused operational guidance to the United Nations development system with a view to enhancing the effectiveness, efficiency, coherence, relevance and impact of United Nations operational activities for development;

(d) Promoting policy dialogue on interrelated economic and social issues through special meetings with international financial and trade institutions on the coordinated and integrated follow-up to and implementation of the internationally agreed development goals and the Millennium Development Goals;

(e) Promoting policy dialogue through special meetings on the international development agenda beyond 2015;

(f) Supporting the Committee on Non-Governmental Organizations, facilitating the contribution of civil society to the work of the Economic and Social Council on the integrated follow-up to the internationally agreed development goals and the Millennium Development Goals, and supporting non-governmental organizations in building their capacity to participate in the work and activities of the United Nations, including through online knowledge management tools and databases;

(g) Promoting a comprehensive and integrated approach to the follow-up to and implementation of the major United Nations conferences and summits in the work of the functional commissions of the Economic and Social Council, in particular by utilizing a more coherent and integrated approach to social, economic, financial, environmental and development issues;

(h) Assisting the Economic and Social Council, in cooperation with the General Assembly and the Security Council, in its work on issues of conflict prevention and post-conflict peacebuilding in countries emerging from conflict, as mandated by the Economic and Social Council and the General Assembly, and in developing a strategy to address the development dimension of post-conflict situations, drawing on the advice and work of the Peacebuilding Commission;

(i) Strengthening the engagement of the Economic and Social Council with relevant stakeholders in the private sector and civil society, including philanthropic and academic communities and the media, and ensuring that the internationally agreed development goals and the Millennium Development Goals are effectively projected.

Subprogramme 2

Social policy and development

Objective of the Organization: To strengthen international cooperation in the area of social development and promote greater social inclusion and well-being for all

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased agreement at the intergovernmental level	(a) (i) Increased percentage of proposed recommendations used in the formulation of resolutions, decisions and agreed conclusions (ii) Increased percentage of gender-sensitive recommendations related to social development issues
(b) Increased knowledge of and acquired skills for implementing social policies at the national and community levels with a view to strengthening the capacity of Member States in this regard	(b) Increase in the number of national personnel trained to implement social policies at the national and community levels and number of persons declaring intent to use the knowledge and skills acquired in their work
(c) Increased awareness by Governments, civil society, the United Nations system and the private sector of social development analysis	(c) (i) Increase in the number of downloads from the website of the Division for Social Policy and Development to obtain United Nations research and analysis information (ii) Increase in the number of citations of the two flagship reports of the Division in major international newspapers and academic journals, as well as in publications of other entities of the United Nations system

Strategy

7.8 The Division for Social Policy and Development is responsible for the subprogramme. The strategy will include:

(a) Promoting greater awareness of and support for the integrated follow-up to and the implementation, within the overall orientation provided by (i) the United Nations Millennium Declaration and the 2005 World Summit Outcome, (ii) the commitments agreed upon at relevant United Nations conferences and summits, especially at the World Summit for Social Development, the twenty-fourth special session of the General Assembly and the United Nations Conference on Sustainable Development, (iii) those contained in such documents as the Convention on the Rights of Persons with Disabilities, the United Nations Declaration on the Rights of Indigenous Peoples and the follow-up to the International Year of Cooperatives, 2012, including the implementation of an international plan of action on cooperative

promotion and development beyond 2012, (iv) the mandates and recommendations of the United Nations Permanent Forum on Indigenous Issues and the major international action plans, in particular the Madrid International Plan of Action on Ageing, (v) other programmes of action, notably on persons with disabilities and youth and the Second International Decade of the World's Indigenous People, (vi) mandates contained in General Assembly and Economic and Social Council resolutions, such as those related to realization of the Millennium Development Goals and other internationally agreed development goals, (vii) the United Nations system-wide plan of action on the Second United Nations Decade for the Eradication of Poverty, with the theme of "Full employment and decent work for all", and the preparations to observe the twentieth anniversary of the International Year of the Family, with emphasis on greater integration of social and economic concerns and objectives in policymaking, the social dimensions of the New Partnership for Africa's Development (NEPAD), and (viii) the high-level plenary meeting of the General Assembly in 2014, to be known as the World Conference on Indigenous Peoples;

(b) Strengthening research and analysis, improving, rationalizing and streamlining existing methods of work, and facilitating the involvement of civil society in intergovernmental processes with a view, inter alia, to enhancing the effective functioning of intergovernmental and expert bodies, including the work of the Commission for Social Development, the Permanent Forum on Indigenous Issues and the Conference of States Parties to the Convention on the Rights of Persons with Disabilities;

(c) Advocating and promoting understanding of and support for emerging issues in social development through research, analysis, technical assistance and reporting on policy options, in close collaboration and coordination with other United Nations entities, with a view to presenting evidence-based policy recommendations to Member States;

(d) Providing advisory services, training activities and other capacity development activities to enhance the skills and knowledge of national stakeholders to develop and implement social policies and programmes;

(e) Raising civil society awareness and facilitating civil society support for the work of the United Nations on social development;

(f) Strengthening international cooperation to advance social development and well-being for all by promoting the participation of people in all aspects of civil, political, economic, social and cultural life and improved policy design and implementation;

(g) Facilitating, at the intergovernmental level, deliberations and actions of the Commission for Social Development, the Permanent Forum on Indigenous Issues, the Economic and Social Council and the General Assembly, and promoting implementation of the outcome documents of international conferences organized by the Division, facilitating agreements on policy recommendations for eradicating poverty, generating employment, reducing inequality and promoting social integration, with due regard to issues relating to older persons, persons with disabilities, families, youth, and indigenous peoples; and directing increased attention to the social pillar of sustainable development.

Subprogramme 3

Sustainable development

Objective of the Organization: To accelerate the implementation of sustainable development goals, targets and commitments in accordance with the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and the outcomes of major United Nations conferences and summits, in particular the United Nations Conference on Sustainable Development, and Agenda 21

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective review of and agreement by Member States on key sustainable development challenges and priority actions to advance implementation of agreed outcomes on sustainable development, including at the United Nations Conference on Sustainable Development, and Agenda 21	(a) Increased percentage of Member States expressing satisfaction with the support and servicing of the intergovernmental process, including activities related to consensus-building, the partnership fair, the Learning Centre and the participation of major groups
(b) Increased accessibility of information, understanding and knowledge of policy options, practical measures and concrete actions needed for the adoption and implementation of sustainable development at the local, national, regional and international levels	(b) (i) Increase in the number of inputs by Member States into databases on case studies, partnerships, voluntary commitments, best practices and lessons learned (ii) Increase in the number of visits to and downloads from the website of the Division for Sustainable Development to obtain information, documentation and publications
(c) Enhanced capacity of developing countries and countries with economies in transition to formulate and implement strategies, policies, frameworks and mechanisms in support of sustainable development, with a special focus on gender equality and empowerment of women	(c) (i) Increase in the number of countries assisted by the Division, through the subprogramme, that have launched policy initiatives, and developed programmes and plans of action aimed at achieving their sustainable development goals (ii) Increase in the number of national staff, disaggregated by sex, who have acquired enhanced knowledge and skills to effectively support the implementation of programmes and plans of action for sustainable development

Strategy

7.9 The Division for Sustainable Development is responsible for the subprogramme. The strategy will include:

(a) Promoting and supporting effective, coherent and coordinated implementation of the sustainable development agenda of the United Nations, including Agenda 21, the Programme for the Further Implementation of Agenda 21 and the Johannesburg Plan of Implementation, the outcome of the United Nations Conference on Sustainable Development, as well as the Programme of Action for the Sustainable Development of Small Island Developing States and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, at the national, regional and global levels, with an emphasis on greater integration of social, economic and environmental dimensions of sustainable development through, inter alia, national sustainable development strategies;

(b) Providing substantive and effective support, including policy development and analysis, to the high-level political forum and follow-up to the United Nations Conference on Sustainable Development and other intergovernmental processes, in particular those dealing with sustainable development;

(c) Providing coordinated and coherent support to system-wide, inter-agency activities for the implementation of agreed outcomes on sustainable development and other commitments, and for mainstreaming the three dimensions of sustainable development into the work of the United Nations;

(d) Providing advisory services, technical assistance and training to Member States, including small island developing States, at their request, with the view of enhancing their capacity to develop, implement, monitor and review national sustainable development strategies and action plans on sustainable consumption and production, as well as actions and strategies to manage water, energy resources and responses to climate change, and to implement effective information, monitoring, review, and reporting systems at the national and regional levels;

(e) Strengthening cooperation with major groups and identifying opportunities for their further engagement in the work of the United Nations in the area of sustainable development;

(f) Undertaking in-depth analysis and evaluation of trends in the implementation of sustainable development, including lessons learned, best practices and new challenges, and cross-sectoral analysis of sustainable development issues, including means of implementation, culminating in a global sustainable development report;

(g) Maintaining and improving transparent, user-friendly and easily accessible websites, including database systems for information on sustainable development, including partnerships and a registry of voluntary commitments;

(h) Providing information and summary reports on partnerships and voluntary commitments for sustainable development to the intergovernmental bodies and to Member States.

Subprogramme 4 Statistics

Objective of the Organization: To advance the global statistical and geospatial information system in order to produce high quality, easily accessible comparable national statistics and geospatial information systems for policymakers and other users at the national and international levels

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened global statistical and geospatial information system, with more active participation by countries and increased collaboration among international organizations, including progress in the harmonization and rationalization of development indicators	(a) (i) Increase in the number of participants from countries and international organizations attending the sessions of the Statistical Commission and the United Nations Committee of Experts on Global Geospatial Information Management, high-level forums, workshops, expert group meetings and seminars (ii) Increase in the number of collaborative activities carried out with international organizations on the rationalization and harmonization of development indicators
(b) Better and broader use by Governments, international organizations, research institutes, the private sector and the general public of statistical data and technical guidelines produced by the subprogramme	(b) (i) Increase in the number of requests for statistical data satisfied by the Statistics Division (ii) Increase in the number of visits to the Statistics Division website
(c) Strengthened capacity of developing countries, in particular the least developed countries, as well as countries with economies in transition, to routinely collect, compile, store, analyse and disseminate official statistics and indicators in the economic, social, demographic and environmental fields, to produce high quality data, including data disaggregated by sex, for policymakers and the public in general	(c) (i) Increase in the number of national statistical staff who have been effectively utilizing knowledge and skills acquired at training and capacity development activities delivered by the subprogramme (ii) Increase in the number of countries that have received guidelines and capacity development support for developing and implementing sustainable national statistical systems

Strategy

7.10 The subprogramme is under the responsibility of the Statistics Division, which is the centre of the United Nations global statistical system that includes national statistical offices, international organizations and civil society engaging in official statistics, under the guidance of the United Nations Statistical Commission. The strategy will include:

(a) Expanding the normative role of the subprogramme in the development and enhancement of statistical standards, the collection and dissemination of statistical data by Member States and the coordination of international statistical and geospatial information activities, especially those related to new and emerging policy issues;

(b) Assisting countries, through the development of guidelines, in building and managing sustainable national statistical systems with appropriate governance structures and in utilizing state-of-the-art data capture, processing and dissemination technologies, in order to enhance the quality of and accessibility to policy-relevant statistical information;

(c) Developing norms and standards, in particular developing statistical concepts, definitions, classifications and methods for the collection, compilation, storage, analysis and dissemination of statistics and indicators, for use by statistical authorities at the national level;

(d) Compiling and disseminating global statistical information in the areas of national accounts, international trade, energy, industry, demographic and social concerns, including data disaggregated by sex, and the environment, increasingly using modern information and communication technologies, including the Internet, to facilitate data exchange and to enhance accessibility to comparable national statistics in those fields by policymakers and other users at the national and international levels;

(e) Strengthening national statistical systems, in particular those of developing countries and countries with economies in transition, by disseminating methodological information to those countries, conducting training, supporting their participation in the regional and international exchange of experiences and providing other appropriate forms of capacity development support, including technical advisory services on request;

(f) Facilitating the coordination of international activities in the area of geospatial information management, in order to share experiences and harmonize tools, promoting the use of mapping and geographical information systems for modern surveying at the local, national, regional and global levels, promoting the harmonization and standardization of geographical names, and facilitating a better integration of statistical and geospatial information;

(g) Coordinating international statistical activities by cooperating closely with other international organizations active in statistics, to further enhance the coordinated system of international statistical work, including the development of standards and methods, the provision of technical support services and the dissemination of consistent, high-quality data and indicators; in particular, enhancing coherence in the statistical data work of the entire United Nations system.

Subprogramme 5 Population

Objective of the Organization: To strengthen the international community's capacity to effectively address current and emerging population issues and to integrate the population dimensions into the international development agenda

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced awareness of the international community of new and emerging population issues and increased knowledge and understanding of the interactions between population and development, including the gender dimensions of demographic phenomena, especially in regard to fertility, mortality, migration, HIV/AIDS, urbanization, population growth, population ageing and the environment	(a) Increased interaction of the subprogramme with other key stakeholders in the area of population
(b) Effectively facilitate review by Member States of progress made in the implementation of the Programme of Action of the International Conference on Population and Development and of relevant instruments of the United Nations development agenda, particularly the Millennium Summit and its follow-up	(b) (i) All documents produced by the subprogramme for the Commission on Population and Development are made available to Member States on time (ii) Degree of satisfaction among Member States regarding the information and data provided by the subprogramme to the intergovernmental bodies
(c) Improved accessibility and timeliness of population information and data, including sex-disaggregated data for use by Member States, the United Nations system, civil society and academia	(c) Increase in the number of subscribers to the Population Division e-mail alerts service

Strategy

7.11 The Population Division is responsible for the subprogramme. The objective will be achieved by:

(a) Providing substantive support to United Nations bodies, especially to the Commission on Population and Development, and assessing progress made in the implementation of the Programme of Action of the International Conference on Population and Development and the achievement of the internationally agreed development goals, including the Millennium Development Goals; and facilitating the successful outcome of the events called for in General Assembly resolution 65/234 to assess the status of implementation of the Programme of Action and to renew political support for actions required for the full achievement of its goals and objectives, in the light of the twentieth anniversary of the International Conference on Population and Development;

(b) Facilitating the discussion of key or emerging population issues by experts or Government representatives;

(c) Preparing comprehensive and sex-disaggregated studies on population issues and population trends relating to fertility, mortality, international and internal migration, HIV/AIDS, urbanization, population growth, population ageing, population prospects, population policy and population in relation to development;

(d) Disseminating population information and policy-relevant findings in the area of population, in particular through the Population Division websites;

(e) Supporting capacity development to address population issues through workshops or the dissemination of technical material, such as manuals and software, in collaboration with other subprogrammes and entities in related areas, so as to create synergies.

Subprogramme 6

Development policy and analysis

Objective of the Organization: To facilitate the reaching of intergovernmental agreement on the economic policies and actions necessary at the national and international levels to improve long-term development prospects by strengthening the international debate on new and emerging economic development issues and challenges and on the world economic situation

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened international debate by assisting the General Assembly and the Economic and Social Council in identifying and understanding new and emerging economic development issues and challenges, in particular in the context of advancing the internationally agreed development goals, including the Millennium Development Goals, and with full consideration of the implications of major cross-cutting issues for the present and the international development agenda beyond 2015, ensuring that the technical underpinnings of sustainable development goals and the conceptualization of the post-2015 development agenda converge by evidence-based assessments and feasibility analysis	(a) (i) Increase in the number of economic policies and actions debated to achieve internationally agreed development goals (ii) Increased percentage of Member States responding to surveys that find the main analytical reports of the subprogramme “useful” and “very useful” (iii) Increase in the number of joint activities with the United Nations Conference on Trade and Development and the regional commissions to better evaluate the global macroeconomic situation
(b) Improved awareness of and dialogue on the world economic situation, including fostering and disseminating a unified United Nations view on the world economic outlook and its implications for the prospects of developing countries	(b) (i) Increase in the number of references in official documents to the analysis by the Development Policy and Analysis Division of the world economic situation (ii) Increase in the number of downloads from the website of the Development Policy and Analysis Division to obtain information, documentation and publications

(c) Strengthened capacity of developing countries and economies in transition to integrate macroeconomic, environmental and social policies, including gender dimensions, in national development strategies and to make macroeconomic stability compatible with the long-term goals of poverty eradication and sustainable development, and also, once defined and agreed upon, with the core principles and objectives of the post-2015 United Nations development agenda

(c) Increase in the number of developing countries that have developed proposals and plans of action on the integration of macroeconomic and social policies, with adequate consideration given to promoting gender equality, into national development strategies in the context of sustainable development and a post-2015 development agenda

Strategy

7.12 The Development Policy and Analysis Division is responsible for the subprogramme. The strategy will focus on:

(a) Analysis of emerging economic issues for the United Nations development agenda and actions to promote development in developing countries, especially those that face the greatest difficulties in achieving the internationally agreed development goals, with emphasis on greater integration of sustainable development concerns and objectives in policymaking, and supported by an integrated monitoring and analytical system. To this end, the subprogramme will collaborate and coordinate closely with other United Nations system entities, contributing to the preparation of analytical inputs for the definition and operationalization of the United Nations development agenda and sustainable development goals. Substantive and effective support to the work of the Committee for Development Policy will be provided;

(b) Expanded dissemination of the *World Economic and Social Survey*, *World Economic Situation and Prospects* and reports by the Committee for Development Policy among research, academic and other development institutions, as well as policymakers in Member States;

(c) Development of a unified United Nations perspective on the short-term global macroeconomic situation and prospects and provision of timely and accurate assessments of the benefits of coordinated international macroeconomic policies by: following discussions in and providing inputs to international forums; strengthening and improvement of the global economic forecasting and policy modelling framework; and collaborating with the United Nations Conference on Trade and Development and the regional commissions;

(d) Substantive interaction with development institutions, including academic and research bodies, including by providing support to other United Nations entities in strengthening the analytical capacity to address the economic development policy implications of cross-cutting challenges, including rigorous assessments and feasibility analyses of policies and strategies aiming at inclusive and sustainable development;

(e) Assistance to the General Assembly, the Economic and Social Council and the Security Council by providing information on countries' economic structures, performance, prospects and related issues, to facilitate their review of conflict and post-conflict situations, and analysis of those policy measures at the international, regional and national levels, to facilitate peacebuilding and peacekeeping;

(f) Analysing current and proposed macroeconomic policies for development; providing assistance to developing countries in strengthening their capacity to apply rigorous modelling instruments to assess coherent policy options, instruments for policy analysis and monitoring systems in support of the definition of national development strategies aimed at achieving the internationally agreed development goals, including the Millennium Development Goals and the United Nations development agenda beyond 2015, especially in the areas of linking macroeconomic policies to poverty reduction targets and sustainable development, with adequate consideration given to promoting gender equality; and supporting the integrated implementation framework through monitoring of the commitments made in support of the Millennium Development Goals by Member States and other international stakeholders to collect information and foster dialogue, to address the commitment/progress gap, and to strengthen accountability and target future interventions;

(g) Advisory services and technical assistance to the least developed countries and those graduating from this category in improving their capacity to overcome structural development bottlenecks and identifying needs and opportunities for international economic cooperation in support of their graduation strategies.

Subprogramme 7

Public administration and development management

Objective of the Organization: To foster effective, efficient, transparent, accountable and citizen-centred public governance, administration and services

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved accessibility of information, knowledge-sharing, learning and partnerships through the United Nations Public Administration Network and the United Nations Public Administration Country Studies	<p>(a) (i) Increase in the number of visits to and downloads from the United Nations Public Administration Network</p> <p>(ii) Increase in the number of stakeholders in the area of public administration and governance benefiting from usage of an online public administration knowledge base</p>
(b) Enhanced common understanding, resolutions and actions on public governance and administration issues	<p>(b) (i) Increase in the number of references, recommendations and decisions in resolutions of intergovernmental bodies</p> <p>(ii) Increase in the number of analytical research, advocacy, advisory, training and knowledge-sharing services, especially for the developing countries, upon request</p> <p>(iii) Increase in the number of references, recommendations and decisions in national plans and policies, drawn from publications and products of the Division for Public Administration and Development Management</p>

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| <p>(c) Increased capacity of national and local governments for strengthening professionalism, accountability and excellence in the public sector, including in the context of gender mainstreaming</p> | <p>(c) (i) Increase in the number of entries submitted to the United Nations Public Service Awards and Public Service Day, including specific focus on gender-responsive delivery of public services</p> <p>(ii) Increase in the number of public administration professionals and other stakeholders who have effectively acquired skills and knowledge in the course of training activities offered online and offline by the subprogramme</p> <p>(iii) Increase in the number of methodological, technical and policy recommendations implemented by governments as a result of advisory services and capacity development activities delivered by the subprogramme</p> |
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Strategy

7.13 The Division for Public Administration and Development Management is responsible for the subprogramme. The strategy to achieve the expected accomplishments, in particular in the work focus areas of institutional and human resource capacity development, electronic/mobile government development, citizen engagement in managing development and open government data management, is based on an integrated approach which includes preventing corruption through:

- (a) Providing secretariat and substantive support to the General Assembly and the Economic and Social Council;
- (b) Promoting greater awareness, common approaches, understanding and sustainable policy options among Governments in key substantive areas of public governance, administration and development management, particularly through the Committee of Experts on Public Administration, the United Nations Public Service Awards and United Nations Public Service Day;
- (c) Strengthening partnerships and cooperation with other international, regional and professional organizations, both public and private, and within and outside the United Nations system, particularly through the United Nations Public Administration Network;
- (d) Providing advisory services, training activities and knowledge-sharing, and offering information, policy options and policy recommendations, developed as a result of research and analysis undertaken by the subprogramme, including through the United Nations Public Administration Country Studies, to developing countries, especially the least developed countries, countries emerging from conflict or crisis and countries with economies in transition.

Subprogramme 8

Sustainable forest management

Objective of the Organization: To advance long-term political commitment to the management, conservation and sustainable development of all types of forests at the global, regional and national levels and to promote achievement of the global objectives on forests, in particular, the effective implementation of the non-legally binding instrument on all types of forests

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective support for an informed decision on the future of the international arrangement on forests, with a focus on the means of implementing sustainable forest management, including forest financing from all sources, taking into account the role of forests for achieving the internationally agreed development goals, including the Millennium Development Goals, and the interconnection of the international arrangement on forests with the United Nations development agenda beyond 2015	(a) Increase in the number of analytical studies, decisions, reports and chair's summaries containing options for the future of the international arrangement on forests and on the contribution of forests to the achievement of the internationally agreed development goals, including the Millennium Development Goals, prepared with the support of the secretariat of the United Nations Forum on Forests
(b) Enhanced monitoring, assessment of and reporting on the implementation of the non-legally binding instrument on all types of forests and the progress towards achieving the global objectives on forests, with an emphasis on mainstreaming a gender perspective	(b) Increase in the number of reports submitted by countries using the new streamlined reporting format of the United Nations Forum on Forests, including information on gender perspectives, on the progress made in the implementation of the non-legally binding instrument on all types of forests and towards the achievement of the global objectives on forests
(c) Improved collaboration and coordination on all types of forests and trees outside forests through more effective cooperation and better knowledge exchange among Governments, major groups, organizations, instruments and processes, including among the members of the Collaborative Partnership on Forests	(c) Increase in the number of partnerships, collaborative activities and initiatives undertaken to promote sustainable forest management with the support of the secretariat of the United Nations Forum on Forests
(d) Increased awareness and support for national-, regional- and global-level actions on sustainable forest management	(d) Increase in the number of national-, regional- and global-level actions undertaken with the support of the secretariat of the United Nations Forum on Forests
(e) Enhanced capacity of Member States for advancing sustainable forest management and implementing the non-legally binding instrument on all types of forests, especially the achievement of the global objectives	(e) Increase in the number of Member States that have benefited from the activities of the United Nations Forum on Forests aimed at promoting the implementation of sustainable forest management, including the implementation of the non-legally binding instrument on all types of forests

Strategy

7.14 The secretariat of the United Nations Forum on Forests is responsible for the subprogramme. The strategy will include:

(a) Supporting efforts to advance the management, conservation and sustainable development of all types of forests and trees outside forests, through the implementation of the non-legally binding instrument on all types of forests and the achievement of the global objectives on forests, and to this end, enhancing cooperation through, inter alia, country- and region-led initiatives, as well as supporting the interaction between the United Nations Forum on Forests and relevant regional and subregional forest-related mechanisms, institutions, instruments, organizations and processes, with the participation of major groups and other relevant stakeholders;

(b) Promoting greater awareness, at all levels, of the role of forests in achieving the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992, as well as those stemming from the Intergovernmental Panel on Forests/Intergovernmental Forum on Forests processes and the United Nations Forum on Forests, and the interconnection of the international arrangement on forests with the United Nations development agenda beyond 2015;

(c) Providing substantive support for continued policy development, dialogue and agreements to the intergovernmental processes, in particular the United Nations Forum on Forests;

(d) Enhancing cooperation and policy and programme coordination on forest-related issues, including through providing support to the Collaborative Partnership on Forests and through the implementation of the functions of the facilitative process, and to this end, promoting knowledge exchange and capacity-building through a cross-sectoral, cross-institutional approach to realize the full potential of forests for people and a sustainable future for all;

(e) Facilitating, monitoring, assessing and reporting on the progress of national, regional and global actions in sustainable forest development, as well as undertaking research on and analysis and dissemination of that data and information, including through the increased use of information technology;

(f) Providing substantive support through the facilitative process, taking into account the special needs and circumstances of Africa, the least developed countries, low-forest-cover countries, high-forest-cover low-deforestation countries and small island developing States, in developing and applying means of implementation;

(g) Contributing to strengthened regional and international cooperation, including North-South, South-South and public-private partnerships, on sustainable forest management through the sharing of information and experiences at workshops and meetings;

(h) Providing substantive support for the dissemination of technical and scientific knowledge and information through an improved user-friendly and easily accessible website;

(i) Assisting Member States, at their request, in advancing sustainable forest management and implementing the non-legally binding instrument on all types of forests, particularly for achieving its global objectives;

(j) Contributing to the departmental priorities for capacity development to realize the full potential of forests for people, including through furthering complementarity and collaboration with other subprogrammes in related areas.

Subprogramme 9

Financing for development

Objective of the Organization: To promote and support sustained follow-up to the agreements and commitments reached at the International Conferences on Financing for Development, as contained in the 2002 Monterrey Consensus, at the 2008 Doha Declaration on Financing for Development, and at the 2009 Conference on the World Financial and Economic Crisis and Its Impact on Development, as contained in its outcome document, as well as financing for development-related aspects of the outcomes of major United Nations conferences and summits in the economic and social fields, including the United Nations Conference on Sustainable Development, as well as the framework for the United Nations development agenda beyond 2015

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective multi-stakeholder monitoring of and follow-up to the Monterrey Consensus, the Doha Declaration on Financing for Development, the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development and other related outcomes on financing for development, including the outcome of the United Nations Conference on Sustainable Development	(a) Increase in the number of contributions from all the stakeholders in the financing for development process to the annual analytical assessment of the implementation of the Monterrey Consensus, the Doha Declaration on Financing for Development, the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development and other related outcomes on financing for development, including the outcome of the United Nations Conference on Sustainable Development
(b) Strengthened role and fuller use of the General Assembly and the Economic and Social Council, as well as the relevant intergovernmental and governing bodies of other institutional stakeholders, for the purposes of conference follow-up and coordination with other related outcomes on financing for development	(b) Increase in the number and scope of agreements reached and commitments made by Member States as a result of intergovernmental deliberations in the General Assembly and the Economic and Social Council, as well as in the relevant intergovernmental and governing bodies of other institutional stakeholders, for the purposes of conference follow-up and coordination with other related outcomes on financing for development
(c) Fuller engagement of Governments and greater cooperation and interaction among all institutional and non-institutional stakeholders involved in the financing for development process, to ensure proper follow-up to the implementation of agreements and commitments reached at the Monterrey and Doha Conferences on Financing for Development and the	(c) Increase in the number of multi-stakeholder consultations, workshops, seminars and other events on financing for development, including the international and regional financial and trade institutions, as well as the relevant entities of civil society and the private sector, including experts on issues related to gender equality

Conference on the World Financial and Economic Crisis and Its Impact on Development, with due regard to issues of gender equality

(d) Strengthened role of the United Nations in promoting international cooperation in tax matters, including tax policy, tax administration and capacity development in developing countries, for the purpose of domestic and international resource mobilization for development within the integrated framework of the outcome of the United Nations Conference on Sustainable Development

(d) Increase in the number of updates to the United Nations Model Double Taxation Convention between Developed and Developing Countries, as well as of guidelines, manuals, training courses and materials on international cooperation in tax matters, serving as tools for strengthening the capacity of ministries of finance and national tax authorities in developing countries

Strategy

7.15 The Financing for Development Office is responsible for the subprogramme. The strategy will include:

(a) Serving as a focal point in the United Nations Secretariat for overall follow-up to the implementation at the national, regional and global levels of the outcomes of the 2002 International Conference on Financing for Development, the 2008 Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus and the 2009 Conference on the World Financial and Economic Crisis and Its Impact on Development and, in this context, intensifying collaboration and interaction with the secretariats of the major institutional stakeholders, the regional commissions and development banks, as well as civil society and the business sector;

(b) Promoting policy coherence and an integrated approach within the United Nations to issues related to financing for development, for the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields, including the outcome of the United Nations Conference on Sustainable Development and the framework for the United Nations development agenda beyond 2015;

(c) Providing substantive secretariat support, including the preparation of multi-stakeholder reports and other inputs, to the intergovernmental process entrusted with the follow-up to the Monterrey and Doha Conferences on Financing for Development, the Conference on the World Financial and Economic Crisis and Its Impact on Development, as well as financing for development-related aspects of the outcomes of major United Nations conferences and summits in the economic and social fields, including the outcome of the United Nations Conference on Sustainable Development, in particular with respect to the coherence and consistency of the international monetary, financial and trading systems in support of development;

(d) Organizing, in collaboration with experts from the public and private sectors, academia and civil society, including experts on issues related to gender equality, multi-stakeholder consultations, workshops, panel discussions and other activities aimed at better enabling Member States to implement their commitments

as agreed upon in the Monterrey Consensus, the Doha Declaration on Financing for Development, the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development and related outcomes, including the outcome of the United Nations Conference on Sustainable Development and the framework for the United Nations development agenda beyond 2015;

(e) Providing secretariat support to the work of the Committee of Experts on International Cooperation in Tax Matters;

(f) Providing secretariat support to the work of the intergovernmental committee on sustainable development financing;

(g) Providing advisory services and technical assistance to developing countries and countries with economies in transition in the area of tax policy and tax administration, aimed at strengthening the capacity of ministries of finance and national tax authorities to develop and implement more effective and efficient tax systems and combat tax evasion.

Legislative mandates

General Assembly resolutions

47/190	Report of the United Nations Conference on Environment and Development (subprogrammes 4, 5 and 6)
47/191	Institutional arrangements to follow up the United Nations Conference on Environment and Development (subprogrammes 3, 4 and 5)
50/227	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields (subprogrammes 1 and 6)
51/176	Implementation of the Programme of Action of the International Conference on Population and Development (subprogrammes 4 and 5)
51/240	Agenda for Development (all subprogrammes)
55/2	United Nations Millennium Declaration (all subprogrammes)
55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010 (all subprogrammes)
57/144	Follow-up to the outcome of the Millennium Summit (all subprogrammes)
57/253	World Summit on Sustainable Development (all subprogrammes)
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of major United Nations conferences and summits in the economic and social fields (all subprogrammes)
58/220	Economic and technical cooperation among developing countries (subprogrammes 1, 2, 3, 4 and 7)

- 58/225 Role of the United Nations in promoting development in the context of globalization and interdependence (subprogrammes 1 and 6)
- 58/269 Strengthening of the United Nations: an agenda for further change (all subprogrammes)
- 59/243 Integration of the economies in transition into the world economy (subprogrammes 6 and 7)
- 60/1 2005 World Summit Outcome (all subprogrammes)
- 60/265 Follow-up to the development outcome of the 2005 World Summit, including the Millennium Development Goals and the other internationally agreed development goals (all subprogrammes)
- 62/131 Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly (subprogrammes 2, 4 and 5)
- 62/208 Triennial comprehensive policy review of operational activities for development of the United Nations system (subprogrammes 1, 2 and 7)
- 64/141 Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly (all subprogrammes)
- 64/220 Operational activities for development of the United Nations system (subprogrammes 1, 2 and 7)
- 64/236 Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development (all subprogrammes)
- 65/1 Keeping the promise: united to achieve the Millennium Development Goals

Economic and Social Council resolutions and decisions

- 1998/7 Importance of population census activities for evaluation of progress in implementing the Programme of Action of the International Conference on Population and Development (subprogrammes 4 and 5)
- 2007/2 The role of the United Nations system in providing full and productive employment and decent work for all (all subprogrammes)
- 2009/12 Mainstreaming a gender perspective into all policies and programmes of the United Nations system (all subprogrammes)
- 2009/29 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 light of relevant General Assembly resolutions, including resolution 61/16 (all subprogrammes)

Ministerial communiqués of the high-level segment of the substantive session of the Economic and Social Council

- 2002 The contribution of human resources development, including in the areas of health and education, to the process of development (all subprogrammes)
- 2003 Promoting an integrated approach to rural development in developing countries for poverty eradication and sustainable development (all subprogrammes)
- 2004 Resources mobilization and enabling environment for poverty eradication in the context of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010 (all subprogrammes)
- 2006 Creating an environment at the national and international levels conducive to generating full and productive employment and decent work for all, and its impact on sustainable development
- 2007 Strengthening efforts at all levels to promote pro-poor sustained economic growth, including through equitable macroeconomic policies
- 2007 Annual ministerial review on the theme “Strengthening efforts to eradicate poverty and hunger, including through the global partnership for development”
- 2008 Development Cooperation Forum
- 2008 Annual ministerial review on the theme “Implementing the internationally agreed goals and commitments in regard to sustainable development”

Subprogramme 1

Economic and Social Council support and coordination

General Assembly resolutions

- 45/264 Restructuring and revitalization of the United Nations in the economic, social and related fields
- 48/162 Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
- 48/209 Operational activities for development: field offices of the United Nations development system
- 52/12 B Renewing the United Nations: a programme for reform
- 57/295 Information and communication technologies for development
- 58/126 Revitalization of the work of the General Assembly
- 60/124 Strengthening of the coordination of emergency humanitarian assistance of the United Nations

60/180	The Peacebuilding Commission
60/252	World Summit on the Information Society
61/16	Strengthening of the Economic and Social Council
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
63/311	System-wide coherence
64/206	Promotion of new and renewable sources of energy
64/289	System-wide coherence
65/1	Keeping the promise: united to achieve the Millennium Development Goals
65/10	Sustained, inclusive and equitable economic growth for poverty eradication and achievement of the Millennium Development Goals
65/285	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council

Economic and Social Council resolutions and decisions

1986/72	Protection against products harmful to health and the environment
1996/31	Consultative relationship between the United Nations and non-governmental organizations
1999/5	Poverty eradication and capacity-building
1999/6	Progress on the implementation of General Assembly resolution 53/192
1999/51	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
2000/19	Funding operational activities for development of the United Nations system
2001/27	Implementation of General Assembly resolutions 50/227 and 52/12 B: improving the working methods of the functional commissions of the Economic and Social Council
2001/210	Establishment of the Information and Communication Technologies Task Force
2002/225	Establishment of the general voluntary trust fund in support of the United Nations NGO Informal Regional Network
2005/221	Theme for the coordination segment of the substantive session of 2006 of the Economic and Social Council and multi-year work programme for the coordination segment

- 2008/29 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
- 2009/1 Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system
- 2009/4 Ad Hoc Advisory Group on Haiti
- 2009/32 African countries emerging from conflict
- 2010/28 Ad Hoc Advisory Group on Haiti
- 2011/43 Support to the Republic of South Sudan

Economic and Social Council agreed conclusions

- 1995/1 Coordinated follow-up by the United Nations system and implementation of the results of the major international conferences organized by the United Nations in the economic, social and related fields
- 1997/1 Fostering an enabling environment for development: financial flows, including capital flows, investment and trade
- 2000/2 Assessment of the progress made within the United Nations system, through the conference reviews, in the promotion of an integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits in the economic, social and related fields
- 2001/1 Role of the United Nations in promoting development, particularly with respect to access to and transfer of knowledge and technology, especially information and communication technologies, inter alia, through partnerships with relevant stakeholders, including the private sector
- 2002/1 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 (all subprogrammes)
- 2008/2 Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system
- 2008/4 Measures to improve the quadrennial reporting procedures
- 2008/5 Strengthening of the Non-Governmental Organizations Branch of the Department of Economic and Social Affairs of the United Nations Secretariat

- 2008/29 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 light of relevant General Assembly resolutions, including resolution 61/16
- 2009/1 Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system
- 2009/32 African countries emerging from conflict
- 2010/22 Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system
- 2011/7 Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system

Ministerial communiqués of the high-level segment of the substantive session of the Economic and Social Council

- 1998 Market access: developments since the Uruguay Round, implications, opportunities and challenges, in particular for the developing countries and the least developed among them, in the context of globalization and liberalization
- 1999 The role of employment and work in poverty eradication: the empowerment and advancement of women
- 2000 Development and international cooperation in the twenty-first century: the role of information technology in the context of a knowledge-based global economy
- 2001 The role of the United Nations system in support of the efforts of African countries to achieve sustainable development

Subprogramme 2
Social policy and development

General Assembly resolutions

- S-24/2 Further initiatives for social development
- 47/196 Observance of an international day for the eradication of poverty
- 50/81 World Programme of Action for Youth to the Year 2000 and Beyond
- 50/107 Observance of the International Year for the Eradication of Poverty and proclamation of the first United Nations Decade for the Eradication of Poverty
- 50/144 Towards full integration of persons with disabilities in society: implementation of the Standard Rules on the Equalization of Opportunities for Persons with Disabilities and of the Long-term

	Strategy to Implement the World Programme of Action concerning Disabled Persons to the Year 2000 and Beyond
50/161	Implementation of the outcome of the World Summit for Social Development
51/58	The role of cooperatives in the light of new economic and social trends
59/174	Second International Decade of the World's Indigenous People
60/209	Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006)
61/295	United Nations Declaration on the Rights of Indigenous Peoples
62/213	The role of the United Nations in promoting a new global human order
63/161	Indigenous issues
63/229	Role of microcredit and microfinance in the eradication of poverty
64/131	Realizing the Millennium Development Goals for persons with disabilities
64/216	Second United Nations Decade for the Eradication of Poverty (2008-2017)
64/217	Women in development
65/174	Second United Nations Decade for the Eradication of Poverty (2008-2017)
65/186	Realizing the Millennium Development Goals for persons with disabilities towards 2015 and beyond
65/198	Indigenous issues
65/284	New Partnership for Africa's Development: progress in implementation and international support
66/121	Policies and programmes involving youth
66/122	Promoting social integration through social inclusion
66/123	Cooperatives in social development
66/124	High-level Meeting of the General Assembly on the realization of the Millennium Development Goals and other internationally agreed development goals for persons with disabilities
66/125	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
66/127	Follow-up to the Second World Assembly on Ageing
66/142	Rights of indigenous peoples

- 66/149 World Down Syndrome Day
- 66/229 Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto

Economic and Social Council resolutions

- 1996/7 Follow-up to the World Summit for Social Development and the future role of the Commission for Social Development
- 1996/31 Consultative relationship between the United Nations and non-governmental organizations
- 2000/22 Establishment of a Permanent Forum on Indigenous Issues
- 2001/42 Global campaign for poverty eradication
- 2005/9 Further promotion of equalization of opportunities by, for and with persons with disabilities and protection of their human rights
- 2008/18 Promoting full employment and decent work for all
- 2008/19 Future organization and methods of work of the Commission for Social Development
- 2010/13 Mainstreaming disability in the development agenda
- 2011/26 Social dimensions of the New Partnership for Africa's Development
- 2011/27 Further promotion of equalization of opportunities by, for and with persons with disabilities and mainstreaming disability in the development agenda

Economic and Social Council agreed conclusions

- 1996/1 Coordination of the United Nations system activities for poverty eradication
- 2006 Ministerial Declaration on creating an environment at the national and international levels conducive to generating full and productive employment and decent work for all, and its impact on sustainable development
- 2007 Ministerial Declaration on strengthening efforts to eradicate poverty and hunger, including through the global partnership for development

Subprogramme 3

Sustainable development

General Assembly resolutions

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| 47/190 | Report of the United Nations Conference on Environment and Development |
| 47/191 | Institutional arrangements to follow up the United Nations Conference on Environment and Development |
| S-19/2 | Programme for the Further Implementation of Agenda 21 |
| S-22/2 | Declaration and state of progress and initiatives for the future implementation of the Programme of Action for the Sustainable Development of Small Island Developing States |
| 57/253 | World Summit on Sustainable Development |
| 58/217 | International Decade for Action, "Water for Life", 2005-2015 |
| 59/228 | Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources |
| 59/229 | Further implementation of the Programme of Action for the Sustainable Development of Small Island Developing States |
| 64/198 | Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Life", 2005-2015 |
| 65/2 | 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 |
| 66/194 | Protection of coral reefs for sustainable livelihoods and development |
| 66/197 | Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development |
| 66/198 | Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States |
| 66/204 | Harmony with Nature |
| 66/206 | Promotion of new and renewable sources of energy |

Economic and Social Council resolution

- 2003/61 Future programme, organization and methods of work of the
Commission on Sustainable Development

**Subprogramme 4
Statistics***General Assembly resolutions*

- 57/270 B Integrated and coordinated implementation of and follow-up to the
outcomes of the major United Nations conferences and summits in
the economic and social fields (paras. 31 and 50)
- 64/267 World Statistics Day

Economic and Social Council resolutions and decisions

- 1564 (L) Principles and recommendations for a vital statistics system
- 1566 (L) Coordination of work in the field of statistics
- 1989/3 International economic classifications
- 1993/5 1993 System of National Accounts
- 1995/61 The need to harmonize and improve United Nations information
systems for optimal utilization and accessibility by all States
- 2000/27 Basic indicators for the integrated and coordinated implementation
of and follow-up to major United Nations conferences and summits
at all levels
- 2005/13 2010 World Population and Housing Census Programme
- 2006/6 Strengthening statistical capacity
- 2008/241 Tenth United Nations Conference on the Standardization of
Geographical Names and twenty-fifth session of the United Nations
Group of Experts on Geographical Names
- 2010/241 Documentation considered by the Economic and Social Council in
connection with cartography
- 2011/24 Committee of Experts on Global Geospatial Information
Management
- 2011/251 Report of the United Nations Group of Experts on Geographical
Names on its twenty-sixth session, venue and dates of and
provisional agenda for its twenty-seventh session and venue and
dates of and provisional agenda for the Tenth United Nations
Conference on the Standardization of Geographical Names

Subprogramme 5

Population

General Assembly resolutions

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| 49/128 | Report of the International Conference on Population and Development |
| S-21/2 | Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development |
| 57/299 | Follow-up to the outcome of the twenty-sixth special session: implementation of the Declaration of Commitment on HIV/AIDS |
| 63/225 | International migration and development |
| 65/170 | International migration and development |
| 65/234 | Follow-up to the International Conference on Population and Development beyond 2014 |

Economic and Social Council resolutions

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| 1994/2 | Work programme in the field of population |
| 1995/55 | Implementation of the Programme of Action of the International Conference on Population and Development |
| 1997/2 | International migration and development |
| 1997/42 | Follow-up to the International Conference on Population and Development |
| 1999/10 | Population growth, structure and distribution |

Commission on Population and Development resolutions

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| 1997/2 | Reporting requirements to the Commission on Population and Development |
| 1997/3 | Work programme in the field of population |
| 1998/1 | Health and mortality |
| 2000/1 | Population, gender and development |
| 2001/1 | Population, environment and development |
| 2003/1 | Population, education and development |
| 2004/1 | Work programme in the field of population |
| 2004/2 | Follow-up to the Programme of Action of the International Conference on Population and Development |
| 2005/1 | Population, development and HIV/AIDS, with particular emphasis on poverty |

2005/2	Contribution of the implementation of the Programme of Action of the International Conference on Population and Development, in all its aspects, to the achievement of the internationally agreed development goals, including those contained in the United Nations Millennium Declaration
2006/1	Methods of work of the Commission on Population and Development
2006/2	International migration and development
2007/1	Changing age structures of populations and their implications for development
2008/1	Population distribution, urbanization, internal migration and development
2009/1	The contribution of the Programme of Action of the International Conference on Population and Development to the internationally agreed development goals, including the Millennium Development Goals
2010/1	Health, morbidity, mortality and development
2011/1	Fertility, reproductive health and development

Subprogramme 6
Development policy and analysis

General Assembly resolutions

59/209	Smooth transition strategy for countries graduating from the list of least developed countries
61/210	Integration of economies in transition into the world economy
63/303	Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development
64/189	Unilateral economic measures as a means of political and economic coercion against developing countries
64/208	Development cooperation with middle-income countries

Economic and Social Council resolutions and decision

1990/52	Role of the United Nations in the early identification, analysis and forecasting of world economic developments
1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
2011/274	Review of United Nations support for small island developing States
2011/20	Report of the Committee for Development Policy on its thirteenth session

Subprogramme 7
Public administration and development management

General Assembly resolutions

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| 50/225 | Public administration and development |
| 52/87 | International cooperation against corruption and bribery in international commercial transactions |
| 55/61 | An effective international legal instrument against corruption |
| 58/13 | Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies |
| 60/34 | Public administration and development |
| 64/187 | Information and communication technologies for development |
| 64/218 | Human resources development |
| 65/1 | Keeping the promise: united to achieve the Millennium Development Goals |
| 65/141 | Information and communication technologies for development |

Economic and Social Council resolutions and decision

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| 2000/231 | Recommendations made by the Group of Experts on the United Nations Programme in Public Administration and Finance at its fifteenth meeting |
| 2001/45 | Restructuring and revitalization of the Group of Experts on the United Nations Programme in Public Administration and Finance |
| 2005/3 | Public administration and development |
| 2009/7 | Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society |
| 2009/18 | Report of the Committee of Experts on Public Administration on its eighth session |
| 2011/2 | Report of the Committee of Experts on Public Administration on its ninth session |
| 2011/22 | Report of the Committee of Experts on Public Administration on its tenth session |

Resolution of the Conference of the States Parties to the United Nations Convention against Corruption on its fourth session, held in Marrakech, Morocco, from 24 to 28 October 2011

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| 4/3 | Marrakech declaration on the prevention of corruption |
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Subprogramme 8
Sustainable forest management*General Assembly resolutions*

- 57/270 B Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
- 61/193 International Year of Forests, 2011
- 62/98 Non-legally binding instrument on all types of forests

Economic and Social Council resolutions and decisions

- 2000/35 Report on the fourth session of the Intergovernmental Forum on Forests (establishment of the United Nations Forum on Forests)
- 2006/49 Outcome of the sixth session of the United Nations Forum on Forests
- 2007/40 Non-legally binding instrument on all types of forests
- 2007/277 Report of the United Nations Forum on Forests on its seventh session and provisional agenda and documentation for its eighth session
- 2009/242 Report of the United Nations Forum on Forests on its eighth session and provisional agenda and documentation for its ninth session
- 2009/268 Report of the United Nations Forum on Forests on the special session of its ninth session
- 2011/250 Report of the United Nations Forum on Forests on its ninth session and provisional agenda and documentation for its tenth session

Subprogramme 9
Financing for development*General Assembly resolutions*

- 56/210 B International Conference on Financing for Development
- 57/250 High-Level Dialogue on strengthening international economic cooperation for development through partnership
- 57/273 Ensuring effective secretariat support for sustained follow-up to the outcome of the International Conference on Financing for Development
- 63/239 Doha Declaration on Financing for Development: outcome document of the Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus
- 63/303 Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development

63/305	Establishment of an ad hoc open-ended working group of the General Assembly to follow up on the issues contained in the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development
65/143	International financial system and development
65/144	External debt sustainability and development
65/145	Follow-up to the International Conference on Financing for Development
65/146	Innovative mechanisms of financing for development
65/313	Follow-up to the Conference on the World Financial and Economic Crisis and Its Impact on Development
66/187	International financial system and development
66/188	Addressing excessive price volatility in food and related financial and commodity markets
66/189	External debt sustainability and development
66/191	Follow-up to the International Conference on Financing for Development
66/256	The United Nations in global governance

Economic and Social Council resolutions

2004/69	Committee of Experts on International Cooperation in Tax Matters
2009/30	A strengthened and more effective intergovernmental inclusive process to carry out the financing for development follow-up
2010/26	Follow-up to the International Conference on Financing for Development and the 2008 Review Conference
2011/23	Committee of Experts on International Cooperation in Tax Matters
2011/38	Follow-up to the International Conference on Financing for Development
2011/39	Follow-up to the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development: consideration of the possible establishment of an ad hoc panel of experts

Programme 8

Least developed countries, landlocked developing countries and small island developing States

Overall orientation

8.1 The legislative authority for the programme derives from the following General Assembly resolutions: resolution 55/279, by which the Assembly endorsed the Programme of Action for the Least Developed Countries for the Decade 2001-2010, adopted at the Third United Nations Conference on the Least Developed Countries, held in Brussels in May 2001; resolution 56/227, whereby the Assembly decided to establish the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States in accordance with the recommendations of the Secretary-General contained in his report of 23 November 2001 (A/56/645 and Add.1 and Add.1/Corr.1 and 2); resolution 65/280, whereby the Assembly endorsed the Istanbul Declaration and the Programme of Action for the Least Developed Countries for the Decade 2011-2020, adopted by the Fourth United Nations Conference on the Least Developed Countries, held in Istanbul in May 2011; resolution 58/201, whereby the Assembly endorsed 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 Declaration, adopted by the International Ministerial Conference, held in Almaty in August 2003; resolution 63/2, whereby the Assembly adopted the outcome document of the high-level meeting of the sixty-third session of the Assembly on the midterm review of the Almaty Programme of Action, held in New York in October 2008; and resolution 59/311, whereby the Assembly endorsed the Mauritius Declaration and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, adopted by the International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, held in Port Louis in January 2005.

8.2 The mandate of the programme covers four main elements:

(a) Mobilization and coordination of international support and resources for the effective implementation of: (i) the Istanbul Programme of Action; (ii) the outcome of the 10-year review of the Almaty Programme of Action; and (iii) the Mauritius Strategy;

(b) Enhanced monitoring and follow-up to the three programmes of action;

(c) Awareness-raising and advocacy with respect to the three groups of countries (least developed countries, landlocked developing countries and small island developing States) and their respective programmes of action;

(d) Reporting on the implementation of the programmes of action as effective tools for reaching the international development goals of the countries concerned.

8.3 The programme will also contribute to achieving the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of major United Nations conferences and

international agreements. It will mobilize international support in favour of its three groups of constituencies in the areas of capacity-building and increased technical and financial resources in promoting sustained growth and sustainable development. Gender is an important dimension in the implementation of the three programmes of action.

8.4 The overall programme of work of the Office of the High Representative is designed around three interdependent and complementary subprogrammes, namely, subprogramme 1, Least developed countries, subprogramme 2, Landlocked developing countries, and subprogramme 3, Small island developing States.

8.5 With a view to addressing the objectives in each of the three main areas of endeavour, the Office of the High Representative will use a combination of the following approaches and strategies:

(a) Raising awareness and advocating that the concerns of the least developed countries, landlocked developing countries and small island developing States be placed high on the global development cooperation agenda, to maintain the focus on their special needs and ensure that global economic governance, coherence and solidarity are brought to bear on the problems and challenges relating to these three groups of vulnerable countries;

(b) Mobilizing international support and resources in favour of the three groups of countries to help them overcome their vulnerabilities, build resilience and set themselves on a path of economically, socially and environmentally sustained and sustainable development;

(c) Monitoring and follow-up to foster supportive policies in groups of countries in special situations and their development partners in accordance with their respective programmes of action and other internationally agreed development goals;

(d) Working with the United Nations system and other international organizations, including regional organizations, the donor community and civil society, to ensure the mainstreaming of priorities identified in each of the three programmes of action;

(e) Supporting the effective participation of the least developed countries in intergovernmental processes, including through the articulation of their needs, concerns and interests, and continuing to make the case that these three groups of countries deserve special consideration and treatment in order to overcome their vulnerabilities;

(f) Building partnerships towards the implementation at the national, subregional, regional and global levels of the three programmes of action by establishing coordinating mechanisms. Regional and subregional organizations can play an important role in supporting the least developed countries, landlocked developing countries and small island developing States in the following areas: fostering and strengthening intercountry cooperation arrangements for the exchange of experience and technical cooperation among the least developed countries, landlocked developing countries and small island developing States, as well as with other developing and developed countries in the region; promoting cooperation or integration to improve transit transport and infrastructure development, facilitate the movement of people, goods and services, strengthen the development of multimodal transport and logistics services, including transit facilities, and enable active

participation in the process of globalization; and building the capacities of countries to mainstream the programmes of action into their national development strategies and to collect and analyse data for monitoring the implementation of the programmes of action;

(g) Monitoring and coordinating the implementation of specific actions and initiatives with the aim of establishing efficient transit transport systems in landlocked and transit developing countries;

(h) Promoting South-South cooperation in various areas for the benefit of the countries of the three groups;

(i) Reaching out to all stakeholders, including by establishing partnerships with civil society and the private sector, to enhance support for the three groups of countries;

(j) Maximizing synergies among the three subprogrammes, given the common problems and challenges of the countries in the three groups, including their structural weaknesses, their vulnerability to external shocks, the smallness of their economies, their marginal position in the world economy and their geographical disadvantages.

Subprogramme 1

Least developed countries

Objective of the Organization: To enable the least developed countries to reduce their vulnerabilities and build resilience to achieve the Millennium Development Goals and other internationally agreed development goals, including graduation from the list of least developed countries, and mobilize international support for their sustained, equitable and inclusive economic growth and sustainable development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened partnership between the least developed countries and development partners	(a) (i) Increased number of development partners fulfilling their official development assistance commitments to the least developed countries (ii) Increased number of trading partners of the least developed countries implementing duty-free and quota-free market access
(b) Timely and effective implementation of the Istanbul Programme of Action	(b) (i) Increased number of the least developed countries meeting the criteria for graduation (ii) Increased number of the least developed countries mainstreaming provisions of the Istanbul Programme of Action into their national development strategies

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| <p>(c) Enhanced coordination among the entities of the United Nations system and other international and multilateral organizations to ensure integrated follow-up and support for the least developed countries</p> | <p>(iii) Increased number of the least developed countries involving relevant stakeholders, including parliaments, civil society and the private sector, in the implementation and monitoring of the Istanbul Programme of Action</p> <p>(c) (i) Increased number of entities of the United Nations system and other international and multilateral organizations that provide support to the least developed countries and report on their activities</p> <p>(ii) Increased number of joint activities that have a direct and positive impact on the least developed countries, including task forces, workshops, seminars, panels, briefings and publications</p> |
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Strategy

8.6 In order to achieve the foregoing objective, the strategy for the Least Developed Countries Unit will focus on:

- (a) Raising awareness about the special needs of the least developed countries and advocating in favour of their special treatment, including through the integration of the provisions of the Istanbul Programme of Action into national development and cooperation frameworks by the least developed countries and development partners;
- (b) Mobilizing international support and resources in support of the development objectives of least developed countries, including through South-South cooperation;
- (c) Strengthening United Nations system coordination and coherence and building partnerships in support of the development objectives of the least developed countries at the national, regional and global level, including with the Bretton Woods institutions and other international and subregional organizations;
- (d) Monitoring the achievement of the objectives, goals and targets of the Istanbul Programme of Action at the national, regional and global level and coordinating the implementation of specific actions and initiatives aimed at addressing the vulnerabilities of least developed countries, with a view to conducting a meaningful midterm review;
- (e) Building the capacity of the least developed countries at the national and regional level for the effective mainstreaming of and reporting on the implementation of their development strategies and policies addressing the objectives, goals and targets of the Istanbul Programme of Action at the country level;
- (f) Undertaking outreach and capacity-building activities aimed at all relevant stakeholders in the process to enable the exchange of experiences and the

full integration of stakeholders in the implementation of the Istanbul Programme of Action;

(g) Establishing partnerships, including with parliaments, civil society organizations, foundations, the media, academia and the private sector, in support of the least developed countries;

(h) Facilitating the effective participation of the least developed countries in the decision-making of various intergovernmental bodies, which will contribute towards the achievement of the internationally agreed development goals.

Subprogramme 2

Landlocked developing countries

Objective of the Organization: To enable landlocked developing countries to increase their participation in the global trading system and move closer to achieving the internationally agreed development goals, including the Millennium Development Goals, by effectively addressing challenges caused by their geographical disadvantage and successfully organizing the 10-year review conference of the Almaty Programme of Action

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Progress towards establishing efficient transit transport systems and reducing trade transaction costs	(a) Increased number of specific initiatives, such as the standardization and simplification of procedures for border crossing and the formulation and amendment of transit traffic agreements, taken by landlocked and transit developing countries
(b) Successful preparation and organization of the 10-year review of the Almaty Programme of Action through better inter-agency collaboration and partnerships	<p>(b) (i) Increased number of joint initiatives undertaken by the United Nations system and international organizations that have a direct and positive impact on landlocked developing countries, including substantive, technical and financial assistance</p> <p>(ii) Adoption of an action-oriented programme of action, an action-oriented declaration and action-oriented resolutions to assist landlocked developing countries to effectively participate in the global trading system</p>

Strategy

8.7 In order to achieve the foregoing objective, the strategy for the Landlocked Developing Countries Unit will focus on:

(a) Raising awareness and advocating and mobilizing international support, including financial and technical resources, for the comprehensive 10-year review of the implementation of the Almaty Programme of Action and implementation of the outcome of the review;

(b) Supporting the building of partnerships for the implementation of the new programme of action to address the special needs of landlocked developing countries at the national, subregional and global levels;

(c) Improving linkages between the United Nations system and focal points in individual organizations and the relevant subregional, regional and other international organizations, and enhancing cooperation and coordination between the United Nations system and them, particularly those engaged in operational activities on the ground in landlocked and transit developing countries;

(d) Monitoring and coordinating the implementation of specific actions and initiatives aimed at establishing efficient transit transport systems in landlocked and transit developing countries.

Subprogramme 3

Small island developing States

Objective of the Organization: To enable small island developing States to attain sustainable development through the successful implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States and the successful review of the Barbados Programme of Action for the Sustainable Development of Small Island Developing States

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased recognition and awareness of the special case of small island developing States and their vulnerabilities during the review process of the Barbados Programme of Action and the Mauritius Strategy at the national, regional and global levels	(a) (i) Increased number of declarations, resolutions and decisions adopted at the global and regional levels in favour of the small island developing States (ii) Increased number of advocacy activities that have a direct and positive impact on small island developing States, including capacity-building workshops, meetings, briefings and publications
(b) Enhanced international support to small island developing States in implementing the outcomes of the Barbados Programme of Action and the Mauritius Strategy to enable them to adequately adapt to climate change	(b) Increased number of development partners that publicly/officially pledge support for small island developing States programmes under the climate change long-term financing initiative
(c) Enhanced inter-agency collaboration and partnerships in support of the small island developing States	(c) Increased number of joint programmes and activities that have a direct and positive impact on small island developing States, including capacity-building workshops and technical and financial assistance

Strategy

8.8 In order to achieve the foregoing objective, the strategy of the Small Island Developing States Unit will focus on:

(a) Promoting awareness about the issues, priorities and the special case of small island developing States, including the challenges of climate change, through consistent advocacy at the global and regional levels;

(b) Advocating and mobilizing international support at the global level by identifying sources of financing and garnering donor support for the implementation of the Barbados Programme of Action and the Mauritius Strategy, including support for adaptation to climate change.

Legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration
60/1	2005 World Summit Outcome
65/1	Keeping the promise: united to achieve the Millennium Development Goals

Subprogramme 1

Least developed countries

General Assembly resolutions

55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010
56/227	Third United Nations Conference on the Least Developed Countries
57/276	Third United Nations Conference on the Least Developed Countries
58/228	Third United Nations Conference on the Least Developed Countries
59/244	Third United Nations Conference on the Least Developed Countries
62/203	Third United Nations Conference on the Least Developed Countries
63/227	Implementation of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010
64/213	Fourth United Nations Conference on the Least Developed Countries
65/280	Programme of Action for the Least Developed Countries for the Decade 2011-2020
65/286	Implementing the smooth transition strategy for countries graduating from the list of least developed countries

66/213 Fourth United Nations Conference on the Least Developed Countries

Economic and Social Council resolutions and decision

2001/320 Programme of Action for the Least Developed Countries for the Decade 2001-2010

2003/17 Programme of Action for the Least Developed Countries for the Decade 2001-2010

2006/41 Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010

2007/31 Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010

2008/37 Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010

2009/31 Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010

2010/27 Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010

2011/9 Programme of Action for the Least Developed Countries for the Decade 2011-2020

Subprogramme 2
Landlocked developing countries

General Assembly resolutions

58/201 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

61/212 Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

62/204 Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

- 63/2 Outcome document of the midterm review of 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
- 63/228 Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
- 64/214 Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
- 65/172 Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
- 66/214 Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

Subprogramme 3
Small island developing States

General Assembly resolutions

- 59/311 International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
- 61/196 Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
- 62/191 Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
- 63/213 Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

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| 64/199 | Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States |
| 65/156 | Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States |
| 66/198 | Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States |

Programme 9

United Nations support for the New Partnership for Africa's Development

Overall orientation

9.1 The programme was established following the final review and appraisal of the New Agenda for the Development of Africa in the 1990s in 2002. As a result of that review, the General Assembly, by its resolution 57/7, brought to a close the New Agenda and endorsed the New Partnership for Africa's Development (NEPAD)⁸ as the framework for the international community's support to African development. In its resolution 57/7, the Assembly also outlined the substantive areas and modalities for providing such support, inter alia, underscoring the need for a structure in the Secretariat in New York to review and report on the support provided by the United Nations system and the international community for the New Partnership, and on the coordinated implementation of outcomes of summits and conferences as they relate to Africa, as well as to coordinate global advocacy in support of the New Partnership. In addition, the Assembly welcomed the actions being taken at the regional level by the Economic Commission for Africa (ECA) to organize the activities of the United Nations system around thematic clusters covering the priority areas of the New Partnership and, in that regard, urged the strengthening of this process as a means of enhancing the effective response of the United Nations system in support of the New Partnership. Prior to the adoption of resolution 57/7, the Economic and Social Council in its resolution 1998/46 provided the imperative for holding regular inter-agency meetings in each region to improve coordination among United Nations system organizations. Over the years, the consultative meetings gave way to the establishment of a formal, full-fledged mechanism. The Regional Coordination Mechanism of United Nations system organizations working in Africa, convened by ECA, has become the mechanism for enhancing United Nations system-wide coherence, coordination and cooperation at the regional and subregional levels to "Delivering as one" in support of the African Union and its NEPAD programme, including the African Peer Review Mechanism. Finally, the Assembly, in its resolution 57/7, called upon the United Nations system to enhance its advocacy role and public information activities in support of Africa's development. Subsequently, in its resolution 57/300, the Assembly endorsed the creation of the Office of the Special Adviser on Africa and entrusted to that Office the role of coordinating both reports and advocacy in support of NEPAD. In subsequent resolutions, the Assembly reaffirmed the role of the Office in supporting NEPAD.

9.2 At the World Summit, held at the United Nations in September 2005 (see General Assembly resolution 60/1), world leaders reaffirmed their commitment to addressing the special needs of Africa, the only continent not on track to meet any of the goals of the United Nations Millennium Declaration (see General Assembly resolution 55/2) by 2015. The New Partnership includes a commitment to achieving the Millennium Development Goals, which represents an important linkage with the Millennium Declaration. NEPAD thus substantially reflects the priorities in terms of

⁸ NEPAD was formally adopted by the Heads of State and Government of the Organization of African Unity at its thirty-seventh ordinary session, held in Lusaka in July 2001.

meeting the special needs of Africa as set out in the Millennium Declaration. Consequently, through its support to NEPAD, the programme will contribute substantively to the implementation of the Millennium Development Goals in Africa, especially in the light of the High-level Plenary Meeting of the General Assembly on the Millennium Development Goals, held at United Nations Headquarters in September 2010, where world leaders recognized that more attention should be given to Africa. At its twelfth session, the Regional Coordination Mechanism recommended close collaboration between the secretariat of the Regional Coordination Mechanism and the secretariat for the Millennium Development Goals Africa Working Group starting in 2012.

9.3 On 22 September 2008, at the High-level meeting on Africa's development needs, held at United Nations Headquarters, the General Assembly, in its resolution 63/1, adopted the political declaration on Africa's development needs and called upon the Secretary-General to submit to the Assembly a comprehensive report on "Africa's development needs: state of implementation of various commitments, challenges and the way forward". In compliance with paragraph 39 of the political declaration, the report of the Secretary-General entitled "A monitoring mechanism to review commitments towards Africa's development needs" (A/65/165) was submitted to the Assembly. The improved monitoring mechanism will involve formal periodic reviews, either under the aegis of the General Assembly in the context of its agenda item on the New Partnership for Africa's Development or as a subsegment of the Development Cooperation Forum, which is held every other year under the purview of the Economic and Social Council, to be dedicated exclusively to issues on Africa.

9.4 In implementing the programme, particular attention will be given to addressing the needs of the least developed countries, the majority of which are in Africa. In that regard, the programme will strengthen its collaboration with other United Nations agencies and the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States to mainstream the Istanbul Programme of Action for the Least Developed Countries at the national level. It will be achieved through the programme's direct link with the NEPAD programme and the regional economic communities, which are implementing the components of the African Union Commission.

9.5 A major barrier to Africa's development has been the persistence of conflicts in some of the countries of the region. The need to develop a comprehensive response to promoting peace and security and development has long been recognized and was articulated in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa (A/52/871-S/1998/318). In its resolution 63/304, the General Assembly requested the Secretary-General to submit a report on the outcome of a comprehensive review of the recommendations contained in the original report, as well as of the commitments made, the actions taken, the progress achieved and the lessons learned since 1998. Following the comprehensive review (A/65/152-S/2010/526), the Assembly, in its resolution 65/278, noted the completion of the review and requested the Secretary-General to continue to monitor and report to the General Assembly on an annual basis with a focus on persistent and emerging challenges to the promotion of durable peace and sustainable development in Africa, as well as on the approach and support of the

United Nations system. The Assembly further requested the Secretary-General to strengthen the role of the interdepartmental task force on African affairs.

9.6 In accordance with the mandate provided in the resolutions of the General Assembly, the programme aims to: (a) mobilize support and galvanize the efforts of the international community for economic development and peace in Africa; (b) ensure that the development of Africa remains one of the main priorities of the international community; (c) promote a supportive international framework for African development efforts; (d) encourage a coordinated and effective response by the United Nations system at the policy and operational levels in support of African development; and (e) strengthen and enhance South-South cooperation in support of Africa's advancement.

9.7 Regional and international efforts have focused on the implementation of the NEPAD programme and on assisting Africa's efforts to develop a robust peace and security architecture. The programme will support those efforts through a mix of analytical work, advocacy and outreach, and by improving coordination of the work of the United Nations system in support of Africa's development.

9.8 The Office of the Special Adviser on Africa provides overall coordination and leadership of the programme, which will be the joint responsibility of the Office, ECA and the Department of Public Information.

Subprogramme 1

Coordination of global advocacy of and support for the New Partnership for Africa's Development

Objective of the Organization: To strengthen international cooperation in support of the New Partnership for Africa's Development and the achievement of the Millennium Development Goals in Africa

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased international community support for Africa's economic development, in general, and for NEPAD, in particular	(a) (i) Increased number of United Nations system activities in support of Africa's development (ii) Increased number of international forums addressing South-South cooperation in support of Africa
(b) Improved United Nations coordination in providing support to Africa's development	(b) Increased number of joint initiatives in support of Africa's development undertaken by United Nations system agencies
(c) Increased international awareness of Africa's development issues	(c) Increased number of visits to the websites of the Office of the Special Adviser on Africa

Strategy

9.9 Responsibility for subprogramme 1 is vested in the Office of the Special Adviser on Africa. The subprogramme will ensure that African development issues are effectively addressed in the intergovernmental debates and adequately incorporated into the resolutions emerging from that process. It will seek to raise international awareness of African development issues through advocacy and catalytic activities, participation at key forums, encouragement of United Nations system coordination, promotion of South-South cooperation and engagement with civil society and the private sector. In view of the interlinkages between peace and sustainable development in Africa, the subprogramme will continue to analyse and draw attention to the root causes of conflict in African countries, monitor early warning signals and make recommendations on steps that need to be taken to tackle violent conflicts in African countries.

9.10 The Office will be proactive in working closely with Member States, the African Union, the NEPAD Planning and Coordinating Agency, and the entire United Nations system (including the Bretton Woods institutions) in the performance of its functions. It will encourage the building of an international infrastructure consortium, with the New Partnership for Africa's Development as the main framework, to facilitate public and private infrastructure investment in Africa and will encourage and support the initiatives of the African Union and subregional organizations aimed at preventing, mediating and resolving conflicts with the assistance of the United Nations. The Office will also continue to conduct studies and organize expert group meetings on the role of the private sector in the implementation of the NEPAD programme, establish and maintain contacts with civil society organizations and the private sector, and encourage their participation in the implementation of the NEPAD programme.

9.11 The Office will continue to monitor the follow-up to international commitments made to Africa in the context of the 2005 World Summit Outcome, the 2008 High-level meeting on Africa's development needs, the 2010 High-level Plenary Meeting on the Millennium Development Goals, the 2011 Istanbul Programme of Action, and other international forums held since 2011. It will monitor the support (including financial and technical support) given to Africa by new and emerging development partners. The Office will also advocate and further raise international awareness of an effective partnership between African countries and new and emerging development partners. Furthermore, the Office will promote South-South cooperation through, inter alia, the Tokyo International Conference on African Development (TICAD) process and provide support to various South-South forums. As the co-organizer of the TICAD process and through its interactions with Member States from the South, the Office will continue to encourage the convening of forums that will result in practical measures to promote South-South cooperation, with a view to enabling African countries to benefit from the sharing of experiences and potentially from technical assistance and cooperation on the part of other developing and emerging countries.

9.12 Following the commitment of the African countries to improve governance through the establishment of the African Peer Review Mechanism, the Office will continue to promote institutional capacity-building and good governance in Africa to support the implementation of the NEPAD programme.

Subprogramme 2

Regional coordination of and support for the New Partnership for Africa's Development

Objective of the Organization: To strengthen the United Nations system-wide support for the African Union and its New Partnership for Africa's Development programme, at the regional and subregional levels, including the implementation of the United Nations Ten-Year Capacity-Building Programme for the African Union

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced coherence, coordination and cooperation among United Nations agencies and organizations in support of the African Union and its NEPAD programme at the regional and subregional levels	(a) Increased number of joint projects implemented by the Regional Coordination Mechanism clusters in support of the African Union and its NEPAD programme at the regional and subregional levels
(b) Enhanced capacity of regional and subregional organizations, particularly the African Union, the NEPAD Planning and Coordinating Agency and regional economic communities to design, implement and monitor their programmes	(b) Increased number of capacity-building joint projects implemented at the regional and subregional levels within the Regional Coordination Mechanism in Africa

Strategy

9.13 Substantive responsibility for subprogramme 2 is vested in ECA. The activities under the subprogramme will be undertaken by the Economic Development and NEPAD Division. In implementing the subprogramme, ECA will work closely with other United Nations bodies at the global, regional and subregional levels, in particular with the Office of the Special Adviser on Africa, the Department of Public Information, the Department of Economic and Social Affairs, and the regional directors teams, within the context of the Regional Coordination Mechanism in Africa in support of the African Union and its NEPAD programme.

9.14 Support to NEPAD and to the implementation of the work programme of the United Nations Ten-Year Capacity-Building Programme for the African Union is expected to increase further over the years. For that support to have a tangible impact, coordination and emphasis on joint activities need to be further strengthened and enhanced. The strategic focus of subprogramme 2 will therefore be on strengthening inter-agency collaboration and coordination in the implementation of technical cooperation activities by the various clusters of the Regional Coordination Mechanism in Africa in support of the priorities identified in the work programme of the United Nations Ten-Year Capacity-Building Programme for the African Union. This will entail strengthening collaboration and coordination with the African Union, the NEPAD Planning and Coordinating Agency, the African Development Bank, the regional economic communities, and other regional and bilateral organizations to ensure the provision of effective support in the context of the Framework of the Ten-Year Capacity-Building Programme for the African Union. The subprogramme will promote and support effective, coherent and coordinated actions by United Nations

agencies and organizations, including the Regional Directors Team and the Millennium Development Goals Africa Working Group, in support of the African Union's NEPAD programme. Moreover, the subprogramme will provide substantive and effective servicing of the annual meetings of the Regional Coordination Mechanism in Africa at the regional and subregional levels, including monitoring, assessing and reporting on progress in the implementation of United Nations system-wide support to the African Union and its NEPAD programme at the regional and subregional levels.

Subprogramme 3

Public information and awareness activities in support of the New Partnership for Africa's Development

Objective of the Organization: To raise international support for the economic, political and social development of Africa, as well as of the efforts made by Africa and the international community to promote the economic recovery and sustainable development of the region in pursuit of the goals of the New Partnership for Africa's Development and the achievement of the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced awareness of key thematic issues of NEPAD and other issues related to economic recovery and sustainable development in Africa	(a) (i) Increased number of visits and page views on the <i>Africa Renewal</i> online website (ii) Increased number of online news features picked up and reprinted or republished by local media as a result of continuing interest

Strategy

9.15 Substantive responsibility for subprogramme 3 lies with the Department of Public Information. The overall strategy involves the development of global communications plans on priority issues affecting Africa, including generating support for the implementation of NEPAD in Africa and in the donor countries, and for the achievement of the Millennium Development Goals and is aimed at ensuring that such plans are implemented in coordination with the rest of the Department, the United Nations Communications Group and the United Nations system as a whole, and in particular with the Office of the Special Adviser on Africa and ECA. Activities will include publication of *Africa Renewal* magazine, together with a range of additional outputs, including Web-only news and analysis, background notes, press releases and briefing papers for use by non-United Nations media, both African and international. Dissemination to a diverse public and to target groups, such as parliamentarians, policymakers in both Government and non-governmental organizations, trade unions, civil society and academic institutions, will be achieved through direct contact with individuals and groups as well as through systematic outreach to the media in Africa and to the international mass media, so as to ensure

that key players are informed of major national and international initiatives and events that effect sustainable development in Africa.

Legislative mandates

General Assembly resolutions

54/234	The causes of conflict and the promotion of durable peace and sustainable development in Africa
55/2	United Nations Millennium Declaration
55/210	Implementation of the First United Nations Decade for the Eradication of Poverty (1997-2006), including the initiative to establish a world solidarity fund for poverty eradication
55/214	Third United Nations Conference on the Least Developed Countries
55/217	Causes of conflict and the promotion of durable peace and sustainable development in Africa
55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010
56/95	Follow-up to the outcome of the Millennium Summit
57/2	United Nations Declaration on the New Partnership for Africa's Development
57/7	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development
57/144	Follow-up to the outcome of the Millennium Summit
57/300	Strengthening of the United Nations: an agenda for further change
58/233	New Partnership for Africa's Development: progress in implementation and international support
58/235	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
60/1	2005 World Summit Outcome
61/229	New Partnership for Africa's Development: progress in implementation and international support
61/230	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
62/179	New Partnership for Africa's Development: progress in implementation and international support
63/1	Political declaration on Africa's development needs

- 63/267 New Partnership for Africa's Development: progress in implementation and international support
- 63/304 Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
- 64/258 New Partnership for Africa's Development: progress in implementation and international support
- 65/284 New Partnership for Africa's Development: progress in implementation and international support
- 65/278 Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa

Security Council resolutions

- 1170 (1998) Conflict prevention and the promotion of durable peace and security and sustainable development in Africa
- 1197 (1998) Support for regional and subregional initiatives on Africa and strengthening of coordination between the United Nations and regional and subregional organizations in the area of conflict prevention and maintenance of peace

Economic and Social Council resolutions and ministerial declaration

- 1998/44 Integrated and coordinated implementation and follow-up of major United Nations conferences and summits
- 1998/46 Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
- Ministerial declaration adopted by the Council at its high-level segment of 2001

Programme 10

Trade and development

Overall orientation

10.1 The main objective of the programme implemented by the United Nations Conference on Trade and Development (UNCTAD) and the International Trade Centre (ITC) is to assist developing countries, especially least developed countries, and countries with economies in transition in integrating beneficially into the global economy in support of inclusive and sustainable growth and development. Through its work, UNCTAD, promoting development-centred globalization, will help to implement the global development agenda and will assist developing countries in meeting their development goals, including poverty eradication, to improve the well-being of their citizens and address the opportunities and the challenges created by globalization. In particular, in line with the priorities of the Organization, UNCTAD will further enhance its efforts to support the development of Africa across all its sectoral areas of expertise.

10.2 In order to attain the foregoing objectives, UNCTAD, within its mandate, will (a) conduct pragmatic research and analysis on both long-standing and emerging development issues; (b) build consensus around efforts to promote national and international policies and strategies conducive to inclusive and sustainable development; and (c) support countries in implementing their development strategies aimed at their integration into the global economy and the achievement of sustainable levels of growth and development. In the context of the deepening interdependence among all countries, UNCTAD will maintain its unique orientation and its commitment to development through those three pillars, while remaining responsive and accountable to all Member States.

10.3 ITC will pursue the enablement of export success of small and medium-sized enterprises from developing countries and countries with economies in transition. In order to achieve this goal, ITC will focus on the delivery of trade-related technical assistance activities related to trade information and to export development issues.

10.4 The programme is guided by the sessions of the Conference, the Trade and Development Board and its subsidiary bodies, and the Commission on Science and Technology for Development. The decisions adopted at the twelfth session of the Conference, held in Accra in April 2008, formed the basis of the present programme of work. For the period 2014-2015, the programme will integrate the outcomes of the thirteenth session of the Conference, scheduled to be held in Doha in April 2012. UNCTAD is responsible for subprogrammes 1 to 5 within the programme, while subprogramme 6 is under the responsibility of ITC.

10.5 UNCTAD will pursue five subprogrammes to support its objective of helping developing countries to integrate beneficially into the international trading system. The principal task of subprogramme 1 arising from the outcomes of the twelfth session of UNCTAD is the examination of development strategies in a globalizing world economy and related issues. Subprogrammes 2 and 4 will aim to contribute to the building of productive capacities and international competitiveness, while subprogramme 3 and the trade logistics component of subprogramme 4 will aim to contribute to the maximization of gains resulting from globalization for development in international trade and trade negotiations in goods and services. The

development strategies of African economies, the least developed countries and countries in special situations, including small island developing States, landlocked developing countries and other structurally weak, vulnerable and small economies, will be covered under subprogramme 5, while sectoral concerns of those countries will also be addressed by other subprogrammes, in coordination and cooperation with subprogramme 5.

10.6 Throughout its work programme, UNCTAD will make efforts to mainstream cross-cutting issues related to gender equality and the empowerment of women, the promotion of sustainable development, and full and productive employment. The Conference will also strengthen its cross-divisional coordination, in particular with respect to training and capacity-building programmes.

10.7 ITC will pursue subprogramme 6, which addresses the operational aspects of trade promotion and export development. Its strategic vision for the future is to expand its impact from awareness to inclusiveness. Within this context, the strategic challenges of ITC are to improve availability and use of trade intelligence; enhance trade support institutions and policies; increase competitiveness of developing countries' enterprises; and mainstream inclusiveness and sustainability into export promotion policies.

10.8 UNCTAD will make contributions, within its mandates, to the implementation of the outcomes of relevant global conferences. Notably, it will contribute to the achievement of the internationally agreed development goals set out in the Millennium Declaration and the 2005 World Summit Outcome, in particular those chapters of the Outcome related to the global partnership for development, financing for development, domestic resource mobilization, investment, debt, trade, commodities, systemic issues and global economic decision-making, economic cooperation among developing countries, sustainable development, and science and technology for development.

10.9 UNCTAD will also contribute to the implementation of specific actions requested in the Monterrey Consensus of the International Conference on Financing for Development; the Doha Declaration on Financing for Development and its follow-up; the Programme of Action for the Least Developed Countries for the Decade 2011-2020; the outcomes and the Johannesburg Plan of Implementation agreed at the World Summit on Sustainable Development; the outcomes and the Declaration of Principles and the Plan of Action of the World Summit on the Information Society; 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 outcomes of the midterm review of the Almaty Programme of Action in 2008 and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States. In addition, it will assist in furthering the implementation of the internationally agreed goals set out in the Doha Ministerial Declaration of the Fourth Ministerial Conference of the World Trade Organization (WTO). UNCTAD will make contributions, within its mandates, to the implementation of the outcomes of the United Nations Conference on Sustainable Development convened in 2012.

10.10 As a lead agency of the United Nations System Chief Executives Board for Coordination (CEB) with regard to the inter-agency thematic cluster on trade and productive sectors, UNCTAD will enhance the role of trade and development and

interrelated issues in United Nations development assistance plans, such as United Nations development assistance frameworks and national development strategies; undertake joint operations at the country level, as appropriate; and enhance inter agency cooperation in system-wide initiatives in those areas.

Subprogramme 1

Globalization, interdependence and development

Objective of the Organization: To promote economic policies and strategies at the national, regional and international levels that are supportive of sustained growth, inclusive and sustainable development, full employment and decent work for all and hunger and poverty eradication in developing countries, especially least developed countries

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased understanding of the global economic environment and of policy choices at the national, regional and international levels	(a) (i) Increased number of statements at, inter alia, intergovernmental meetings by policymakers and beneficiaries indicating the usefulness of UNCTAD recommendations for the national policymaking process (ii) Increased number of citations in the media on the growth-oriented macroeconomic and financial policy choices advocated in UNCTAD research (iii) Increased number of UNCTAD activities to promote South-South cooperation
(b) Progress towards a durable solution to the debt problems of developing countries by fostering better understanding at all levels of the interplay between successful development finance strategies, debt sustainability and effective debt management	(b) (i) Increased number of institutions/ countries using the capacity-building services of the Debt Management and Financial Analysis System programme (ii) Increased number of international and national policy positions and initiatives in the area of debt and development finance incorporating contributions from UNCTAD
(c) Improved access to reliable and timely statistics and indicators highlighting the interlinkages among globalization, trade and development for decision-making, at the national and international levels, on economic policies and development strategies	(c) (i) Increased number of countries using statistical variables and derived indicators developed and maintained by UNCTAD Central Statistical Service (ii) Increased number of institutions and Member States using UNCTAD statistical data regarding trade, financial and economic policies

(d) Improved policy and institutional capacities, and enhanced international cooperation for the recovery and sustained development of the Palestinian economy

(d) Increased number of Palestinian development initiatives and institutions benefiting from UNCTAD research findings, recommendations and technical cooperation activities

Strategy

10.11 The subprogramme is under the responsibility of the Division on Globalization and Development Strategies. In its work, the Division will focus on: (a) identifying specific needs and measures arising from the interdependence among trade, finance, investment, technology and macroeconomic policies, from the point of view of their effect on development; (b) contributing to a better understanding of coherence between international economic rules, practices and processes, on the one hand, and national policies and development strategies, on the other; (c) creating an enabling environment for the private sector and entrepreneurial investment; (d) promoting, at the national level, poverty eradication, income distribution and public revenue systems; and (e) supporting developing countries, especially least developed countries, landlocked developing countries, small island developing States, and other structurally weak, vulnerable and small economies in their efforts to formulate development strategies adapted to the challenges of globalization, including economic cooperation among developing countries. In that context, UNCTAD will also continue to support the development efforts of middle-income countries. The objective will be pursued through policy advocacy, consensus-building and technical assistance, based on: (a) timely and forward-looking research and analysis regarding macroeconomic and development policies as well as debt and finance, taking into account the outcomes of relevant major international conferences; (b) the formulation of practical policy recommendations for appropriate development strategies at the national, regional and international levels to take advantage of the opportunities and meet the challenges of globalization; (c) the furtherance of consensus-building with regard to macroeconomic and development policies suited to the specific conditions of developing countries; (d) training and capacity-building related to effective debt management; (e) statistical and information services as tools for policymakers and in support of the UNCTAD work programme; (f) the provision of economic policy analysis and technical assistance to the Palestinian people; and (g) research and analysis addressing the development challenges of South-South integration and cooperation, including triangular cooperation.

Subprogramme 2

Investment and enterprise

Objective of the Organization: To ensure development gains from increased investment flows, designing policies, enhancing international competitiveness and boosting productive capacities of all developing countries, in particular those in Africa and least developed countries, as well as landlocked developing countries, small island developing States, and other structurally weak, vulnerable and small economies

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased understanding of various key public and private investment issues and of the impact of foreign direct investment on development, as well as of related policies that could promote development gains from such investment	<p>(a) (i) Increased number of countries and other stakeholders responding to evaluation surveys and reporting a better understanding of public and private investment issues</p> <p>(ii) Increased number of statements by Member States indicating that they have implemented policy recommendations and utilized methodology provided by UNCTAD in the area of international investment</p>
(b) Increased ability of developing countries and countries with economies in transition to create an environment conducive to attracting and benefiting from investment for development	<p>(b) (i) Increased number of countries benefiting from UNCTAD assistance, including investment policy reviews and e-tools, and implementation of national policies towards incentivizing foreign direct investment</p> <p>(ii) Increased number of developing countries and countries with economies in transition benefiting from UNCTAD assistance, demonstrating improved performance on the basis of various benchmark indicators, monitored by UNCTAD</p>
(c) Increased understanding of key and emerging issues related to international investment agreements and their development dimension and enhanced capacity in negotiating and implementing investment treaties and managing investor-State disputes	<p>(c) (i) Increased number of statements by policymakers/negotiators reporting on the effects of international investment agreements</p> <p>(ii) Increased number of Member States participating in negotiating and implementing investment treaties, and managing investor-State disputes, as reflected in various types of feedback from policymakers and negotiators</p>

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| <p>(d) Enhanced understanding and capacity to develop international competitiveness through the development of policies aimed at:</p> <p>(i) stimulating enterprise development and business facilitation; (ii) promoting best practices in corporate social responsibility and accounting; and (iii) establishing competitive and well-regulated insurance markets</p> | <p>(d) (i) Increased number of countries using UNCTAD policy measures and tools in the design of policies aimed at strengthening entrepreneurship and the competitiveness of their firms</p> <p>(ii) Increased number of countries using guidance and tools developed by UNCTAD in the areas of accounting, entrepreneurship, insurance, business facilitation, e-tourism and corporate reporting</p> |
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Strategy

10.12 The subprogramme is under the responsibility of the Division on Investment and Enterprise. The subprogramme will assist all developing countries, in particular those in Africa, middle-income countries, countries with economies in transition and least developed countries, as well as landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, in designing and implementing active policies at both the national and international levels aimed at enhancing their productive capacities and international competitiveness in all sectors of the economy through investment and enterprise development. To that end, the subprogramme will follow a coherent approach consisting of: (a) strengthening its role as the major source of comprehensive information about and analysis of international investment, so as to enable policymakers to make better-informed decisions; (b) helping developing countries, middle-income countries and countries with economies in transition, at their request, to strengthen their capacity to formulate and implement integrated policies, develop an enabling environment and participate in discussions related to international investment; (c) supporting efforts by developing countries, middle-income countries and countries with economies in transition to build productive capacities and internationally competitive firms; and (d) providing training and capacity-building programmes for local institutions.

Subprogramme 3 International trade

Component 1 Strengthening international trade

Objective of the Organization: To ensure the effective, qualitative and beneficial participation of all countries in international trade

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened understanding and capacity of developing countries and countries with economies in transition to integrate beneficially into the global economy and the international trading system	(a) (i) Increased number of countries increasing their participation in bilateral, regional and multilateral trade negotiations, including South-South trade negotiations and WTO accession processes (ii) Increased number of developing countries integrating trade, productive capacity and development concerns into their best-fit national policies concerning trade and development
(b) Enhanced capacities of developing countries, middle-income countries and countries with economies in transition in trade and trade-related decision-making and addressing the trade and development impact of non-tariff measures	(b) (i) Increased number of active users of the Trade Analysis and Information System, through either the Internet or the World Integrated Trade Solution, the Agriculture Trade Policy Simulation Model and the Transparency in Trade initiative (ii) Increased number of specific actions taken by Member States to reduce or eliminate arbitrary or unjustified non tariff barriers in international trade
(c) Enhanced capacity of developing countries and countries with economies in transition to prepare and implement national and regional competition laws to address the challenges arising from global economic crises	(c) (i) Increased number of developing countries establishing or revising and implementing national and/or regional (including South-South) competition and consumer protection legislation and institutional frameworks, including by using the UNCTAD capacity-building programmes at national and regional levels (ii) Increased number of countries using the UNCTAD Model Law on Competition and volunteering for peer reviews of competition law and policy

(d) Strengthened capacity of developing countries, middle-income countries and countries with economies in transition to design and implement mutually supportive trade, environment, climate change and sustainable development objectives in development strategies at all levels

(d) (i) Increased number of developing countries and countries with economies in transition designing and implementing policies, plans, programmes, normative initiatives and institutional arrangements with a view to taking advantage of trade and investment opportunities and promoting their sustainable development objectives

(ii) Increased number of developing countries and countries with economies in transition participating in the biotrade and biofuels initiatives

Strategy

10.13 The subprogramme is under the responsibility of the Division on International Trade in Goods and Services, and Commodities. The subprogramme promotes inclusive and sustainable growth and development, based on trade, through work on international trade in goods, services and commodities and the international trading system, and on the linkages between trade and internationally agreed development goals and objectives, including the Millennium Development Goals. The subprogramme will continue and improve close cooperation with other international organizations and foster the coordination of system-wide United Nations activities in the area of international trade in goods and services and commodities. Through all three pillars of the work of UNCTAD, the subprogramme assists developing countries, in particular those in Africa and least developed countries, and countries with economies in transition.

10.14 The work of UNCTAD under the subprogramme will include:

(a) Monitoring and assessing the evolution of the international trading system and trends in international trade from a development perspective, placing greater emphasis on practical solutions, including policy options and successful strategies for maximizing trading opportunities, mitigating the adverse impacts of global economic crises and building resilient economies;

(b) Enhancing the capacity of developing countries and countries with economies in transition to establish negotiating priorities, to negotiate and implement bilateral, regional and multilateral trade agreements and to ensure coherency among them;

(c) Strengthening technical support to countries in the process of WTO accession, in cooperation with the WTO;

(d) Examining ways to improve the utilization of trade preferences in accordance with the Accra Accord;

(e) Assisting structurally weak, vulnerable and small economies in their efforts to integrate into the multilateral trading system;

(f) Assisting developing countries and countries with economies in transition in their efforts to increase participation in global services production and trade, including in undertaking policy reviews and establishing regulatory and institutional frameworks;

(g) Assisting developing countries and countries with economies in transition in their efforts to successfully achieve diversification, including their increased participation in manufacturing and creative industries and global supply chains;

(h) Undertaking research and analysis on trade and development aspects of intellectual property, in accordance with paragraph 105 of the Accra Accord;

(i) Facilitating economic cooperation among developing countries and South-South trade, including through the Global System of Trade Preferences among Developing Countries;

(j) Strengthening analytical capacity for policymaking and trade negotiations, and integrating trade and development concerns into national trade policies that would contribute to productive capacities, inclusiveness and employment creation, in particular for least developed countries;

(k) Addressing the trade and development impacts of non-tariff measures, particularly through comprehensive research and analysis, partnerships with other related international organizations on data collection on non-tariff measures and designing innovative methods of quantifying impacts of non-tariff measures on international trade;

(l) Promoting the use of effective competition and consumer policies for achieving domestic and international competitiveness and for dealing with anti competitive practices;

(m) Addressing issues at the interface between trade and the environment, including fostering low-carbon development, and development gains and investment opportunities related to the emerging climate change regime and the sustainable use of biodiversity;

(n) Developing and implementing trade and trade-related technical cooperation and capacity-building activities.

Component 2

Commodities

Objective of the Organization: To harness development gains and to deal with the trade and development problems of the commodity economy and of commodity dependence

Expected accomplishments of the Secretariat	Indicators of achievement
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(a) Improved capacity of commodity-dependent developing countries to address trade and development problems associated with the commodity economy and to seize opportunities emerging from commodity trade and enhanced international and regional cooperation	(a) (i) Increased amount of research on commodity production in countries with economies that are dependent on commodities, with the aim of diversifying their production, including by increasing the added value of their commodities
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- (ii) Increased number of commodity-dependent developing countries adopting policy measures and tools recommended by UNCTAD in designing policies aimed at the diversification of export earnings

Strategy

10.15 Component 2 of the subprogramme is under the responsibility of the Special Unit on Commodities, which carries out its work as an autonomous unit on commodities, in accordance with paragraph 183 of the Accra Accord. With the guidance and leadership of the Secretary-General of UNCTAD, the Unit will contribute more effectively to the efforts of developing countries to formulate strategies and policies to respond to the challenges and the opportunities of commodity markets and assisting developing countries, in particular those in Africa, middle-income countries and countries with economies in transition, least developed countries, landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, through all three pillars of the work of UNCTAD. The component will continue to play a key role, with appropriate coordination with other international and regional actors, including relevant international commodity bodies, in the following areas:

- (a) Addressing the trade and development problems associated with the commodity economy;
- (b) Monitoring developments and challenges in commodity markets and addressing links between international commodity trade and national development, particularly with regard to poverty reduction;
- (c) Assisting commodity-dependent developing countries in their efforts to:
 - (i) Develop national commodity strategies, including the mainstreaming of commodity policies into their national and regional development strategies;
 - (ii) Build supply-side capacities in order to achieve competitiveness;
 - (iii) Move up value chains and diversify commodity sectors;
 - (iv) Comply with international trade standards;
 - (v) Gain access to commodity information and databases;
 - (vi) Take advantage of export opportunities for commodities in emerging markets;
 - (vii) Establish effective marketing systems and support frameworks for small commodity producers, including economically viable safety-net programmes;
 - (viii) Develop commodity financing and risk management schemes;
- (d) Promoting intergovernmental cooperation in the field of commodities and building consensus regarding ways to integrate commodity policies into: (i) national, regional and international development and poverty reduction strategies; (ii) trade-related policies and instruments for resolving commodity problems; and (iii) investment and financial policies for gaining access to financial resources for commodity-based development.

Subprogramme 4

Technology and logistics

Objective of the Organization: To strengthen science, technology and innovation, including information and communications technologies; efficient trade logistics services and transit transport systems; and training and capacity-building programmes for local institutions with a view to enhancing the economic development and competitiveness of developing countries and economies in transition

Expected accomplishments of the Secretariat	Indicators of achievement
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(a) Improved efficiency of trade logistics of developing countries and economies in transition

(a) (i) Increased number of specific, identifiable actions taken by developing countries and countries with economies in transition to improve trade logistics, such as actions to cut transport and transaction costs; improve effective transit systems, transport efficiency and connectivity; and establish a supportive legal framework, with the assistance of UNCTAD

(ii) Increased number of measures adopted by developing countries and economies in transition using the Automated System for Customs Data to further improve the efficient management of their customs administration, with the assistance of UNCTAD

(iii) Increased number of developing countries and countries with economies in transition demonstrating improved performance on the basis of benchmark indicators related to customs processes, with the assistance of UNCTAD

(b) Improved awareness and adoption of national and international policies in the area of science, technology and innovation, as well as information and communications technology

(b) (i) Increased number of specific actions taken by developing countries and economies in transition to implement programmes aimed at enhancing the contributions of science, technology and innovation and information and communications technology to development, with the assistance of UNCTAD

(ii) Increased number of cooperation initiatives at the subregional, regional and international levels in the areas of science and technology and information and communications technology, with the assistance of UNCTAD

(c) Better understanding, at the national level, of policy options and best practices on science and technology for development and information and communications technologies for development	(c) Increased number of countries adopting national and international measures on science and technology arising from resolutions of the Commission on Science and Technology for Development and the Economic and Social Council
(d) Enhanced capacities in developing countries and countries with economies in transition in the areas of trade and investment and interrelated issues	(d) Increased number of specific actions taken by developing countries and countries with economies in transition to strengthen the capacities of human resources and local institutions in the areas of trade and investment and related issues, as a result of UNCTAD assistance

Strategy

10.16 The subprogramme is under the responsibility of the Division on Technology and Logistics. The effective implementation of the work programme under the subprogramme will help to improve the competitiveness in international trade of developing countries, especially those in Africa, middle-income countries, countries with economies in transition, least developed countries, landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, and will assist transit developing countries with their special challenges related to infrastructure and transport, by: (a) improving trade logistics policies, strengthening transport operations management and supporting the design and implementation of coherent transit systems; (b) assisting in the implementation of customs automation and trade facilitation programmes; (c) assisting in the development and the implementation of appropriate institutional and legal frameworks for the facilitation of trade and transport; (d) supporting the active participation of developing countries in transport and trade facilitation negotiations; (e) promoting access to, and enhancing the capacity to develop and use, technology and knowledge; (f) contributing to the Partnership on Measuring Information and Communication Technology for Development, launched at the eleventh session of UNCTAD; (g) contributing to the implementation of the World Summit on the Information Society action lines on capacity-building, an enabling environment, e-business and e-science, in cooperation with other relevant international organizations, including by: (i) supporting the development of local teaching and research capacities in member countries' academic institutions; and (ii) fostering training and capacity-building aimed at policymakers and practitioners in the fields of trade and related areas of finance, technology, investment and sustainable development.

Subprogramme 5

Africa, least developed countries and special programmes

Objective of the Organization: To promote development of national policies and international support measures to build productive capacities for economic development and poverty reduction in Africa, least developed countries and other groups of countries in special situations (landlocked developing countries, small island developing States, and other structurally weak, vulnerable and small economies) and to progressively and beneficially integrate them into the global economy

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased adoption of practical policy recommendations of UNCTAD to promote African development in the areas of trade and development	(a) Increased number of Member States reporting that they have adopted policy recommendations, research findings and conclusions provided by UNCTAD in the area of African trade and development
(b) Increased consensus on, and adoption of, policies to address development problems of the least developed countries in the global economy, including those in the process of graduation from the list of least developed countries	(b) Increased number of Member States reporting that they have adopted policy recommendations, research findings and conclusions provided by UNCTAD in the area of the development of least developed countries and the countries graduating from the list of least developed countries
(c) Enhanced integration of trade policies and priorities in the national development plans	(c) Increased number of least developed countries that have made progress in mainstreaming trade policies and priorities into their national development plans and have implemented the action matrices of the Enhanced Integrated Framework
(d) Improved capacities of landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies to support their economic transformation and resilience-building efforts	(d) Increased number of landlocked developing countries, small island developing States, and other structurally weak, vulnerable and small economies having benefited from UNCTAD advisory services and other forms of assistance on achieving structural progress

Strategy

10.17 The subprogramme is under the responsibility of the Division for Africa, Least Developed Countries and Special Programmes. In order to attain the objective, the subprogramme will focus on identifying and promoting understanding of the economic development problems specific to the countries concerned, through policy analysis and research, and will play an advocacy role in promoting consensus in the international development community regarding the policy measures that best address those development problems. This will involve the identification of new issues and approaches, as well as greater interaction with research institutes in the least developed countries and with development partners. The subprogramme will

also contribute to the implementation of and follow-up to the outcomes of relevant global conferences and to the achievement of internationally agreed development goals, including those set out in the Programme of Action for the Least Developed Countries for the Decade 2011-2020. The special programme under the subprogramme is aimed at helping landlocked developing countries to mitigate the adverse economic consequences of their geographical disadvantage through: (a) support for policymaking with a view to enhanced productive capacities and sound economic specialization; (b) helping small island developing States to enhance their resilience to external shocks and making steady socioeconomic progress possible for most of them; and (c) instilling throughout UNCTAD a practice of devoting systematic attention to the problems of other structurally weak, vulnerable and small economies, as referred to in paragraph 10 of the Accra Accord.

10.18 A major aim is to add value to current policy debates through practical policy recommendations and innovative thinking on current issues. Research outputs will be linked closely to the provision of advisory services, training, workshops, lectures and technical assistance activities, with a view to improving human and institutional capabilities and sensitizing development partners to the specific needs of developing countries and ways to meet those needs. In order to identify policy options at the national and international levels regarding the use of trade as a more effective tool for poverty eradication, the subprogramme will undertake research activities concerning the interlinkages between trade and poverty, as well as training and capacity-building programmes for local institutions. The subprogramme will continue to support countries in their efforts to benefit from their respective United Nations statuses and to integrate beneficially into the global economy and reduce poverty. This will involve support aimed at enhancing productive capacities and building resilience to adverse external influences. In addition, the subprogramme will develop policy recommendations to support the implementation of smooth transition strategies of countries graduating from the list of the least developed countries. Technical cooperation outputs of the subprogramme will be focused on building capacities for national policymaking ownership that will draw on UNCTAD policy analysis and research work. Furthermore, they will be aimed at effective participation in and delivery of trade-related technical assistance in the context of, inter alia, the Enhanced Integrated Framework and the Aid for Trade Initiative.

10.19 In addition, the subprogramme will contribute to the implementation of the outcome of the Programme of Action for the Least Developed Countries for the Decade 2011-2020; 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 Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, including the outcomes of their reviews. In order to ensure coherence and consistency, the subprogramme will coordinate and cooperate with other subprogrammes on the sectoral work relating to the groups of countries concerned. Moreover, the subprogramme will promote throughout UNCTAD efforts to gain analytical insights into the problems faced by “other structurally weak, vulnerable and small economies”, as referred to in paragraph 10 of the Accra Accord, through the systematic coverage of such countries in relevant UNCTAD research and technical assistance.

Subprogramme 6

Operational aspects of trade promotion and export development

Objective of the Organization: To foster sustainable economic development and contribute to achieving the Millennium Development Goals in developing countries and countries with economies in transition through trade and international business development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened integration of the business sector into the global economy through trade intelligence and enhanced support to policymakers	<p>(a) (i) Increased number of male and female users of trade-related intelligence, including cases in which a gender perspective in trade is integrated into national development strategies, as a result of ITC support to enable decision makers to prepare and/or design effective trade development programmes and policies</p> <p>(ii) Increased number of male and female clients expressing awareness of trading system-related activities through the support of ITC to enable decision makers to understand business needs and create an environment conducive to business</p> <p>(iii) Increased number of cases in which country negotiating positions have been enriched through analytical input and business sector participation, with the support of ITC, to enable decision makers to integrate business dimensions into trade negotiations</p>
(b) Enhanced trade support institutions and policies for the benefit of exporting enterprises	<p>(b) (i) Number of institutions reporting improvements in their managerial performance and/or services to small and medium-sized enterprises as a result of ITC assistance</p> <p>(ii) Number of institutions reporting improvements as a result of their membership in networks supported by ITC</p> <p>(iii) Number of institutions reporting improvements in their country's trade promotion and export development policies as a result of ITC assistance</p>

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| <p>(c) Strengthened export capacity of enterprises to respond to market opportunities</p> | <p>(c) (i) Increased number of enterprises enabled to formulate sound international business strategies through ITC training on export management issues, delivered directly or indirectly</p> <p>(ii) Increased number of enterprises enabled to become export-ready through ITC training activities focusing on export readiness, delivered directly or indirectly</p> <p>(iii) Increased number of enterprises having met potential buyers and, as a result, having transacted business through ITC support</p> <p>(iv) Increased share of women-owned enterprises that report improved competency in export-related operations and that are exposed to new markets or market contacts as a result of ITC assistance</p> |
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Strategy

10.20 The International Trade Centre bears substantive responsibility for the implementation of the subprogramme. Its strategic thrust is in line with the mandate entrusted to it by the Economic and Social Council in its resolution 1819 (LV), by which the Council recognizes the Centre as the focal point for technical assistance and cooperation activities in the export promotion field within the United Nations system of assistance to developing countries. The subprogramme will focus on the implementation of international development goals, including those set out in the Millennium Declaration, and on the follow-up to the 2005 World Summit Outcome. It will also contribute to the implementation of the Programme of Action for the Least Developed Countries for the Decade 2011-2020, the Monterrey Consensus, the Johannesburg Declaration on Sustainable Development and the first phase of the World Summit on the Information Society, the Geneva Declaration of Principles and the Geneva Plan of Action. The subprogramme will play an important role in furthering the implementation of the Doha, Hong Kong, China and Geneva WTO ministerial declarations, in particular by improving and enhancing trade support institutions and policies for the benefit of exporting efforts and by strengthening the export capacity of enterprises to respond to market opportunities. Within this context, ITC will support and assist developing countries to address business environment and market access issues affecting the private sector.

10.21 The objective of the subprogramme is to enable small and medium-sized enterprises from developing countries and countries with economies in transition to successfully export. In order to achieve this objective, the subprogramme will deliver trade-related technical assistance activities that improve the availability and the use of trade intelligence, enhance institutional frameworks and strengthen export capacities of enterprises.

10.22 In order to improve the availability and the use of trade intelligence, ITC will ensure that male and female entrepreneurs and decision makers across the developing world have greater opportunity to benefit from and contribute to a broader, more in-depth pool of trade-related intelligence and thought leadership on issues that impact on their own country's trade development, external markets and market opportunities. In this regard, the subprogramme will focus on supporting global trade-related initiatives on advocacy, statistical research and publications, major multinational events and public-private dialogue.

10.23 The subprogramme will also enhance institutional frameworks of policymakers by providing customized trade-related technical assistance aimed at benchmarking and improving the corporate performance and quality of business services of national and regional trade support institutions. Technical assistance delivered under the subprogramme will also include support to institutional networks within and across countries, as well as support to the development and the implementation of sound gender-responsive trade-related policies and export-oriented strategies that analyse sectors representing the best prospects for developing countries and least developed countries in particular.

10.24 By providing direct capacity-building assistance and buyer-seller networking possibilities to small and medium-sized enterprises, the subprogramme also aims to strengthen export capacities of exporting and export-ready enterprises to better respond to market opportunities. More specifically, the subprogramme will continue to support more men- and women-owned small and medium-sized enterprises to become export-ready, export more, effectively represent their interests in national policies and exchange best practices with small and medium-sized enterprises across the world.

10.25 ITC is also committed to attaining its objective through innovative, sustainable and inclusive solutions.

10.26 During 2012-2015, ITC will intensify its efforts to elaborate and measure the accomplishments of the subprogramme in inclusive and sustainable trade.

10.27 Additional partnerships and key strategic alliances will continue to be sought to complement the fields of expertise of ITC and to allow for increased delivery in sectors and regions where demand has surpassed the ability of the Centre to deliver. A large and integrated programme approach launched during the 2010-2011 biennium requires ITC to exploit all opportunities to work closely with other United Nations agencies and international organizations in beneficiary countries. In order to achieve greater impact, the Centre will continue to develop larger integrated programmes with a critical mass and based on countries' needs. Partnerships, which are critical to success, will be strengthened with existing and new donors and with other international organizations such as UNCTAD and WTO, to which the Centre is organically linked, as well as the United Nations Industrial Development Organization, the World Bank, the regional development banks, the African Union, the United Nations regional commissions and the United Nations country programmes. With more developing countries and countries with economies in transition conducting trade-related technical assistance harmonization efforts through multi-stakeholders' initiatives (e.g., the CEB cluster on trade and productive capacity and the Enhanced Integrated Framework), these multi-agency partnerships will be even more important for improved delivery of services of ITC to its clients.

Legislative mandates

General Assembly resolutions

1995 (XIX)	Establishment of the United Nations Conference on Trade and Development as an organ of the General Assembly
2297 (XXII)	International Trade Centre
55/2	United Nations Millennium Declaration
56/210	International Conference on Financing for Development
60/1	2005 World Summit Outcome
62/179	New Partnership for Africa's Development: progress in implementation and international support
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
63/204	Report of the twelfth session of the United Nations Conference on Trade and Development
63/303	Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation
65/280	Programme of Action for the Least Developed Countries for the Decade 2011-2020
66/132	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
66/185	International trade and development
66/186	Unilateral economic measures as a means of political and economic coercion against developing countries
66/215	Second United Nations Decade for the Eradication of Poverty (2008-2017)
66/218	Operational activities for development of the United Nations system
66/219	South-South cooperation

Trade and Development Board resolutions

TD/386	Plan of Action
TD/387	Bangkok Declaration: Global Dialogue and Dynamic Engagement
TD/412	Report of the United Nations Conference on Trade and Development on its eleventh session
TD/442	Report of the United Nations Conference on Trade and Development on its twelfth session
TD/B (S-XXIII)/7	Agreed outcome of the midterm review

Subprogramme 1**Globalization, interdependence and development***General Assembly resolutions*

66/187	International financial system and development
66/189	External debt sustainability and development
66/210	Role of the United Nations in promoting development in the context of globalization and interdependence

Subprogramme 3**International trade***General Assembly resolutions*

57/253	World Summit on Sustainable Development
66/190	Commodities
66/197	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development

Subprogramme 4**Technology and logistics***General Assembly resolutions*

60/252	World Summit on the Information Society
66/184	Information and communication technologies for development
66/211	Science and technology for development

Subprogramme 5**Africa, least developed countries and special programmes***General Assembly resolutions*

- 58/201 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
- 59/209 Smooth transition strategy for countries graduating from the list of least developed countries
- 65/2 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 Developing States
- 66/198 Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
- 66/214 Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

Subprogramme 6**Operational aspects of trade promotion and export development***General Assembly resolutions*

- 2297 (XXII) International Trade Centre
- 64/189 Unilateral economic measures as a means of political and economic coercion against developing countries
- 64/216 Second United Nations Decade for the Eradication of Poverty (2008-2017)
- 64/220 Operational activities for development of the United Nations system
- 64/221 South-South cooperation
- 66/186 Unilateral economic measures as a means of political and economic coercion against developing countries
- 66/215 Second United Nations Decade for the Eradication of Poverty (2008-2017)
- 66/218 Operational activities for development of the United Nations system
- 66/219 South-South cooperation

Economic and Social Council resolution

1819 (LV) United Nations export promotion programmes

World Trade Organization resolutions

WT/MIN(01)/DEC/1 Ministerial Declaration

WT/MIN/05/DEC Doha Work Programme: Ministerial Declaration

WT/MIN/11/W/2 Elements for political guidance

Programme 11

Environment

Overall orientation

11.1 Programme 11 is centred on the catalysation of a transition to low-carbon, resource-efficient and equitable development based on the protection and sustainable use of ecosystem services, coherent and improved environmental governance and the reduction of environmental risks. The aim is to contribute to the well-being of current and future generations and the attainment of global environmental goals.

11.2 The programme is under the responsibility of the United Nations Environment Programme (UNEP), the principal body of the United Nations for environmental action and coordination. The mandate of UNEP derives from General Assembly resolution 2997 (XXVII). The Governing Council of UNEP further clarified the role and mandate of the Programme in its decision 19/1, entitled “Nairobi Declaration on the Role and Mandate of the United Nations Environment Programme”, which the General Assembly subsequently endorsed in the annex to its resolution S/19-2 and in its resolution 53/242.

11.3 In its decision SS.VII/1, on international environmental governance, the Governing Council reiterated the need for a strengthened UNEP with a stronger science base. The Council also called for the provision of increased capacity-building and technology support by UNEP to developing countries and countries with economies in transition. In addition, the Council emphasized the need for improved coordination and cooperation among the United Nations agencies on environmental matters, including multilateral environmental agreements. The General Assembly, in its resolution 64/204, reaffirmed the role of UNEP as the principal body within the United Nations system in the field of the environment, and underlined the need to implement the Bali Strategic Plan for Technology Support and Capacity-building. Accordingly, UNEP will strengthen its use of partnerships and its role in coordinating environmental matters in the United Nations system to catalyse transformational change and leverage impact that would be significantly larger than would be the case if it were operating on its own. UNEP will take into account the comprehensive policy review on the effectiveness, efficiency, coherence and impact of the United Nations in line with the spirit of the discussions under way for the quadrennial review.

11.4 In February 2011, the UNEP Governing Council, in its decision 26/9, requested UNEP to prepare for its session in February 2013 a medium-term strategy for the period 2014-2017, including a vision, objectives, priorities, impact measures and a mechanism for review by Governments. The purpose of the medium-term strategy is to guide the Programme’s work with Governments, partners and other stakeholders over the four-year period with a view to the achievement of measurable results. Informed by findings from an analysis of emerging issues known as the foresight process, the Global Environment Outlook and priorities in countries and regions, UNEP has identified seven cross-cutting thematic priorities for its medium-term strategy for 2014-2017. These priorities provide the focus for the strategic framework for the biennium 2014-2015: climate change, disasters and conflicts, ecosystem management, environmental governance, chemicals and waste, resource

efficiency, and environment under review. Under the strategic framework for 2012-2013, UNEP carried out the work that permitted the overall review of the environment and emerging issues as one expected accomplishment under the environmental governance subprogramme. This work is now shifted to a newly dedicated subprogramme to lend greater visibility to key UNEP stakeholders both internally within the United Nations system and externally, to keep the global state of the environment under review and to allow for full recognition of the importance of the availability and accessibility of information in enhancing environmental decision-making and of the capacity development that supports that process. Lessons learned in implementing the 2010-2013 medium-term strategy, particularly the 2010-2011 programme of work, have been critical in preparing the medium-term strategy for 2014-2017 and the strategic framework for 2014-2015.

11.5 *Climate change.* Within the framework of the United Nations approach to addressing climate change, UNEP will work with partners, including the private sector, to: (a) build the resilience of countries to climate change through ecosystem-based approaches and other supporting adaptation approaches; (b) promote the transfer and use of energy efficiency and renewable energy technologies for low-emission development; and (c) support the planning and implementation of initiatives to reduce emissions from deforestation and forest degradation. UNEP will achieve this by conducting scientific assessments; providing policy, planning and legislative advice; facilitating access to finance; undertaking pilot initiatives; promoting the integration of these approaches through national development; fostering climate change outreach and awareness-raising; promoting knowledge-sharing through climate change networks; and supporting the United Nations Framework Convention on Climate Change process and the implementation of commitments.

11.6 *Disasters and conflicts.* As a part of United Nations system-wide strategies for disaster risk reduction and preparedness and post-disaster and post-conflict response and recovery, UNEP will play an important role in building national capacity to use sustainable natural resource and environmental management to: (a) reduce the risk of disasters and conflicts; and (b) support sustainable recovery from disasters and conflicts. The Programme will achieve this by providing environmental risk and impact assessments, policy guidance, institutional support, training and mediation services and by piloting new approaches to natural resource management. In doing so, UNEP will seek to catalyse action and scaling-up by partners working with countries on risk reduction, relief and recovery, including United Nations humanitarian and peacekeeping operations, as requested by the UNEP Governing Council in its decision 26/15. UNEP will also continue to promote the integration and prioritization of environmental considerations within relevant inter-agency policy and planning processes.

11.7 *Ecosystem management.* With a view to addressing the challenge of food security and water, UNEP will seek to promote the proper management of biodiversity, particularly ecosystems, and in turn facilitate integrated, cross-sectoral approaches to improve the resilience and productivity of interdependent landscapes and their associated ecosystems and species. UNEP will therefore: (a) promote integrated land and water management approaches that help to strengthen the resilience and productivity of terrestrial and aquatic systems; (b) promote the management of coasts and marine systems to ensure that ecosystem services are maintained; and (c) help to strengthen the enabling environment for ecosystems,

including transboundary ones, at the request of all concerned countries. The aim is to enable countries to sustain ecosystem services for human well-being. This work will include providing support to countries in creating an enabling environment for the implementation of biodiversity-related multilateral environmental agreements; it will also include providing support to countries using data from the valuation of ecosystem services in mainstreaming ecosystem services into development planning and decision-making.

11.8 *Environmental governance.* UNEP will aim to ensure coherence and synergy in environmental governance in collaboration with other United Nations agencies by: (a) providing support to the United Nations system and multilateral environmental agreements, taking advantage of United Nations coordination mechanisms to increase the coordination of actions on environmental policies and programmes within the United Nations system and multilateral environmental agreements; (b) helping countries to strengthen their environmental institutions and laws; and (c) helping to increase the integration of environmental sustainability into national and regional policies and plans, based on demand from countries. UNEP will strengthen the science-policy interface in carrying out this work. In addition, UNEP will work to facilitate the increased participation of stakeholders in environmental decision-making processes and access to justice along the lines of Principle 10⁹ and other relevant principles of the Rio Declaration on Environment and Development.

11.9 *Chemicals and waste.* In the context of system-wide efforts by the United Nations and close collaboration with the chemical-related multilateral environmental agreements to lessen the impacts of chemicals and waste on the environment and human health, UNEP will work to support countries in increasing their capacity for the sound management of chemicals and waste, including e-waste, as part of a coherent life cycle approach. UNEP will help countries to improve the regulatory and institutional framework for the sound management of chemicals. That will include facilitating the Strategic Approach to International Chemicals Management process, adopted in Dubai in 2006, and supporting the development of multilateral environmental agreements on chemicals and waste, including the establishment of an international legally binding instrument on mercury, as well as efforts to further enhance cooperation and coordination in the cluster of chemicals- and waste-related multilateral environmental agreements throughout their life cycle. In addition, UNEP will keep under review trends in chemicals production, use and release, by promoting and catalysing the implementation of sound chemicals and waste management, including through multi-stakeholder partnerships.

11.10 *Resource efficiency.* With a view to reducing the consequences of economic growth and development in terms of resource depletion and environmental degradation and contributing to intergovernmental discussions on the green economy as a tool for sustainable development and poverty eradication, UNEP will work with its network of partners to: (a) strengthen the scientific basis for decision-making and provide policy advice to Governments and the private sector on how to increase resource efficiency; (b) promote environmental management approaches and environmentally sound technologies, integrated waste management and public-private partnerships to create more sustainable product life cycles and supply chains; and (c) increase consumer awareness of sustainable consumption and production to

⁹ Adopted by 178 nations at the United Nations Conference on Environment and Development, held in 1992.

influence their choice of goods and services. The Programme will also prioritize support for the 10-year framework of programmes on sustainable production and consumption under the Marrakech Process, as requested in the Johannesburg Plan of Implementation, adopted at the World Summit on Sustainable Development.

11.11 *Environment under review.* Keeping the global environmental situation under review in a systematic and coordinated way and providing early warning on emerging issues for informed decision-making by policymakers and the general public are among the core mandates of UNEP. Bringing together critical work previously embedded in other subprogrammes, this new subprogramme will aim to enhance the integrated assessment, interpretation and coherence of environmental, economic and social information in order to assess the environment, identify emerging issues, track progress towards environmental sustainability and facilitate global policymaking. UNEP will work to support capacity-building efforts in developing countries that commit to environmental monitoring and to posting environmental data and information on public platforms in line with Principle 10 of the Rio Declaration. Furthermore, UNEP will work to promote the increased participation of stakeholders in environmental decision-making processes, including the generation, analysis, packaging, availability and dissemination of integrative environmental information.

11.12 Given the interdisciplinary nature of each subprogramme, UNEP will implement its programme of work in close collaboration with all of its Divisions. In particular, in activities at the national, subregional and regional levels, the Division of Regional Cooperation and the Programme's regional offices will play a prominent role in partnership with other actors in the field. While each of these subprogrammes is presented separately, the objectives of UNEP will be met by ensuring that the synergies between the subprogrammes are harnessed in a way that leverages the best possible impact. For instance, the principles and approaches underpinning subprogrammes such as those on ecosystem management and climate change will inform the work carried out under the disasters and conflicts subprogramme in order to ensure that relevant tools and approaches developed within those subprogrammes are applied in countries that are vulnerable to or affected by disasters and conflicts. Similarly, UNEP will seek synergies with its work on marine systems under the ecosystem management subprogramme and its work on land-based sources of pollution under the chemicals and waste subprogramme. UNEP work under the resource efficiency subprogramme will contribute, through efficiency and decoupling, to energy efficiency work under the climate change subprogramme, to the ecosystem management subprogramme by bringing about less use of natural resources, and to the chemicals and waste subprogramme through responsible production and waste minimization. There will also be close collaboration between the Programme's work on alternatives to certain ozone-depleting substances and its energy efficiency efforts, which will require a coordinated approach to such efforts under the chemicals and waste and climate change subprogrammes. Finally, UNEP will need to take into account the outcomes of the United Nations Conference on Sustainable Development in June 2012 as it further defines its work for the 2014-2015 biennium and beyond.

Subprogramme 1

Climate change

Objective of the Organization: To strengthen the ability of countries to move towards climate-resilient and low-emission pathways for sustainable development and human well-being

Expected accomplishments	Indicators of achievement
(a) Ecosystem-based and supporting adaptation approaches are implemented and integrated into key sectoral and national development strategies to reduce vulnerability and strengthen resilience to climate change impacts	(a) (i) Increased number of countries implementing ecosystem-based and supporting adaptation approaches as a result of UNEP support efforts (ii) Increased number of countries incorporating ecosystem-based and supporting adaptation approaches in key sectoral and development plans with the assistance of UNEP (iii) Increased number of countries addressing the United Nations Framework Convention on Climate Change planning and reporting commitments relating to climate change adaptation, with the assistance of UNEP
(b) Energy efficiency is improved and the use of renewable energy is increased in countries to help reduce greenhouse gas emissions and other pollutants as part of their low-emission development pathways	(b) (i) Increased number of countries implementing new renewable energy initiatives with the assistance of UNEP (ii) Increased number of countries implementing new energy efficiency initiatives with the assistance of UNEP (iii) Increased number of countries addressing the United Nations Framework Convention on Climate Change planning and reporting commitments relating to climate change mitigation, with the assistance of UNEP
(c) Transformative REDD-plus strategies and finance approaches are developed and implemented by developing countries that aim to reduce emissions from deforestation and forest degradation and bring about multiple benefits for biodiversity and livelihoods	(c) (i) Increased number of countries addressing the United Nations Framework Convention on Climate Change planning and reporting agreements relating to REDD-plus, with the assistance of UNEP (ii) Increased number of countries addressing the United Nations Framework Convention on Climate Change planning and reporting agreements relating to REDD-plus, with the assistance of UNEP

Strategy

11.13 The responsibility for the coordination of the subprogramme rests with the Director of the Division of Technology, Industry and Economics. The subprogramme is aimed at helping countries to build readiness and create enabling environments for scaled-up climate investments in order to move towards climate-resilient and low-emission pathways for sustainable development by: (a) promoting the development and use of climate research and science for policymaking and to inform the climate change negotiation process; (b) helping to facilitate access to finance for climate resilience, energy efficiency and renewable energy technologies; (c) fostering climate change outreach, awareness and education actions; (d) supporting the implementation of policies and climate actions in countries in the form of pilots that can be scaled up through partner organizations; (e) sharing lessons learned through networks and outreach; and (f) supporting the United Nations Framework Convention on Climate Change process and the implementation of country commitments arising from the Convention. UNEP complements the work carried out under the Convention, and the climate change programme is shaped by the talks held and decisions taken under the Convention. All the climate change work of UNEP will be based on and guided by sound science. Outreach will be used to foster greater understanding of climate change among various audiences, ensuring that they have access to relevant, clear and understandable climate change information and successful project examples. UNEP will work through partnerships with key actors such as the Food and Agricultural Organization of the United Nations (FAO), the Global Environment Facility, the Intergovernmental Panel on Climate Change, the secretariats of relevant multilateral environmental agreements, the United Nations Development Programme (UNDP), the United Nations Industrial Development Organization (UNIDO), the World Bank, the World Conservation Union, the World Meteorological Organization, the private sector and national institutions to catalyse support for countries in moving towards climate-resilient and low-emission pathways for sustainable development, as follows:

(a) UNEP will support countries in reducing their vulnerability and strengthening their resilience to the impacts of climate change by developing national institutional capacities and by supporting national efforts to incorporate primarily an ecosystem-based adaptation approach into country development planning and policymaking. To achieve this, UNEP will conduct vulnerability and impact assessments; deliver economic analyses of climate change impacts and adaptation options; develop scientific and policy-related information; identify best practices; provide adaptation planning and policy development support; facilitate countries' access to finance; and strengthen its outreach to foster a greater understanding of the issues. Pilot demonstrations aimed at the acceleration of learning with regard to reducing vulnerability to climate change will be used with a view to the scaling-up of successful approaches through partnerships in order to leverage impact. The scientific work will complement the work of the Intergovernmental Panel on Climate Change, and UNEP will continue to support the development of Panel assessments and special reports and their outreach;

(b) UNEP will also facilitate the transition to low-emission development by helping countries to overcome the various financial, institutional and regulatory barriers to the uptake of renewable energy technologies and the adoption of energy efficiency measures in sectors such as transport, buildings, manufacturing and

appliances, by building up their technical skills and knowledge with respect to policy options in the clean energy sector and helping them to develop mechanisms and policies that lessen the costs and risks for financial actors in new climate change mitigation investments. UNEP will achieve this by strengthening the scientific basis for informed decision-making, technology and resource assessments; sharing knowledge about technologies and policy options; carrying out mitigation planning and policy development; facilitating access to finance and working with innovative financing mechanisms; building readiness to deploy funding effectively; and strengthening outreach to facilitate access to relevant climate change information;

(c) In support of the Cancun Agreements, reached in December 2010 under the United Nations Framework Convention on Climate Change, UNEP will work with UNDP and FAO across the three major forested regions worldwide to support the development of national REDD-plus strategies and finance approaches. REDD-plus includes the following five activities as defined in the Cancun Agreements: (a) reducing emissions from deforestation; (b) reducing emissions from forest degradation; (c) conservation of forest carbon stocks; (d) sustainable management of forests; and (e) enhancement of forest carbon stocks. This work is aimed at reducing emissions from deforestation and forest degradation by generating funding that can be used by communities to improve the sustainable management of forests, strengthen the role of conservation, shift the forest sector to alternative development pathways and support biological diversity and livelihoods. UNEP will, inter alia, support high-level political dialogues relating to the United Nations Framework Convention on Climate Change and Convention on Biological Diversity processes, and engage with the private sector to discuss REDD-plus as an instrument for climate change mitigation and adaptation as well as development and conservation. Strengthening the scientific basis for decision-making and improving outreach to targeted audiences will be key pillars of this strategy. At the national level, UNEP will support the development of national strategies and the implementation of readiness programmes and will develop tools and guidance with respect to identifying and contributing to environmental and social safeguards.

Subprogramme 2

Disasters and conflicts

Objective of the Organization: To promote a transition within countries to the sustainable use of natural resources and the reduction of environmental degradation to protect human well-being from the environmental causes and consequences of disasters and conflicts

Expected accomplishments	Indicators of achievement
(a) The capacity of countries to use natural resource and environmental management to prevent and reduce the risk of disasters and conflicts is improved	(a) Increased number of countries vulnerable to disasters or conflicts that progress at least two steps in the country capacity framework ^a for natural resource and environmental management, with the assistance of UNEP

(b) The capacity of countries to use natural resource and environmental management to support sustainable recovery from disasters and conflicts is improved

(b) Increased number of countries affected by disasters or conflicts that progress at least two steps in the country capacity framework for natural resource and environmental management, with the assistance of UNEP

^a UNEP will measure progress in achieving the expected accomplishments using a composite indicator based on a country capacity framework. This framework, which is based on 15 years of experience in some 50 countries affected by disasters and conflicts, allows for the measurement of progress in six categories of capacity for environmental and natural resource management at the national level: (a) access to information and availability of data, (b) policy and planning, (c) laws, (d) institutions, (e) implementation and enforcement capacity, and (f) public participation in decision-making. In each of the six categories, there are six steps that reflect a gradual expansion of capacity.

Strategy

11.14 The responsibility for the coordination of the disasters and conflicts subprogramme rests with the Director of the Division of Environmental Policy Implementation. Within the existing mandates of UNEP, the subprogramme will work through strategic partnerships to support countries and communities in protecting human well-being and contributing to sustainable development by addressing the environmental dimensions of disasters and conflicts, as follows:

(a) UNEP will provide early warning and risk assessments, policy guidance and training to enable requesting Governments to use sustainable natural resource management to reduce the risk of disasters and conflicts and better prepare for their environmental implications. UNEP will leverage impact through partnerships with key organizations in the United Nations system and the broader international community, which are critical to extending its capacity and the scaling-up of results, notably by mainstreaming environmental best practices into their own policy and planning processes. Such partners include the International Strategy for Disaster Reduction, UNDP, the Department of Political Affairs, the United Nations Inter-agency Framework for Coordination on Preventive Action, the Peacebuilding Commission, the Organization for Security and Cooperation in Europe, the European Union and the United Nations Educational, Scientific and Cultural Organization;

(b) UNEP will also provide environmental expertise for emergency response and crisis recovery operations at the subregional, national and subnational levels at the direct request of Governments or through mechanisms such as humanitarian response clusters, early recovery programmes and post-crisis needs assessments. To implement this strategy, UNEP will assess acute environmental risks from disasters and conflicts and provide early warning to minimize any adverse impacts on human life and the environment; integrate environmental considerations into relief and recovery programmes; and design and technically support environmental clean-up and ecosystem restoration operations carried out by partners. Together with United Nations country teams and other partners, UNEP will provide policy guidance and assistance in developing and implementing legislative and institutional frameworks for sustainable natural resource and environmental management at the subregional and national levels in order to support economic recovery and the creation of green jobs in the context of sustainable development. UNEP will also, where requested, be

available to help stakeholders use the environment as a platform for cooperation in the context of recovery and reconstruction. The strong partnerships established over the past 15 years with key humanitarian, development and peace and security actors will serve as the cornerstone of the Programme's approach, ensuring not only that environmental considerations are integrated into the support provided to countries affected by disasters and conflicts, but also that results are sustained and scaled up. Key partners include the Office for the Coordination of Humanitarian Affairs, UNDP, the Peacebuilding Commission, the Department of Peacekeeping Operations, the Department of Field Support, the World Bank, the European Union and the secretariats of relevant multilateral environmental agreements.

Subprogramme 3 Ecosystem management

Objective of the Organization: To promote a transition to the integration of the management of land, water and living resources to provide ecosystem services sustainably and equitably among countries

Expected accomplishments	Indicators of achievement
(a) Use of ecosystem management approaches in countries to maintain ecosystem services and sustainable productivity of terrestrial and aquatic systems is increased	(a) Increased number of countries integrating ecosystem management approaches with traditional sector-based natural resource management, with the assistance of UNEP
(b) Use of ecosystem management approaches in countries to sustain ecosystem services from coastal and marine systems is increased	(b) Increased number of countries using ecosystem management approaches to sustain ecosystem services from coastal and marine systems, with the assistance of UNEP
(c) Services and benefits derived from ecosystems are integrated with development planning and accounting, particularly in relation to wider landscapes and seascapes and the implementation of biodiversity-related multilateral environmental agreements	(c) (i) Increased number of countries that integrate ecosystem management into development planning, with the assistance of UNEP (ii) Increased number of countries that integrate market and non-market values for relevant ecosystem services into development and economic planning, with the assistance of UNEP

Strategy

11.15 The responsibility for the coordination of the subprogramme on ecosystem management rests with the Director of the Division of Environmental Policy Implementation. The goal of UNEP is to catalyse the use by countries of an approach that integrates the management of land, water and living resources to conserve biodiversity and sustain ecosystem services for development, building on participatory approaches and the use of traditional knowledge. To achieve this, UNEP will work with key partners including Biodiversity International, the

biodiversity-related multilateral environmental agreement secretariats, FAO, the International Fund for Agricultural Development, the World Conservation Union, the International Water Management Institute, UNDP, the World Bank, the World Wide Fund for Nature and other Millennium Ecosystem Assessment partners. UNEP will leverage impact through its role as an implementing agency in the Global Environment Facility to support countries in reversing the ongoing decline in biodiversity and ecosystem services resulting from phenomena such as habitat degradation, invasive species, climate change, pollution and overexploitation.

11.16 UNEP will work to enhance the conceptual basis and implementation of the ecosystem approach within planning, management and decision-making frameworks that affect biodiversity, the ecosystem services of terrestrial and freshwater ecosystems and the provision of key services and benefits from those systems. In doing so, UNEP will seek to help address the challenge of feeding a growing global population in a sustainable manner, promoting the proper management of ecosystems and broader governance reforms that, in turn, promote or facilitate collaborative, participatory, cross-sectoral approaches to maintain ecosystem services and the productivity of interdependent landscapes, ecosystems and species. Particular emphasis will be given to maintaining the ecosystem goods and services important for production, especially in relation to food security and water. Special attention will also be given to equity issues, including but not limited to access and benefit-sharing and ways in which vulnerable and disadvantaged communities could be compensated or rewarded for their ecosystem stewardship.

11.17 In addition, UNEP will seek to improve the planning, management and decision-making frameworks that affect biodiversity and the provision of ecosystem goods and services from coastal and marine ecosystems. Continuing to draw attention to the dynamic relationship between land-based activities and the health of coastal habitats and the world's seas and oceans, UNEP will assist countries in properly managing selected sites. UNEP will also support countries in instituting broader governance reforms involving participatory approaches that maintain services from coastal and near-shore ecosystems and the communities that depend on them in the face of growing pressures such as climate change, coastal development and pollution. In doing so, UNEP will build upon successful existing programmes, such as the Regional Seas Conventions and the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities.

11.18 UNEP will support collaborative efforts to strengthen the science-policy interface at the global, regional and national levels, and assist countries in creating the necessary institutional, legal and policy conditions to integrate ecosystem goods and services, including the market and non-market value of ecosystem services, into their development planning and decision-making. Particular attention will be given to assisting countries, upon request, in creating favourable policy and institutional conditions for the conservation of biodiversity through collaboration across landscapes or seascapes, including, where appropriate, transboundary ones. UNEP will assist countries in meeting their planning and reporting obligations under biodiversity-related multilateral environmental agreements. The Programme's work in this area will take into consideration the Strategic Plan for Biodiversity 2011-2020 of the Convention on Biological Diversity and make progress towards realizing the Aichi Biodiversity Targets.

Subprogramme 4

Environmental governance

Objective of the Organization: To strengthen synergies and coherence in environmental governance in order to facilitate a transition towards environmental sustainability in the context of sustainable development

Expected accomplishments	Indicators of achievement
(a) The United Nations system and multilateral environmental agreement bodies, respecting the mandate of each entity, demonstrate increasing coherence and synergy of actions on environmental issues	(a) (i) Increased number of joint initiatives to address environmental issues in a coordinated manner in the United Nations system and multilateral environmental agreement bodies as a result of UNEP efforts (ii) Increased number of collaborative arrangements with the secretariats of selected multilateral environmental agreements that result in increased coherence and synergy between the UNEP programme of work and the programmes of work of those secretariats
(b) The capacity of countries to develop and enforce laws and strengthen institutions to achieve internationally agreed environmental objectives and goals and comply with related obligations is enhanced	(b) (i) Increased number of legal and institutional measures taken by countries to improve the implementation of internationally agreed environmental objectives and goals, with the assistance of UNEP (ii) Increased number of initiatives taken by countries to monitor and achieve compliance with, and the enforcement of, international environmental obligations, with the assistance of UNEP at the request of those countries (iii) Increased number of initiatives and partnerships of major groups and stakeholders in support of the development and implementation of national and international environmental law, with the assistance of UNEP
(c) Countries increasingly mainstream environmental sustainability into national and regional development policies and plans	(c) (i) Increased number of national development plans and United Nations Development Assistance Frameworks in targeted countries that incorporate the principles of environmental sustainability, with the assistance of UNEP

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- (ii) Increased number of policies and plans from subregional and regional forums that incorporate the principles of environmental sustainability, as a result of UNEP support
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Strategy

11.19 The responsibility for the coordination of the subprogramme on environmental governance rests with the Director of the Division of Environmental Law and Conventions. In addition to partnerships with a wide range of United Nations bodies and international and regional financial institutions, the successful delivery of the subprogramme will depend on strong cooperation with the governing bodies and secretariats of other intergovernmental bodies and processes within and outside the United Nations system, which will be key to enhancing mutually supportive regimes between the environment and other related fields. Decisions of the Governing Council on international environmental governance and the outcomes of the deliberations on the institutional framework on sustainable development at the 2012 United Nations Conference on Sustainable Development will provide further guidance in defining the direction of the subprogramme. The Programme's strategy in this area is as follows:

(a) To support coherent international decision-making processes for environmental governance, UNEP will assist the Governing Council/Global Ministerial Environment Forum in promoting international cooperation in the field of the environment and set the global environmental agenda by supporting enhanced cooperation and coordination among global and regional multilateral environmental agreements to ensure effective implementation while respecting the mandate of each entity. Together with relevant partners, UNEP will conduct an assessment of how the multilateral system, in particular the United Nations system, functions to support the implementation of multilateral environmental agreements. At the inter-agency level, the subprogramme will provide support and policy inputs on environmental governance to the Chief Executives Board for Coordination and other inter-agency forums and make use of the Environment Management Group to promote coherent policies and joint action on the part of all organizations and multilateral environmental agreement secretariats;

(b) To catalyse international efforts to pursue the implementation of internationally agreed objectives and goals, UNEP will support the further development and implementation of international environmental law, norms and standards, in particular those addressing the goals, targets and commitments identified in the outcomes of United Nations summits and conferences. In this context, UNEP, in partnership with other United Nations institutions, will support efforts of Governments to develop and enforce environmental laws and comply with relevant international environmental standards and obligations, including through legal technical assistance and training and other legal capacity-building activities. Strategic direction in this respect will be provided by the fourth Programme for the Development and Periodic Review of Environmental Law (Montevideo Programme IV), adopted by the Governing Council in its decision 25/11. UNEP will also help to improve public participation in decision-making at the global, regional, subregional

and national levels by promoting the active participation of stakeholders along the lines of Principle 10 of the Rio Declaration, and the application of the Guidelines for the Development of National Legislation on Access to Information, Public Participation and Access to Justice in Environmental Matters, adopted by the Governing Council in its decision SS.XI/4;

(c) To support countries in mainstreaming environmental sustainability into their regional, subregional and national environmental governance processes, policies and plans, UNEP will support regional and subregional ministerial and other intergovernmental forums in addressing environmental and sustainable development issues, including those of a transboundary nature, and catalyse support from partners in the implementation of their programmes of action. The Programme, through the UNEP-UNDP Poverty-Environment Initiative, will also support Governments in mainstreaming environmental issues into their development planning processes by supporting the incorporation of environmental considerations into common country assessments, United Nations Development Assistance Frameworks and their related implementation programmes through partnerships with relevant United Nations institutions and in support of the One United Nations initiative, which is currently being carried out as a pilot programme in some countries. UNEP will also help to ensure the alignment and coherence of UNEP and United Nations activities through United Nations regional coordination structures such as the United Nations Development Group regional teams and the regional coordination mechanisms. This will further improve the Programme's ability to support Governments and United Nations country teams in addressing environmental governance and will strengthen its engagement with other specialized agencies, funds and programmes of the United Nations system, as well as departments and regional partners.

Subprogramme 5

Chemicals and waste

Objective of the Organization: To promote a transition among countries to the sound management of chemicals and waste in order to minimize impacts on the environment and human health

Expected accomplishments	Indicators of achievement
(a) Countries increasingly have the necessary institutional capacity and policy instruments to soundly manage chemicals and waste, including the implementation of related provisions of the multilateral environmental agreements	(a) (i) Increased number of countries reporting the adoption of policies for the sound management of chemicals and waste, with the assistance of UNEP (ii) Increased number of countries reporting the use of economic and market-based incentives and business policies and practices that promote the sound management of chemicals and waste, with the assistance of UNEP

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| <p>(b) Countries, including major groups and stakeholders, increasingly use the scientific and technical knowledge and tools needed to implement sound chemicals management and the related multilateral environmental agreements</p> | <p>(iii) Increased number of countries reporting the use of industry reporting schemes that promote the sound take-up of chemicals and waste, with the assistance of UNEP</p> |
| <p>(c) Countries, including major groups and stakeholders, increasingly use the scientific and technical knowledge and tools needed to implement sound waste management and the related multilateral environmental agreements</p> | <p>(b) (i) Increased number of Governments addressing priority chemical issues, including their obligations under the chemicals-related multilateral environmental agreements, through the use of risk assessment and management tools provided by UNEP</p> <p>(ii) Increased number of businesses and industries addressing priority chemical issues through the use of risk assessment and management tools provided by UNEP</p> <p>(iii) Increased number of civil society organizations addressing priority chemical issues under the chemicals-related multilateral environmental agreements, through the use of risk assessment and management tools provided by UNEP</p> <p>(c) (i) Increased number of Governments addressing priority waste issues, including their obligations under the related multilateral environmental agreements, through the use of tools and methodologies provided by UNEP</p> <p>(ii) Increased number of businesses and industries addressing priority waste issues, through the use of tools and methodologies provided by UNEP</p> <p>(iii) Increased number of civil society organizations addressing priority waste issues under the waste-related multilateral environmental agreements, through the use of risk assessment and management tools provided by UNEP</p> |
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Strategy

11.20 The responsibility for the coordination of the subprogramme on chemicals and waste rests with the Director of the Division of Technology, Industry and Economics. UNEP will work to catalyse action aimed at the sound management of chemicals and waste through multi-stakeholder partnerships and strategic alliances that will serve to scale up the use of tools and guidelines, improve the mainstreaming of chemicals and waste management in health and other key sectors

and consolidate the scientific evidence underpinning ongoing efforts in the context of international chemicals and waste management initiatives. Key partners are the chemicals-related multilateral environmental agreement secretariats and organizations participating in the Inter-Organization Programme for the Sound Management of Chemicals, including FAO, the International Labour Organization (ILO), the Organization for Economic Cooperation and Development, UNDP, UNIDO, the United Nations Institute for Training and Research, the World Health Organization and the World Bank. UNEP will also leverage impact through its role as an implementing agency in the Global Environment Facility. The Programme's strategy in this area is threefold:

(a) UNEP will work to develop the institutional capacity and policy instruments, including regulatory frameworks, needed for the sound management of chemicals and waste and the implementation of the related multilateral environmental agreements. This will be achieved by facilitating international chemicals management through the provision of secretariat support for the Strategic Approach to International Chemicals Management and its financial mechanism by facilitating countries' efforts aimed at its implementation, as well as by enhancing cooperation and coherence in the cluster of chemicals- and wastes-related multilateral environmental agreements throughout their life cycle. Efforts will also continue to formulate an international legally binding instrument on mercury to reduce risks to human health and the environment. At the national level, UNEP will support countries in integrating sound chemicals management and obligations under chemicals and waste multilateral environmental agreements into national policies and development programmes. Furthermore, UNEP will catalyse inter-ministerial and multi-stakeholder engagement in order to achieve coherent and effective regulatory, voluntary and market-based policies, including by providing support to national and regional enforcement agencies to reduce the illegal trafficking of controlled chemicals and waste;

(b) UNEP will also support countries in assessing and managing chemicals risks. Priority actions will be supported through the development, dissemination and demonstration of the scientific and technical knowledge and tools needed to implement sound chemicals management. This will involve keeping under review the trends in chemicals production, handling, movement, use, release and disposal in order to determine their environmental, health and socioeconomic impacts, and raising awareness of emerging issues. UNEP will also help countries to develop their capacity to use the scientifically robust and technically sound advice and guidelines that it develops and demonstrates with regard to chemicals risk assessment and management. The aim is to assist countries in implementing chemicals-related multilateral environmental agreements and other supporting international programmes such as the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities;

(c) UNEP will support global, regional and national efforts to minimize waste generation and boost the recovery of resources from waste. Priority actions will focus on the development, dissemination and demonstration of the use of scientific and technical knowledge and tools to implement sound waste management. This will involve keeping under review the trends in waste production, handling, movement and disposal in order to determine their environmental, health and socioeconomic impacts, and raising awareness of emerging issues. UNEP will also help countries to develop their capacity to use technically sound advice and

guidelines on waste management to implement waste-related multilateral environmental agreements, including by developing methods and tools to evaluate progress and identify priorities for action aimed at sound waste management and by building countries' analytical capacity to fill information gaps.

Subprogramme 6

Resource efficiency

Objective of the Organization: To promote a transition in which goods and services are increasingly produced, processed and consumed in a sustainable way that decouples economic growth from resource use and environmental impact, while improving human well-being

Expected accomplishments	Indicators of achievement
(a) The science-based green economy, in the context of sustainable development and consumption and production approaches and tools, is developed and integrated into macroeconomic and sectoral policies and urban practices	(a) (i) Increased number of countries, including cities, that develop and integrate the green economy, in the context of sustainable development and consumption and production approaches and tools, into policies as a result of UNEP assistance (ii) Increased number of references by Governments, companies and academics to UNEP assessments and reports in relevant documents
(b) Uptake of technologies and management practices for resource efficiency in business and financial operations across global supply chains is increased	(b) (i) Increased number of stakeholders involved in collaborative initiatives aimed at increasing resource efficiency as a result of UNEP assistance (ii) Increased number of stakeholders reporting improved management practices and the use of more resource-efficient technologies with the assistance of UNEP
(c) Enabling conditions for promoting more sustainable consumption choices and lifestyles are enhanced	(c) (i) Increased number of public institutions and private sector organizations that develop and put in place policies and measures conducive to more sustainable consumption patterns with the assistance of UNEP (ii) Increased number of projects initiated by stakeholders to promote more sustainable lifestyles that are catalysed by UNEP

Strategy

11.21 The responsibility for the coordination of the subprogramme on resource efficiency rests with the Director of the Division of Technology, Industry and Economics. UNEP will seek to support countries and other stakeholders in making the transition to greater resource efficiency in their development, working with key partners such as the Department of Economic and Social Affairs, UNDP, the United Nations Human Settlements Programme, ILO, the United Nations Conference on Trade and Development, the Global Compact Initiative, the Organization for Economic Cooperation and Development, the World Trade Organization and others, including through partnerships or joint initiatives, such as the FAO-UNEP Agri-Food Task-Force on Sustainable Consumption and Production, the Global Partnership for Sustainable Tourism, the UNEP-UNIDO Resource Efficient and Cleaner Production Programme and the Sustainable Buildings and Climate Initiative, to ensure consensus-building and the scaling-up of approaches. The strategy of UNEP in this area is as follows:

(a) UNEP will assist Governments and other public institutions at the global, regional, national and subnational levels in developing policies that support a transition to a green economy in the context of sustainable development and promote sustainable consumption and production. Using the International Resource Panel as a key delivery mechanism, UNEP will assess material flows, resource pressures and impacts in order to provide countries with analyses that facilitate informed policymaking. UNEP will also continue to support global international processes by promoting resource efficiency, such as the 10-year framework of programmes on sustainable consumption and production patterns, and will help to develop capacities at the national level and increasingly at the municipality level to help put in place enabling policy frameworks and economic instruments that promote resource efficiency and sustainable consumption and production. This will include national economic assessments; guidance on fiscal, trade and sectoral policies; market-based and legislative instruments; and pilot projects aimed at demonstrating the benefits of accelerating the transition towards more resource-efficient societies;

(b) UNEP will also work to advance sustainability within and across the entire supply chain of services and manufactured goods, known as the global value chain. To promote resource efficiency in the internal management practices of the business and financial communities of large, medium-sized and small companies, UNEP will conduct life cycle assessments, share knowledge regarding environmentally sustainable technologies and best practices, and provide benchmarking that contributes to the formulation of voluntary or regulatory norms and standards. Targeted sectors include construction, food, tourism and metals; through the UNEP Finance Initiative, they will also include the banking, investment and insurance industries. To achieve this, UNEP will engage with partners to build consensus on sustainability criteria by combining key indicators, such as those on water efficiency and ecotoxicity, and deliver demonstration projects illustrating the benefits of efficient, clean and safe industrial production methods while building on the work of others in those fields;

(c) UNEP will seek to develop favourable policy and business conditions that allow for more sustainable lifestyles, by identifying the drivers of behavioural change and making the business case for increasing the sustainability of products.

This will be achieved by strengthening the capacity of Governments and other public institutions to put in place consumption-related policies and tools, including in the education sector. UNEP will also work to improve the understanding of the impacts of such policies on institutional, business and individual consumers and on access to consumption. Furthermore, UNEP will support the use of life cycle-based sustainable product information using tools such as eco-labelling and certification for consumers and market players, building on the methodologies and recommendations produced under the life cycle initiative of UNEP and the Society of Environmental Toxicology and Chemistry.

Subprogramme 7

Environment under review

Objective of the Organization: To empower stakeholders in their policymaking and decision-making by providing scientific information and knowledge and keeping the world environment under review

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Global, regional and national policymaking is facilitated by environmental information made available on open platforms	(a) (i) Increased number of United Nations agencies and multilateral environmental agreements using data on environmental trends identified through UNEP to influence their policy (ii) Increased number of relevant global, regional and national forums and institutions using data on environmental trends identified through UNEP to influence their policy
(b) Global, regional and national assessment processes and policy planning are informed by emerging environmental issues	(b) Increased number of stakeholders surveyed that acknowledge the uptake in assessment and policy development processes of scenarios and early warning on emerging environmental issues identified by UNEP
(c) The capacity of countries to generate, access, analyse, use and communicate environmental information and knowledge is enhanced	(c) (i) Increased number of countries that take the lead in generating, analysing, managing and using environmental information in comparable formats and making the information and knowledge available to the public and policymakers (ii) Increased number of countries making available credible nationally generated data and access to country-specific environmental information in comparable formats on public platforms

(iii) Increased number of major groups and stakeholders surveyed that acknowledge their involvement in the generation of, access to and use of environmental information available on public platforms

Strategy

11.22 The responsibility for the coordination of the subprogramme on environment under review rests with the Director of the Division of Early Warning and Assessment. Keeping the world environmental situation under review in order to ensure that emerging environmental problems of wide international significance are prioritized and receive appropriate and adequate consideration by Governments is one of the core mandates of UNEP (see General Assembly resolution 2997 (XXVII)). The subprogramme will ensure coherence across all other subprogrammes with respect to the generation, analysis and communication of their thematic assessments. To achieve this, UNEP will work with key partners active in the environmental information, communications and policy spheres, such as the Statistics Division of the Department of Economic and Social Affairs, multilateral environmental agreement secretariats, regional commissions and sister United Nations agencies, the Global Earth Observation System of Systems, the International Council for Science, the Scientific Committee on Problems of the Environment, the Access Initiative, Online Access to Research in the Environment and relevant regional institutions, national data centres and initiatives to provide early warning information on emerging issues, undertake environmental assessments and provide support to countries in generating environmental data to inform decision-making at all levels. The strategy of UNEP will be as follows:

(a) UNEP will work to facilitate policymaking at the global, regional and national levels through the development of integrated assessments that provide sound science as a basis for decision-making. To achieve this, UNEP will develop tools and methods to support the integration of environmental, economic and social information; ensure the scientific credibility and policy relevance of its integrated assessments, emphasizing collaboration with researchers and policymakers; and work to increase coherence across the United Nations system and with other international partners in relation to environmental assessments, ensuring that integrated assessments build on the work undertaken within the Programme as well as by others to avoid duplication and seek complementarity with the priority-setting processes of the Global Environment Facility. UNEP will also seek cooperation with other United Nations institutions and multilateral environmental agreements and exchange knowledge and tools. It is within this context that the work under the subprogramme will provide the science-based information necessary to enhance the implementation of the environmental governance subprogramme. Furthermore, UNEP will use new cutting-edge information and communications technologies to enlarge its information base and enhance the efficiency and overall impact of the assessment process;

(b) UNEP will also develop and disseminate scenarios and models regarding environmental trends by identifying empirical data available in various localities

and filling information gaps to provide early warning of emerging problems. This will comprise the development and/or consolidation of scientific approaches to the identification of emerging issues and other priorities worth considering by the scientific and policymaking communities. The production of publications and other awareness-raising materials to ensure that the knowledge generated is disseminated to and customized for a wide range of United Nations system-wide and external stakeholders will be a key part of the Programme's approach;

(c) UNEP will provide countries with policy advice and technical support to increase their ability to generate, gain access to and analyse integrated environmental information and continue to partner with relevant United Nations agencies, think tanks and scientific and academic institutions to improve the quality of scientific information and knowledge generated at the regional, subregional and national levels. Moreover, UNEP will help to improve equitable access to information for improved decision-making at the global, regional and national levels, in line with Principle 10 of the Rio Declaration, by facilitating the participation of major groups and stakeholders of civil society in information needs assessments, the generation and collection of data and information and the dissemination of information at the national and local levels. UNEP will draw on the expertise and networks of its partners to build the capacity of its stakeholders to better access, generate and use information in shaping decisions that lead towards an equitable and sustainable development pathway.

Legislative mandates

General Assembly resolutions

2997 (XXVII)	Institutional and financial arrangements for international environmental cooperation
S-19/2	Programme for the Further Implementation of Agenda 21
47/190	Report of the United Nations Conference on Environment and Development
53/242	Report of the Secretary-General on environment and human settlements
55/2	United Nations Millennium Declaration
55/198	Enhancing complementarities among international instruments related to environment and sustainable development
57/2	United Nations Declaration on the New Partnership for Africa's Development
57/144	Follow-up to the outcome of the Millennium Summit
60/1	2005 World Summit Outcome
60/47	Question of Antarctica
60/142	Programme of Action for the Second International Decade of the World's Indigenous People

62/98	Non-legally binding instrument on all types of forests
65/2	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
65/128	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
65/129	Cooperation between the United Nations and the Economic Cooperation Organization
65/131	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster
65/278	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa (subprogrammes 2 and 4)
65/284	New Partnership for Africa's Development: progress in implementation and international support
66/70	Effects of atomic radiation
66/71	International cooperation in the peaceful uses of outer space (subprogrammes 3 and 4)
66/121	Policies and programmes involving youth
66/125	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
66/197	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
66/203	Report of the Governing Council of the United Nations Environment Programme on its twenty-sixth session
66/211	Science and technology for development
66/213	Fourth United Nations Conference on the Least Developed Countries
66/215	Second United Nations Decade for the Eradication of Poverty (2008-2017)
66/216	Women in development
66/219	South-South cooperation
66/223	Towards global partnerships

Governing Council decisions

SS.VI/1	Malmö Ministerial Declaration
SS.VII/5	Enhancing civil society engagement in the work of the United Nations Environment Programme
SS.VIII/1	Implementation of decision SS.VII/1 on international environmental governance III: Intergovernmental strategic plan for technology support and capacity-building IV: Strengthening the financing of the United Nations Environment Programme
SS.X/2	Sustainable development of the Arctic region
SS.X/3	Medium-term strategy for the period 2010-2013
19/1	Nairobi Declaration on the Role and Mandate of the United Nations Environment Programme
20/6	Policy and advisory services of the United Nations Environment Programme in key areas of institution-building
20/12	Implementation of the environmental dimension of sustainable development within the United Nations system
20/17	Views of the Governing Council on the report of the Secretary-General on environment and human settlements
20/27	Support to Africa
20/28	Promoting interlinkages among global environmental issues and human needs
20/33	Stable, adequate and predictable funding for the United Nations Environment Programme
20/39	Functioning of the regional offices and proposed measures for the strengthening of regionalization and decentralization
21/18	Implementation of the Malmö Ministerial Declaration
21/20	Governance of the United Nations Environment Programme and implementation of General Assembly resolution 53/242
21/24	Policy and advisory services in key areas of institution-building
22/7	Engaging business and industry
22/9	Support to Africa
22/10	Poverty and the environment in Africa
22/11	Sustainable development of the Arctic

22/12	Brussels Declaration and the Programme of Action for Least Developed Countries for the Decade 2001-2010
22/14	Role of the United Nations Environment Programme in strengthening regional activities and cooperation in the Economic Cooperation Organization region
22/18	Civil society II: Long-term strategy on engagement and involvement of young people in environmental issues III: Long-term strategy for sport and the environment
22/21	Regional implementation of the programme of work of the United Nations Environment Programme
23/6	Keeping the world environmental situation under review
23/10	Poverty and the environment
23/11	Gender equality in the field of the environment
24/6	Small island developing States
25/1	Implementation of decision SS.VII/1 on international environmental governance
25/9	South-South cooperation in achieving sustainable development
25/16	Support to Africa in environmental management and protection
26/9	Proposed biennial programme of work and budget for 2012-2013

Subprogramme 1**Climate change***General Assembly resolutions*

61/199	International cooperation to reduce the impact of the El Niño phenomenon
66/200	Protection of global climate for present and future generations of humankind
66/206	Promotion of new and renewable sources of energy

Governing Council decisions

22/3	Climate and atmosphere I: Adaptation to climate change II: Intergovernmental Panel on Climate Change
23/1	Implementation of decision SS.VII/1 on international environmental governance

I: Bali Strategic Plan for Technology Support and Capacity-building

Subprogramme 2
Disasters and conflicts

General Assembly resolutions

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| 53/242 | Report of the Secretary-General on environment and human settlements |
| 63/137 | Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster |
| 63/217 | Natural disasters and vulnerability |
| 65/131 | Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster |
| 66/31 | Observance of environmental norms in the drafting and implementation of agreements on disarmament and arms control |
| 66/119 | Strengthening of the coordination of emergency humanitarian assistance of the United Nations |
| 66/199 | International Strategy for Disaster Reduction |
| 66/227 | International cooperation on humanitarian assistance in the field of natural disasters, from relief to development |

Governing Council decisions

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| 21/17 | Further improvement of environmental emergency prevention, preparedness, assessment, response and mitigation |
| 22/1 | Early warning, assessment and monitoring |
| | IV: Post-conflict environmental assessment |
| | V: Environmental situation in the Occupied Palestinian Territories |
| 22/8 | Further improvement of environmental emergency prevention, preparedness, assessment, response and mitigation |
| 23/7 | Strengthening environmental emergency response and developing disaster prevention, preparedness, mitigation and early warning systems in the aftermath of the Indian Ocean tsunami disaster |
| 23/11 | Gender equality in the field of the environment |
| 25/12 | Environmental situation in the Gaza Strip |
| 26/15 | Strengthening international cooperation on the environmental aspects of emergency response and preparedness |

Subprogramme 3

Ecosystem management

General Assembly resolutions

- 58/217 International Decade for Action, "Water for Life", 2005-2015
- 64/198 Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Life", 2005-2015
- 65/155 Towards the sustainable development of the Caribbean Sea for present and future generations
- 66/68 Sustainable fisheries, including through the 1995 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, and related instruments
- 66/205 Sustainable mountain development
- 66/231 Oceans and the law of the sea

Governing Council decisions

- 20/25 Freshwater
- 21/28 Further development and strengthening of regional seas programmes: promoting the conservation and sustainable use of the marine and coastal environment, building partnerships and establishing linkages with multilateral environmental agreements
- 21/29 Establishment of a regional seas programme for the Central-East Pacific region
- 22/1 Early warning, assessment and monitoring
 - II: Global assessment of the state of the marine environment
 - III: World Conservation Monitoring Centre
- 22/2 Water
 - I: Water policy and strategy of the United Nations Environment Programme
 - II: The Global Programme of Action for the Protection of the Marine Environment from Land-based Activities
 - III: Regional seas programmes
 - IV: Coral reefs
 - V: Marine safety and protection of the marine environment from accidental pollution

- 22/5 Enhancing the role of the United Nations Environment Programme on forest-related issues
- 24/16 Updated water policy and strategy of the United Nations Environment Programme
- A: Freshwater
- B: Coasts, oceans and islands
- 25/10 Intergovernmental science-policy platform on biodiversity and ecosystem services

Subprogramme 4
Environmental governance

General Assembly resolutions

- 59/237 United Nations Decade of Education for Sustainable Development
- 64/201 United Nations Decade for Deserts and the Fight against Desertification (2010-2020)
- 66/201 Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
- 66/202 Convention on Biological Diversity

Governing Council decisions

- SS.VII/1 International environmental governance
- SS.VII/4 Compliance with and enforcement of multilateral environmental agreements
- SS.VIII/1 Implementation of decision SS.VII/1 on international environmental governance
- I: Universal membership of the Governing Council/Global Ministerial Environment Forum of the United Nations Environment Programme
- II: Strengthening the scientific base of the United Nations Environment Programme
- V: Multilateral environmental agreements
- VI: Enhanced coordination across the United Nations system and the Environmental Management Group
- SS.X/5 Global Environment Outlook: environment for development
- 20/18 Environmental conventions

21/1	Land degradation: support for the implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
21/8	Biosafety
21/23	Programme for the Development and Periodic Review of Environmental Law for the First Decade of the Twenty-first Century (Montevideo Programme III)
21/27	Compliance with and enforcement of multilateral environmental agreements
22/1	Early-warning, assessment and monitoring IA: Strengthening the scientific base of the United Nations Environment Programme IB: Early warning and assessment process of the United Nations Environment Programme
22/17	Governance and law I: Follow-up to General Assembly resolution 57/251 on the report of the seventh special session of the United Nations Environment Programme Governing Council/Global Ministerial Environment Forum II: Implementation of the Programme for the Development and Periodic Review of Environmental Law for the First Decade of the Twenty-first Century (Montevideo Programme III)
23/6	Keeping the world environmental situation under review
24/1	Implementation of decision SS.VII/1 on international environmental governance III: Strengthening the scientific base of the United Nations Environment Programme V: Issues related to multilateral environmental agreements VI: Enhanced coordination across the United Nations system, including the Environmental Management Group
24/11	Intensified environmental education for achieving sustainable development
25/2	World environmental situation
25/11	Environmental law I: Fourth Programme for the Development and Periodic Review of Environmental Law

Subprogramme 5
Chemicals and waste*Governing Council decisions*

- SS.IX/1 Strategic approach to international chemicals management
- SS.X/1 Chemicals management, including mercury and waste management
- 22/4 Chemicals
- I: Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade
- II: Stockholm Convention on Persistent Organic Pollutants
- 23/9 Chemicals management
- I: Cooperation between the United Nations Environment Programme, relevant multilateral environmental agreements and other organizations
- 24/4 Prevention of illegal international trade
- 25/5 Chemicals management, including mercury
- 25/8 Waste management
- 26/3 Chemicals and wastes management
- 26/7 Consultative process on financing options for chemicals and wastes
- 26/12 Enhancing cooperation and coordination within the chemicals and wastes cluster

Subprogramme 6
Resource efficiency*General Assembly resolutions*

- 60/190 Global Code of Ethics for Tourism
- 66/185 International trade and development

Governing Council decisions

- SS.XII/7 Work by the United Nations Environment Programme on sustainable consumption and production
- 20/19 Contribution of the United Nations Environment Programme to the Commission on Sustainable Development at its seventh session
- E: Changing production and consumption patterns
- 20/29 Policy and advisory services of the United Nations Environment Programme in key areas of economics, trade and financial services

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| 21/14 | Trade and environment |
| 22/6 | Promotion of sustainable consumption and production patterns |
| 26/5 | Ten-year framework of programmes on sustainable consumption and production |

Subprogramme 7

Environment under review

General Assembly resolution

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| 66/203 | Report of the Governing Council of the United Nations Environment Programme on its twenty-sixth session |
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Governing Council decisions

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| SS.VIII/1 | Implementation of decision SS.VII/1 on international environmental governance

II: Strengthening the scientific base of the United Nations Environment Programme |
| SS.X/5 | Global Environment Outlook: environment for development |
| 22/1 | Early-warning, assessment and monitoring

IA: Strengthening the scientific base of the United Nations Environment Programme

IB: Early warning and assessment process of the United Nations Environment Programme |
| 23/6 | Keeping the world environmental situation under review |
| 24/1 | Implementation of decision SS.VII/1 on international environmental governance

III: Strengthening the scientific base of the United Nations Environment Programme |
| 24/11 | Intensified environmental education for achieving sustainable development |
| 25/2 | World environmental situation |

Programme 12

Human settlements

Overall orientation

12.1 The United Nations Human Settlements Programme (UN-Habitat) serves as the focal point for the implementation of the human settlements programme within the United Nations system. The mandate of UN-Habitat derives from the Habitat Agenda, adopted by the United Nations Conference on Human Settlements (Habitat II) in Istanbul, Turkey, in 1996. The twin goals of the Habitat Agenda are adequate shelter for all and sustainable human settlements development in an urbanizing world. The UN-Habitat mandate is also derived from General Assembly resolution 3327 (XXIX), by which the Assembly established the United Nations Habitat and Human Settlements Foundation; resolution 32/162, by which the Assembly established the United Nations Centre for Human Settlements (Habitat); and resolution 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. The mandate of UN-Habitat is further derived from other internationally agreed development goals, including those contained in the United Nations Millennium Declaration (Assembly resolution 55/2), in particular the target on achieving a significant improvement in the lives of at least 100 million slum dwellers by the year 2020; and the target on water and sanitation of the Plan of Implementation of the World Summit on Sustainable Development, which seeks to halve, by the year 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation. Through Assembly resolution 65/1, Member States committed themselves to continue working towards cities without slums, beyond current targets, by reducing slum populations and improving the lives of slum dwellers.

12.2 The Governing Council of UN-Habitat, through its resolution 23/11 of April 2011, requested the Programme to prepare a six-year strategic plan for the period 2014-2019, which forms the basis for the strategic framework and the work programme and budget for the biennium 2014-2015. The plan takes into account the lessons learned from implementation of the medium-term strategic and institutional plan of 2008-2013 outlined in a peer review of the medium-term strategic and institutional plan and biannual progress reports on implementation of the medium-term strategic and institutional plan. The strategic framework is aligned to the strategic plan, in line with Governing Council resolution 23/11.

12.3 A peer review of the implementation of the medium-term strategic and institutional plan (2008-2013) carried out in 2010 recommended that the next Executive Director of UN-Habitat should consider a new organizational structure with the aim of achieving better alignment with the focus areas of the plan. Achievement of results within the focus areas of the plan should be the primary motivation for any such reorganization. UN-Habitat started the review of its organizational structure in February 2011. The new organizational structure took into account the following key recommendations of the peer review: establishment of an organizational structure to better achieve planned results; establishment of a unified planning, monitoring and reporting function; transparent definition of programme priorities; and establishment of an independent evaluation function. The

new organization structure is aligned to the programme structure, thus simplifying accounting and reporting and enhancing accountability and transparency.

12.4 The following seven substantive thematic subprogrammes align with the new structure, consisting of seven different branches:

- (a) Subprogramme 1: Urban legislation, land and governance;
- (b) Subprogramme 2: Urban planning and design;
- (c) Subprogramme 3: Urban economy;
- (d) Subprogramme 4: Urban basic services;
- (e) Subprogramme 5: Housing and slum upgrading;
- (f) Subprogramme 6: Risk reduction and rehabilitation;
- (g) Subprogramme 7: Research and capacity development.

12.5 Cities are facing unprecedented demographic, environmental, economic, social and spatial challenges. There has been a phenomenal shift towards urbanization, with 6 out of every 10 people in the world expected to be residing in urban areas by 2030. Over 90 per cent of this growth will take place in Africa, Asia, Latin America and the Caribbean. In the absence of effective urban planning, one of the most significant challenges today and in the next few decades is how to address the housing, water supply and sanitation needs of the rapidly urbanizing population. The developing countries, many of which are ill equipped to address these challenges, have to deal with a youth bulge, whereby 60 per cent of their urban inhabitants will be under the age of 18 by 2030. Conversely, most developed countries and countries with economies in transition, as well as some developing countries, face the challenge of an ageing urban population and declining fertility that requires increased health care, recreation, transportation and other facilities for the elderly.

12.6 Climate change, a significant environmental challenge, poses a serious threat to sustainable urbanization, with cities contributing significantly towards global warming and up to 70 per cent of the world's total greenhouse gas emissions. This negatively affects the world's estimated 1 billion vulnerable slum dwellers who are not adequately protected by construction and land-use planning regulations and who do not possess sufficient resources to improve their own lives. In many developing countries, changes in agricultural productivity are caused by multiple factors, among them climate change-related shifts in weather patterns, underinvestment in agriculture, as well as conflict over scarce resources. These factors are partly responsible for pushing many rural residents into urban areas. Experience shows that most cities of developing countries lack the capacity to formulate and implement climate change mitigation and adaptation measures, or to build the resilience necessary for effectively responding to climate change-related and other disasters.

12.7 Waste management and sanitation is another major environmental concern. Managing the built environment while coping with environmental pollution and degradation has become a major challenge in the cities of developed countries and an overwhelming one for many cities in the developing world, with fewer than 35 per cent of them able to treat their wastewater. Worldwide, 2.5 billion people lack basic sanitation and 1.2 billion lack access to safe drinking water; and between one third and one half of the solid waste generated within most cities in low and middle-income countries is not collected.

12.8 Owing to the global economic crisis that started in 2008, urbanization is taking place within the context of a relatively weakened global economy, with reduced investment prospects. The slump in economic growth could adversely affect slum upgrading and prevention programmes, urban renewal and poverty-reduction initiatives, which traditionally rank low in priority, and seriously threaten the possibility of achieving the targets of the Millennium Development Goals. Unemployment remains high, with the global unemployment rate for 2010 being 6.2 per cent and youth unemployment being three times higher than that of adults, globally.

12.9 Social challenges reflect the impacts of the demographic, economic and possibly environmental factors and include increasing levels of poverty within urban areas, the proliferation of slums, increasing levels of inequality and rising crime rates. Urban poverty is also associated with social exclusion. In some contexts, the presence of displaced populations adds an additional layer of complexity to issues of urban poverty. Although urbanization brings with it many problems, it also offers many opportunities for the diversification of strategies to mitigate and adapt to climate change, especially through urban planning and design.

12.10 During the 2014-2015 period, UN-Habitat will implement its programme of work through its seven thematic subprogrammes. As the United Nations focal point on human settlements, the Programme will lead advocacy efforts to raise awareness on sustainable urbanization issues; provide evidence-based policy advice; build capacities; develop tools, norms and standards based on best practices; work on demonstration projects; and provide assistance to Governments, local authorities and other public institutions responsible for urban issues. UN-Habitat regional offices will play a critical role in implementing programmes and projects at the country and regional levels, working closely with partners and other United Nations agencies.

12.11 Subprogramme 1, Urban legislation, land and governance, will provide policy and operational support to Governments and cities with respect to urban governance, legislation and land. Building on the experience of the Global Land Tool Network and in partnership with local government organizations, UN-Habitat will address existing urban land problems and opportunities as requested by Member States and also support the development of adequate legislation and governance models for inter-municipal cooperation. In addition, it will promote the international guidelines on decentralization and strengthening of local authorities and on access to basic services for all, as well as social inclusion and participation.

12.12 Subprogramme 2, Urban planning and design, will provide city and national governments with a set of tested approaches, guidelines and tools to support the management of growth and improved sustainability, efficiency and equity of cities through planning and design at different scales, that is, the slum and neighbourhood, city, regional, national and supranational scales. This subprogramme will also focus on how urban planning and design can enhance climate change mitigation and adaptation action. Special attention will be paid to promoting, within the context of decentralization and multilevel governance, a number of critical principles, such as optimizing the population and economic density of urban settlements and, where appropriate, mixed land-use, diversity and better connectivity.

12.13 Subprogramme 3, Urban economy, will promote urban strategies and policies that strengthen the capacity of cities to realize their potential as engines of economic development and also enhance their contribution to employment and wealth creation.

The subprogramme will, in particular, contribute to the formulation and implementation of effective urban strategies and policies supportive of local economic development, creation of decent urban jobs and livelihoods, especially for young people, and enhanced municipal finance. UN-Habitat will work on implementation of the outcome of the United Nations Conference on Sustainable Development regarding the issue of sustainable development and poverty eradication, as applicable to urban development.

12.14 Subprogramme 4, Urban basic services, will place emphasis on strengthening policies and institutional frameworks for expanding access to urban basic services, specifically targeted at the urban poor. Policy and technical assistance will be provided to partner countries and local authorities. The subprogramme will have four programmatic clusters, namely: (a) water and sanitation; (b) urban waste management; (c) urban mobility; and (d) urban energy.

12.15 Subprogramme 5, Housing and slum upgrading, will advocate a twin-track approach that focuses on improving the supply and affordability of new housing through the supply of serviced land and housing opportunities at scale, which can curb the growth of new slums, alongside implementing citywide and national slum-upgrading programmes that can improve housing conditions and quality of life in existing slums. In this work, the subprogramme will promote the active participation of residents and their grass-roots organizations in the formulation, prioritization, implementation and post-implementation phases of both formal housing development and slum upgrading.

12.16 Subprogramme 6, Risk reduction and rehabilitation, will engage in both reducing urban risk and responding to urban crises through its Resilient Cities Programme and Settlements Recovery Programme, respectively, in partnership with the United Nations International Strategy for Disaster Reduction and the Making Resilient Cities Campaign. The subprogramme will address crisis-affected cities in terms of both disaster prevention and disaster response. The five key entry points for urban risk reduction and post-crisis reconstruction will be: shelter and housing; basic infrastructure and services; land use and tenure; climate change and urban environment; and economic recovery and livelihoods.

12.17 Subprogramme 7, Research and capacity development, will monitor the slum target of the Millennium Development Goals and, in general, the Habitat Agenda. The *Global Report on Human Settlements* and the *State of the World's Cities* will report the results of global monitoring and assessment work to Governments and Habitat Agenda partners. UN-Habitat will publish official statistics globally through the Urban Indicators Programme and support the production of local urban knowledge and the establishment of urban platforms, the urban observatories that collect and analyse data on indicators. Information and knowledge on best practices and lessons learned in terms of policies, programmes and institutional arrangements that are fit-for-purpose for different urban contexts and urban services delivery systems will be collected and disseminated as part of an agency-wide cross-cutting activity. Also at the country level, the subprogramme will provide expertise in developing institutional and individual capacities to ensure that the delivery of evidence-based policies and programmes benefit urban stakeholders.

12.18 In order to address the disparities between men and women in decision-making at all levels and the differences in access to land and housing, as well as the benefits from programmes that have been implemented, UN-Habitat will assess the

gender implications of all planned normative and operational programmes, in line with its Gender Equality Action Plan. UN-Habitat will conduct gender analysis on all projects in order to identify gender gaps and determine policies as well as strategies for addressing them. The efforts of UN-Habitat in promoting women's access to shelter will continue to be strengthened, in line with the 2005 World Summit Outcome (General Assembly resolution 60/1).

12.19 While each branch will lead the implementation of its corresponding subprogramme, all branches will work closely and collaborate in implementing planned activities. Results-based management will continue to shape programme planning and implementation, monitoring and reporting, as well as evaluation of UN-Habitat. During the period, UN-Habitat will evaluate a significantly higher proportion of projects and programmes. The programme of work will also incorporate lessons learned best practices and the conclusions and recommendations of the sessions of the World Urban Forum. UN-Habitat will mainstream youth, environment and partnerships. Special efforts will be made to promote North-South cooperation and South-South exchange of experiences.

12.20 In executing its programme of work, UN-Habitat will cooperate and collaborate with other United Nations organizations to deliver its planned global results. It will work closely with Governments, local authorities, international financial institutions, regional development banks, public-private partnerships, Habitat national forums, academic and research institutions and many other Habitat Agenda partners, in line with its partnership strategy. The biennial World Urban Forum to be held in 2014 and the World Urban Campaign launched in March 2010, are some of the mechanisms for global advocacy on human settlement issues and for cooperation with Governments and Habitat Agenda partners.

Subprogramme 1

Urban legislation, land and governance

Objective of the Organization: To increase access to urban land, adoption of enabling urban legislation and establishment of decentralized governance that foster equitable sustainable urban development, including urban safety

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of local and national governments and other Habitat Agenda partners to implement enabling legislation to improve urban extension, densification, urban planning and local government finance	(a) Increased number of local and national governments and other Habitat Agenda partners that are implementing laws on urban extension, densification, urban planning and local government finance
(b) Increased capacity of local and national governments and other Habitat Agenda partners to implement programmes that improve security of tenure for vulnerable groups, including women, youth, indigenous people and minorities	(b) Increased number of local and national governments and other Habitat Agenda partners that are implementing programmes to improve security of tenure for vulnerable groups, including women, youth, indigenous people and minorities

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| <p>(c) Increased capacity of local and national governments and other Habitat Agenda partners to improve governance and decentralization processes, institutions and urban safety</p> | <p>(c) (i) Increased number of cities, national authorities and Habitat Agenda partners that have increased capacity to improve governance processes, institutions and urban safety</p> <p>(ii) Increased number of local and national governments and other Habitat Agenda partners implementing the Guidelines on Decentralization and Strengthening of Local Authorities, the Guidelines on Access to Basic Services for All and the Guidelines for the Prevention of Crime</p> |
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Strategy

12.21 The responsibility for the subprogramme is vested in the Urban Legislation, Land and Governance Branch. The Branch will support projects that bring about upstream systemic changes, as well as those which deliver results such as increased supply of serviced land for the expansion of cities. The planned results will be realized through a range of interrelated strategies and interventions, as follows:

- (a) Creating and nurturing an urban network that will engage in knowledge creation, dissemination of information, advocacy and maximization of the impact of interventions. The network strategy will draw on in-house experience in bringing together key stakeholders under a shared agenda and values and a common goal. Following the same principles, a global network on safer cities will contribute to city-to-city dialogue and exchange of visions on public policies for urban safety;
- (b) Piloting tools in the field through demonstration projects, some of which will be set out in manuals and guidelines;
- (c) Developing capacity of local and national authorities and other Habitat Agenda partners, including carrying out comprehensive capacity assessment of tools for each area of work. Tools, such as business process mapping, will be used to critically look into institutions and identify ineffectual practices, promote learning and provide technical advisory support that can align organizational capacities with proposed interventions or reforms;
- (d) Developing new knowledge and documenting existing good practices. From the legal perspective, tools such as legislation for land readjustment and planning, among others, will be identified and developed and adapted, as appropriate. The planned results will be realized through the application of tools and services and by deploying in-house capacity and pooling the expertise of partners;
- (e) Working across government departments in urban planning, land, housing and local government finance in specific geographic areas, which will facilitate synergy and organizational coherence. There will also be sharing of expertise, tools and instruments for planning, implementation and evaluation to achieve better coordination between and within activities that are led from headquarters and the field;

(f) Drawing on experience from the Global Land Tool Network, a number of initiatives, at the core of which is a web-based legal facility, will be used to draw in partners, supply a database of legislation, provide a roster of urban legal consultants and build and disseminate knowledge. These will target national Governments, cities and Habitat Agenda partners. In order to promote and increase the results of intervention, this facility will also open up advocacy and communication modules for governance activities;

(g) Taking note of present different regional characteristics, developments and challenges. The work on governance, social cohesion and urban safety will address those specificities and design and implement region-specific strategies and programmes;

(h) Implementing country and city-level activities will be important. Some governance issues will need national entry points and others will be addressed through city-level engagement;

(i) Identifying and focusing on quick wins, high impact and low-cost interventions will also be important. Urban legal interventions will have city, subnational and national level interfaces, depending on where legislation is enacted in a given country (national, state and local levels).

Subprogramme 2

Urban planning and design

Objective of the Organization: To improve policies, plans and designs for more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change, at the city, regional and national levels

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved policies and frameworks for planning and design of compact, integrated and connected cities adopted by partner city, regional and national authorities	(a) Increased number of partner city, regional and national authorities that have adopted policies and frameworks that support planning and design of compact, socially inclusive, integrated and connected cities
(b) Strengthened capacities of city, regional and national authorities to adopt plans and designs for compact, socially inclusive, integrated and connected cities	(b) Increased number of partner city, regional and national authorities that have adopted plans and designs for compact, socially inclusive, integrated and connected cities
(c) Improved capacity of partner city, regional and national authorities to adopt policies and strategies that contribute to the mitigation of and adaptation to climate change	(c) Increased number of partner city, regional and national authorities that have adopted strategies and policies that contribute to climate change mitigation and adaptation

Strategy

12.22 The responsibility for the subprogramme is vested in the Urban Planning and Design Branch. Based on its comparative advantage and in line with the six-year 2014-2019 strategic plan, the subprogramme will lead the implementation of subprogramme 2. The strategy for achieving the planned results is informed by evidence-based best practices and lessons learned from experience. The strategy for implementing the programme of work is as follows:

(a) Promoting, within the context of decentralization and multilevel governance and through multi-stakeholder processes, a number of critical principles, such as optimizing the population and economic density of urban settlements, where appropriate, mixed land-use, diversity, better social capital, innovation and better connectivity in order to take advantage of agglomeration of economies and to minimize mobility demand. In particular, the new approach will emphasize the need to plan in advance for urban population growth, in phases, taking into account the scale of the challenges and the need for job creation and social capital development. The approach will build on local cultural values and promote endogenous development, within the context of regional, national and global development;

(b) Improving urban planning and design at the national, regional and local levels will be operationalized within the framework of decentralization as broadly provided for by the Guidelines on Decentralization and the Strengthening of Local Authorities and other key UN-Habitat documents;

(c) Providing city, subnational and national governments with a set of tested approaches, guidelines and tools to support the management of growth and improved sustainability, efficiency and equity of cities through planning and design at different scales, that is, the slum, neighbourhood, city, regional, national and supranational scales;

(d) Building capacity at the global, national and local levels, supported by dedicated strategies and programmes, including human resources, tool development, resource development, organizational development and institution-strengthening components;

(e) Assuming a catalytic role by reinforcing existing partnerships and establishing new strategic ones within the United Nations system, non-governmental organizations, educational establishments, scientific institutions and financial bodies that have the collective financial resources, infrastructure and expertise to work with the subprogramme;

(f) Working within the United Nations country team framework to mainstream urban planning and design within the overall approach to urban sector support.

Subprogramme 3

Urban economy

Objective of the Organization: To improve urban strategies and policies that are supportive of inclusive economic development, creation of decent jobs and livelihoods and enhanced municipal finance

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of partner cities to adopt strategies that are supportive of inclusive economic development	(a) Increased number of partner cities that have adopted strategies that are supportive of inclusive economic development as evidenced by the priorities that have been set, economic base analysis and establishment of strategic partnerships
(b) Improved capacity of partner cities to adopt urban policies and programmes that are supportive of increased employment and economic opportunities and enhanced livelihoods with a focus on urban youth and women	(b) Increased number of partner cities that have adopted policies and programmes that are supportive of increased employment and economic opportunities and enhanced livelihoods with a focus on urban youth and women
(c) Improved solutions and measures to increase the financial resources of partner cities	(c) Increased amount of financial resources raised by partner cities

Strategy

12.23 Responsibility for subprogramme 3 rests with the Urban Economy Branch, which leads the implementation of the subprogramme. The subprogramme is dedicated to strengthening the capacity of cities to create resources that enable equitable economic development, employment creation and financing of urban growth, with a focus on the specific needs of youth, women and other vulnerable groups. The subprogramme will take the lead in applying urban economic approaches in order to realize the objective of sustainable urbanization. The subprogramme will seek to scale up interventions and play a catalytic role, along with established partners, to build capacity for integrated economic approaches to the management, planning and financing of cities. The subprogramme will apply tools on economic analysis, strategies and approaches to support the economic development components, articulation and linkages within the work of other subprogrammes, such as planning, basic urban services, land and housing. The strategies for achieving planned results include:

(a) Working through regional offices and key partners at the global, regional and national levels, the subprogramme will customize region-specific tools, strategies and policies to provide cities with innovative economic solutions to sustainably manage their growth;

(b) Using as leverage the UN-Habitat experience of having developed and field-tested a number of local economic development and financial management toolkits, the subprogramme will work with cities to develop integrated approaches

to improve their productivity and competitiveness by building upon local capacities. This will be achieved by supporting the design and implementation of inclusive city-wide economic development policies and strategies in partnership with local authorities, community leaders, the private sector and other intergovernmental organizations;

(c) Advocating for best practices in the area of city-wide economic development, shared through the implementation of projects in partner cities;

(d) Identifying, developing, testing and disseminating appropriate forms of municipal financing to fund urban development in cities to better manage their growth. The subprogramme will work closely with the urban legislation team to ensure there is an enabling legislative environment for municipalities to operate and improve;

(e) Assisting local authorities in improving current operational efficiency and accessing sources of finance by building capacity to deploy innovative municipal revenue-generation mechanisms and harnessing local assets, leading to improved local service delivery and infrastructure;

(f) Supporting the design and implementation of youth economic empowerment models based on the UN-Habitat experience of implementing one-stop centres and managing the Urban Youth Fund projects;

(g) Increasing youth's access to entrepreneurship, livelihoods and incomes and developing model programmes derived from best practices to build the capacity of local authorities and youth non-governmental organizations to mainstream these into their programmes and services;

(h) Intensifying ongoing partnerships with Habitat Agenda partners and United Nations organizations to provide partner cities with state-of-the-art tools to build better synergy between local authorities and other key partners to seize emerging economic development opportunities and to face the challenges posed by unemployment and lack of income-generating opportunities.

Subprogramme 4

Urban basic services

Objective of the Organization: To increase equitable access to urban basic services and improve the standard of living of the urban poor

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of local, regional and national authorities to implement policies for increasing equitable access to sustainable urban basic services	(a) Increased number of local, regional and national authorities implementing policies and guidelines on access to basic services for all
(b) Increased flow of investments into urban basic services catalysed by UN-Habitat programmes in partner countries	(b) Increased amount of investments into urban basic services accrued from partnerships with other organizations

(c) Increase in the sustainable use of sustainable urban basic services in partner cities

(c) (i) Increased percentage of consumers in partner cities with reduced per capita domestic consumption of water

(ii) Increased percentage of households in partner cities using modern energy

(iii) Increased percentage of population in partner cities using sustainable modes of transport

Strategy

12.24 The responsibility for implementation of this subprogramme is vested in the Urban Basic Services branch. A key focus of subprogramme 4 is strengthening policies and institutional frameworks for increasing equitable access to urban basic services and improving the standard of living of the urban poor. Policy and technical assistance will be provided to partner city, regional and national authorities to: (a) rehabilitate and expand urban infrastructure and services to keep pace with growing demand; (b) ensure institutional efficiency and effectiveness in service provision; and (c) provide adequate levels of service for the urban poor. The strategies for achieving the results in the four programmatic clusters of water and sanitation, urban waste management, urban mobility and urban energy will be as follows:

(a) Supporting efforts by Governments in developing countries in their pursuit of the Millennium Development Goals for water and sanitation. This will be achieved through city-level demonstration projects, institutional strengthening of service providers and engagement in national policy and reform processes. Focus will also be on advocacy and support to water and sanitation-related political processes and on the holding of events to raise the profile of pro-poor urban water and sanitation issues and their integration in sector policy and practices;

(b) Enhancing the capacity of local actors in solid waste and wastewater management. Support will be provided for pilot demonstration projects, including technical assistance in setting-up community-based solid-waste management systems;

(c) The subprogramme will promote sustainable mobility options with a particular emphasis on the needs of the urban poor in developing countries. The central task will be to encourage transport policies and investments that contribute to improved urban productivity, a reduction in energy consumption and better living and working conditions for urban residents. The focus will be on three strategic areas, namely: global advocacy; knowledge dissemination and technical assistance in the development of national policy frameworks; and investment strategies for enabling sustainable urban mobility;

(d) Increasing access to modern, clean and reliable energy services for the urban poor. Emphasis will also be on energy efficiency and the use of renewable energy technologies by promoting those technologies and mainstreaming energy-efficiency measures into housing policies, building codes and building practices. Key activities will include demonstration projects, advocacy and awareness-raising

on the importance of energy for sustainable development and engagement in policy and legislation;

(e) The subprogramme will catalyse the flow of investment into urban basic services by forging strategic partnerships with regional development banks and bilateral donors. UN-Habitat will provide pre-investment resources and the development banks will provide resources for the capital-intensive components of the interventions. The catalytic role will also be achieved through city-level model demonstration projects, institutional strengthening of service providers and engagement in national policy and reform processes. The subprogramme will engage in advocating with other development partners with financial resources to replicate and scale up successful model projects.

Subprogramme 5

Housing and slum upgrading

Objective of the Organization: To increase access to adequate housing and improve the standard of living in existing slums

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Housing reforms, policies and programmes are implemented	(a) (i) Increased number of local, regional and national authorities that are implementing sustainable housing policies and programmes that improve access to adequate housing (ii) Increased number of countries that are working towards the realization of the right to adequate housing as a component of the right to an adequate standard of living, particularly the reduction of unlawful forced evictions (iii) Increased number of countries that are implementing sustainable building codes and regulations
(b) Improved slum upgrading and prevention policies and programmes are implemented	(b) Increased number of city and national authorities that are able to implement slum upgrading and prevention programmes
(c) Strengthened capacity of targeted vulnerable groups to improve their living conditions	(c) Increased number of vulnerable groups with better capacity to improve their living conditions

Strategy

12.25 The responsibility for implementing subprogramme 5 is vested in the Housing and Slum Upgrading Branch. This subprogramme will make a substantive

and progressive contribution towards the achievement of the Millennium Declaration and the Johannesburg Plan of Implementation, targeting slums. The strategy for implementing the work programme is based on a twin-track approach that focuses on improving the supply and affordability of new housing, which will curb the growth of new slums, alongside implementing citywide slum upgrading programmes that will improve housing conditions and the quality of life in existing slums. In summary, the strategy will be to:

(a) Initiate the evaluation of the results of the Global Strategy for Shelter to the Year 2000, to understand its achievements and failures through analysis of case studies and identification of best practices, innovative approaches and modalities built on lessons learned;

(b) Develop a Global Housing Strategy to the Year 2025 through a participatory process, including regional and national housing policy dialogues targeting improvements in adequate housing delivery and improvement of slums. The Global Housing Strategy promotes a paradigm change in housing policy and practice and the adoption of evidence-based and well-informed policies;

(c) The subprogramme will promote increased access to adequate housing, slum upgrading and prevention and community management through five cross-cutting strategies: advocacy; knowledge management; policy advice; capacity development at the global, regional and local levels; and support for implementation at the national and local levels. Guidance will be developed to support partners in implementing their mandates and roles in providing housing and slum upgrading and prevention and in developing capacity at the global, national and local levels to promote sustainable delivery of housing and slum upgrading and prevention. These will be supported by dedicated strategies and programmes, including human resources, tool development, resource and organizational development and institutional strengthening components;

(d) Enhance the opportunities of achieving an impact at the country level through playing a catalytic role in the concerted efforts of key actors, including national and local governments, civil society, academia, the private sector, the media, international actors and others by encouraging the establishment of national Habitat committees (see General Assembly resolution 62/198) to take the lead in urban and housing development and slum improvement and prevention.

Subprogramme 6

Risk reduction and rehabilitation

Objective of the Organization: To increase the resilience of cities to the impacts of natural and human-made crises and undertake rehabilitation in ways that advance sustainable urban development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved urban risk-reduction policies, strategies and programmes adopted for greater resilience of cities and other human settlements	(a) Increased percentage of local, regional and national governments that have included urban risk reduction and management in their development master plans

(b) Improved effectiveness of settlements recovery and reconstruction interventions for long-term sustainability in cities and other human settlements	(b) (i) Increased percentage of partner cities and other human settlements that have implemented sustainable urban reconstruction programmes (ii) Increased number of emergency interventions integrating long-term development and risk reduction undertaken
(c) Shelter rehabilitation programmes' crisis responses have contributed to sustainable and resilient cities and other human settlements	(c) Increased percentage of shelter rehabilitation programmes contributing to disaster-resilient permanent housing

Strategy

12.26 The responsibility for subprogramme 6 rests with the Risk Reduction and Rehabilitation Branch, which leads activities relating to urban risk reduction, emergency and early recovery. The subprogramme will provide substantive support and monitor the projects under its responsibility, including knowledge management activities relating to the substantive themes. The strategy for implementing the subprogramme will be to:

- (a) Facilitate coordination and support implementation of all urban risk reduction, settlements recovery and shelter rehabilitation work of UN-Habitat through the provision of technical support to field operations, regional offices and other thematic branches of the Programme;
- (b) Generate knowledge, lessons learned, tools, guidelines and policy review with respect to UN-Habitat projects;
- (c) Contribute to inter-agency cooperation, partnerships and networking for emergency interventions linked to long-term technical and capacity-building support to countries facing or recovering from crisis to improve efficiency and facilitate early recovery in line with UN-Habitat policy;
- (d) Provide substantive inputs to the Inter-Agency Standing Committee member organizations at the global and country levels to promote sustainable settlements recovery and reconstruction;
- (e) Maximize the use of humanitarian funding (where possible) to catalyse early recovery;
- (f) Utilize humanitarian funding resources for meeting immediate needs and catalysing early recovery of settlements through implementation of UN-Habitat policy addressing human settlements and crisis; collaborate with humanitarian agencies and United Nations country teams to link humanitarian action to development planning processes at the local and national levels;
- (g) Facilitate the design and implementation of sustainable disaster risk reduction programmes in support of the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters and other urban risk reduction initiatives;

(h) Promote development of appropriate legal and regulatory frameworks related to human settlements addressing land rights, security of tenure, long-term economic revitalization and local economic development, provision of basic infrastructure, strategic land use planning and restoration of urban environments;

(i) The subprogramme will promote all post-crisis programming and projects associated with the risk-reduction, settlements recovery and shelter rehabilitation projects to integrate strategic, incremental and capacity development-oriented activities designed with long-term goals.

Subprogramme 7

Research and capacity development

Objective of the Organization: To improve knowledge on sustainable urbanization issues and capacity for formulation and implementation of evidence-based policies and programmes at the national, local and global levels

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved monitoring of urban conditions and trends	(a) (i) Increased number of urban observatories using UN-Habitat monitoring tools, methods and data (ii) Increased number of national statistical offices producing urban data and indicators
(b) Improved knowledge of sustainable urbanization issues at the local, national and global levels	(b) (i) Increased percentage of local and national governments that have used UN-Habitat flagship publications, the best practices database, training and capacity development tools and guidelines (ii) Increased number of countries producing national cities reports to enhance local and national policy planning
(c) Increased capacities of national and local authorities and partners to formulate and implement informed policies and programmes	(c) (i) Increased number of local and national authorities that are utilizing evidence-based information to formulate policies and programmes (ii) Increase in the number of policies and programmes utilizing evidence-based information

Strategy

12.27 The Research and Capacity Development Branch leads in the implementation of subprogramme 7. The strategy of the subprogramme is to collect, synthesize and translate data into knowledge that subsequently supports the formulation of more informed policies through capacity development. More specifically, the subprogramme will:

- (a) Collaborate with a range of strategic partners to produce results that are cost-effective and maximize the impact of interventions;
- (b) Increase awareness by producing a critical mass of information, through selected publications, including the flagship reports, which are disseminated in various languages to advance the urban agenda;
- (c) Carry out and disseminate research on key and emerging topics, such as the financial housing crisis, exclusion in European cities, social changes in cities and urban futures, on request. Knowledge and innovations emerging from global research will be contextualized to regional and local realities and channelled through tailored capacity development tools and programmes;
- (d) Work with key partners, such as urban observatories, national statistical offices, academic institutions and local government training institutions on monitoring local and national conditions and integrating the UrbanInfo software, Geographic Information System techniques and specific knowledge on urban policy issues;
- (e) Develop capacity to support organizational restructuring, business process analysis and re-engineering, vertical coordination, learning and education and training for local and national authorities and partners;
- (f) Strengthen the connection between information, knowledge and policymaking at the city level and other levels of government, to enhance coordination efficiency.

Legislative mandates

General Assembly resolutions

3327 (XXIX)	Establishment of the United Nations Habitat and Human Settlements Foundation
34/114	Global report on human settlements and periodic reports on international cooperation and assistance on human settlements
S-25/2	Declaration on Cities and Other Human Settlements in the New Millennium
53/242	Report of the Secretary-General on environment and human settlements
55/2	United Nations Millennium Declaration

56/206	Strengthening the mandate and status of the Commission on Human Settlements and the status, role and functions of the United Nations Centre for Human Settlements (Habitat)
58/217	International Decade of Action, "Water for Life", 2005-2015
59/239	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
60/1	2005 World Summit Outcome
61/200	Natural disasters and vulnerability
63/281	Climate change and its possible security implication
64/135	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
64/213	Fourth United Nations Conference on the Least Developed Countries
65/1	Keeping the promise: united to achieve the Millennium Development Goals
65/10	Sustained, inclusive and equitable economic growth for poverty eradication and achievement of the Millennium Development Goals
65/133	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
65/135	Humanitarian assistance, emergency relief, rehabilitation, recovery and reconstruction in response to the humanitarian emergency in Haiti, including the devastating effects of the earthquake
65/136	Emergency and reconstruction assistance to Haiti, Saint Lucia, Saint Vincent and the Grenadines and other countries affected by Hurricane Tomas
65/153	Follow-up of the International Year of Sanitation, 2008
65/158	International cooperation to reduce the impact of the El Niño phenomenon
65/165	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
66/137	United Nations Declaration on Human Rights Education and Training
66/199	International Strategy for Disaster Reduction
66/227	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

Economic and Social Council resolutions

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| 2003/62 | Coordinated implementation of the Habitat Agenda |
| 2011/6 | Mainstreaming a gender perspective into all policies and programmes in the United Nations system |
| 2011/21 | Human settlements |

Governing Council resolutions

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| 19/4 | Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme |
| 19/5 | Implementing and monitoring the goal of the United Nations Millennium Declaration on improving the lives of slum-dwellers |
| 19/11 | Strengthening the United Nations Habitat and Human Settlements Foundation |
| 19/18 | Human settlements development in the occupied Palestinian territories |
| 20/1 | Youth and human settlements |
| 20/6 | Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals |
| 20/7 | Gender equality in human settlements development |
| 20/15 | Habitat Programme Managers and regional offices |
| 20/16 | Enhancing the involvement of civil society in local governance |
| 20/17 | Post-conflict, natural and human-made disaster assessment and reconstruction |
| 20/18 | Decentralization and strengthening of local authorities |
| 20/20 | Thirteenth session of the Commission on Sustainable Development |
| 21/2 | Medium-term strategic and institutional plan for 2008-2013 |
| 21/3 | Guidelines on decentralization and strengthening of local authorities |
| 21/7 | Sustainable public-private partnership incentives for attracting large-scale private-sector investment in low-income housing |
| 21/8 | Africa fund/financing mechanism on slum prevention and upgrading |
| 21/9 | Women's land and property rights and access to finance |

21/10	Strengthening the Habitat and Human Settlements Foundation: experimental financial mechanisms for pro-poor housing and infrastructure
22/1	Third session of the United Nations Conference on housing and sustainable development
22/3	Cities and climate change
22/4	Strengthening the development of urban young people
22/8	Guidelines on access to basic services for all
23/1	Gender equality and empowerment of women in sustainable urban development
23/3	Support for pro-poor housing
23/4	Sustainable urban development through access to quality urban public spaces
23/5	World Urban Forum
23/7	Urban youth development: the next step
23/8	Third United Nations conference on housing and sustainable urban development
23/9	Global and national strategies and frameworks for improving the lives of slum-dwellers beyond the Millennium Development Goals target
23/10	Future activities by the United Nations Human Settlements Programme in urban economy and financial mechanisms for urban upgrading, housing and basic services for the urban poor
23/11	Work programme and budget of the United Nations Human Settlements Programme for the biennium 2012-2013
23/12	Coordinated implementation of the guidelines on access to basic services for all and the guidelines on decentralization and strengthening of local authorities
23/13	Governance of the United Nations Human Settlements Programme
23/14	Sustainable urban development through policies for safer cities and urban crime prevention
23/16	Formulation of a global housing strategy
23/17	Sustainable urban development through expanding equitable access to land, housing, basic services and infrastructure
23/18	Natural disaster risk reduction, preparedness, prevention and mitigation as a contribution to sustainable urban development

Programme 13

International drug control, crime and terrorism prevention and criminal justice

Overall orientation

13.1 The United Nations Office on Drugs and Crime (UNODC) works with Member States to enhance their efforts to combat the intertwined problems of drug use, trafficking, transnational crime, corruption and terrorism by helping to create and strengthen legislative, judicial and health systems to safeguard some of the most vulnerable persons in society.

13.2 Global criminal activities are transforming the international system by posing an increasingly strategic threat to Governments, civil societies and economies. Global trafficking networks are likewise having a major impact on public security and development and on business and finance. UNODC aims to provide support to the community of nations with relevant forums to arrive at common strategies and tools to address these transnational threats.

13.3 The conceptual foundation for these joint responses is the notion of the rule of law, which includes comprehensive legislation, effective international cooperation, public security, justice and a fair, accessible, accountable, effective and credible criminal justice system. Furthermore, in this regard, the fight against the world drug problem is a common and shared responsibility, requiring an integrated and balanced approach, and must be carried out in full conformity with the purposes and principles of the Charter of the United Nations and international law, and in particular with full respect for the sovereignty and territorial integrity of States, the principle of non-intervention in the internal affairs of States and all human rights and fundamental freedoms. Therefore, there must be a continued determination to overcome the world drug problem through the full and balanced application of national, regional and international strategies to reduce the demand for, production of and trafficking in illicit drugs. A fair, accessible, accountable, effective and credible criminal justice system acts as a shield against the effects of crime, trafficking, corruption and instability. Development and the rule of law together promote the licit use of resources rather than their criminal abuse: trafficking in persons and the smuggling of migrants, as well as illicit trafficking in endangered species of wild fauna and flora, cultural property, drugs and firearms.

13.4 The policy directions of the United Nations Office on Drugs and Crime are grounded in: (a) the international drug control conventions, the United Nations Convention against Transnational Organized Crime and the Protocols thereto (United Nations, *Treaty Series*, vols. 2225, 2237, 2241 and 2326, No. 39574), the United Nations Convention against Corruption (United Nations, *Treaty Series*, vol. 2349, No. 42146) and the universal legal instruments against terrorism in all its forms and manifestations; (b) the Millennium Declaration (see General Assembly resolution 55/2); (c) key resolutions of legislative organs, in particular General Assembly resolution 46/152, establishing the crime prevention and criminal justice programme, and resolutions 45/179 and 46/185 C on the drug control programme; (d) the twentieth special session of the General Assembly on countering the world drug problem; (e) the Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century, adopted by the Tenth United Nations

Congress on the Prevention of Crime and the Treatment of Offenders (General Assembly resolution 55/59, annex), the related plans of action (General Assembly resolution 56/261, annex) and the Salvador Declaration on Comprehensive Strategies for Global Challenges: Crime Prevention and Criminal Justice Systems and Their Development in a Changing World, adopted at the Twelfth United Nations Congress on Crime Prevention and Criminal Justice, held in Salvador, Brazil, from 12 to 19 April 2010 (General Assembly resolution 65/230, annex); (f) the recommendations resulting from the 2005 World Summit Outcome (General Assembly resolution 60/1); (g) Economic and Social Council resolutions 2007/12 and 2007/19; and (h) the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem, as adopted by the Commission on Narcotic Drugs at the high-level segment of its fifty-second session (United Nations publication, Sales No. E.10.XI.8).

13.5 The Office's work flows logically from these mandates and is reflected in its mission, which is "to contribute to the achievement of security and justice for all by making the world safer from drugs, crime and terrorism" (see E/CN.7/2007/14-E/CN.15/2007/5).

13.6 In implementing its strategy for the period 2012-2015, the Office has responded to the growing demand for its services by establishing a strongly integrated mode of programme planning and implementation. Member States have also expressed their support for the integrated programming approach to programme cycle management. Essential to this approach is the development of regional programmes, which allow the Office to respond to Member States' priorities in a more sustainable and coherent manner. By building on the normative and technical skills of its staff, the Office has realigned its work to ensure continuity between the normative and operational and technical assistance aspects. This new approach focuses on leveraging the Office's scarce technical resources to provide a greater volume and quality of services in the field. Notably, this approach deepens the engagement with a wide cross-section of stakeholders from Member States, including academic, technical, political and civil society actors. Also, it should be noted that this process of realignment is a dynamic and ongoing one, and as such any imbalances in terms of resources reflect an evolutionary stage in the development of the Office.

13.7 Human rights, peace and security and development are the three interlinked and mutually reinforcing pillars of the United Nations enshrined in the Charter. The Office will continue promoting a comprehensive response to transnational organized crime through the integration of human rights and more equitable socioeconomic conditions into its programme planning, monitoring and evaluation. The Office will also continue promoting the adoption of United Nations standards and norms on crime prevention and criminal justice, as well as ensuring the maximum positive impact of the Office's work in terms of human rights.

13.8 In order to enhance the Office's effectiveness and accountability, the programme for the biennium 2014-2015 has been reorganized into six thematic subprogrammes and three subprogrammes under which the Office provides cross-cutting services to Member States; the main United Nations policymaking organs in matters of international drug control, crime prevention and criminal justice, which function as governing bodies of the Office (the Commission on Narcotic Drugs and

its subsidiary bodies, the Commission on Crime Prevention and Criminal Justice, the United Nations Congress on Crime Prevention and Criminal Justice, the Economic and Social Council and the General Assembly); and the International Narcotics Control Board.

13.9 Each subprogramme falls within the current three-division organizational structure, which allows for the leveraging of complementarities and synergies between divisions and field operations, as thematic experts of the Office will perform both normative and operational work.

13.10 In pursuing its objectives, UNODC will make every effort to integrate a gender perspective. Furthermore, the Office is updating its technical assistance planning documents to ensure the collection of gender-disaggregated data, in particular on issues related to drug abuse, drug dependence, human trafficking and women in the criminal justice system.

Subprogramme 1

Countering transnational organized crime and illicit drug trafficking

Objective of the Organization: To promote effective responses to transnational organized crime, illicit trafficking and illicit drug trafficking by facilitating the implementation at the normative and operational levels of the relevant United Nations conventions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased technical assistance implemented, at the request of Member States, to promote the ratification of the international drug control conventions and the United Nations Convention against Transnational Organized Crime and the Protocols thereto	(a) (i) Number of States parties ratifying the United Nations Convention against Transnational Organized Crime drawing on the assistance of UNODC (ii) Number of States parties ratifying the Protocols to the United Nations Convention against Transnational Organized Crime drawing on the assistance of UNODC (iii) Number of States parties whose implementation of the United Nations Convention against Transnational Organized Crime and its Protocols is reviewed
(b) Increased regional and international cooperation in combating transnational organized crime, illicit trafficking and illicit drug trafficking with the assistance of UNODC in accordance with its mandate	(b) (i) Number of regional initiatives developed to combat Transnational Organized Crime and illicit trafficking through cooperation agreements facilitated and/or supported by UNODC

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| <p>(c) Enhanced capacity of the Secretariat to support Member States, at their request, in taking effective action against transnational organized crime and emerging drug and specific crime issues, including in the areas of illicit drug trafficking, money-laundering, trafficking in persons and smuggling of migrants, as well as illicit trafficking of firearms</p> | <p>(ii) Number of mechanisms established or strengthened through UNODC and within the context of its mandates with a view to promoting enhanced cooperation and information-sharing between criminal justice agencies within and across borders, including for anti-money-laundering purposes</p> <p>(iii) Enhanced coordination and cooperation among United Nations agencies members of the Inter-Agency Coordination Group against Trafficking in Persons</p> |
| <p>(c) Enhanced capacity of the Secretariat to support Member States, at their request, in taking effective action against transnational organized crime and emerging drug and specific crime issues, including in the areas of illicit drug trafficking, money-laundering, trafficking in persons and smuggling of migrants, as well as illicit trafficking of firearms</p> | <p>(c) (i) Number of countries in receipt of UNODC assistance for institutional strengthening and capacity-building</p> <p>(ii) Number of strategies and policies to prevent and combat money-laundering and financing of terrorism and to facilitate confiscation of assets, developed by countries in receipt of assistance from UNODC</p> <p>(iii) Number of Member States drawing on the assistance of UNODC to adopt, adapt or review domestic legislation to implement the provisions of the legal instruments relating to drugs and crime, in particular the United Nations Convention against Transnational Organized Crime and its Protocols</p> <p>(iv) Increased number of legal and/or operational tools and good practices on transnational organized crime brokered and/or supported by UNODC</p> |
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Strategy

13.11 Substantive responsibility for the subprogramme is vested in the Division for Treaty Affairs. The objective will be achieved by pursuing a multipronged strategy for an effective international regime against organized crime and illicit trafficking, consisting mainly of:

- (a) Promoting the ratification and implementation of the international instruments on drugs, organized crime and the protocols against trafficking in persons, smuggling of migrants and firearms, especially by providing policy advice at the global, regional and national levels, legal advisory and legislative support

services, and technical assistance to strengthen the criminal justice system; protecting the rights of victims and witnesses of crime and smuggled migrants; preventing crime; and facilitating international cooperation;

(b) Coordinating and monitoring the follow-up of the mandates contained in the relevant resolutions and decisions of the treaty-based organs and governing bodies, including the mandates related to the implementation of the United Nations Global Plan of Action to Combat Trafficking in Persons;

(c) Performing secretariat functions for the Conference of the States Parties to the Convention against Transnational Organized Crime and the Protocols thereto, as well as for the established working groups of the Conference of the States Parties;

(d) Coordinating and collaborating with other relevant actors in accordance with their respective mandates, especially the institutes comprising the United Nations crime prevention and criminal justice network and intergovernmental organizations at the international, regional and subregional levels, emphasizing combating organized crime and illicit drug trafficking and trafficking in persons and smuggling of migrants, as well as illicit firearms trafficking;

(e) Providing technical assistance including training to Member States, upon request, to enhance national justice systems through various forms of technical cooperation to combat organized crime and illicit trafficking, including trafficking in persons and smuggling of migrants and of firearms;

(f) Developing and disseminating manuals, toolkits, reports and issue papers to combat organized crime and trafficking, including trafficking in persons and smuggling of migrants and of firearms.

Subprogramme 2

Prevention, treatment and reintegration, and alternative development

Objective of the Organization: Reduction of drug abuse and HIV/AIDS (as related to injecting drug abuse, prison settings and trafficking in human beings); effective prevention campaigns, treatment, care, rehabilitation and reintegration into society of drug users; development and implementation of effective, comprehensive, integrated drug demand reduction policies and programmes based on scientific evidence; and fostering and strengthening of international cooperation based on the principle of shared responsibility in sustainable alternative development, including, where appropriate, preventive alternative development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased application, with the support of UNODC, at the request of Member States, of measures helping individuals in the community to be less vulnerable to drug use and HIV/AIDS	<p>(a) (i) Number of countries assisted by UNODC in implementing drug use prevention interventions in line with relevant international treaties and based on scientific evidence</p> <p>(ii) Number of countries assisted by UNODC in implementing drug dependence treatment, rehabilitation and social reintegration interventions in line with relevant international treaties and based on scientific evidence</p>

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| <p>(b) Increased capacity of requesting Member States, with the assistance of UNODC, to help individuals living in prison settings to be less vulnerable to drug use and HIV/AIDS</p> | <p>(iii) Number of countries assisted by UNODC in developing, adopting and implementing strategies and programmes on HIV/AIDS as related to drug users, including people who inject drugs, in line with relevant international treaties and based on scientific evidence</p> |
| <p>(c) Increased capacity of requesting Member States, with the assistance of UNODC, to help individuals who might be or have been trafficked to be less vulnerable to drug use and HIV/AIDS</p> | <p>(b) (i) Number of countries assisted by UNODC in establishing and/or scaling up policies and programmes in relation to drug dependence in the criminal justice system, in line with relevant international treaties and based on scientific evidence</p> <p>(ii) Number of countries assisted by UNODC in developing, adopting and implementing HIV/AIDS prevention, treatment, care and support policies and programmes integrated in a recovery-oriented continuum of care in the criminal justice system, in line with relevant international treaties and based on scientific evidence</p> |
| <p>(d) Improved capacity, with the assistance of UNODC, to design, implement, monitor and evaluate sustainable crop control strategies through alternative development or preventive alternative development</p> | <p>(c) Number of countries assisted by UNODC in developing, adopting and implementing strategies and programmes on drug use and HIV/AIDS as related to human trafficking, in line with relevant international treaties and based on scientific evidence</p> |
| <p>(e) Improved capacity to provide, with the assistance of UNODC, upon request, sustainable livelihoods (basic social assistance) to populations vulnerable to drug dependence and crime as a result of social and economic marginalization</p> | <p>(d) (i) Number of countries assisted by UNODC in developing and implementing sustainable illicit crop control strategies concurrent with national development programmes</p> <p>(ii) Number of countries assisted by UNODC in incorporating environmental conservation programmes addressing illegal logging and wildlife poaching into sustainable crop control strategies</p> |
| <p>(e) Improved capacity to provide, with the assistance of UNODC, upon request, sustainable livelihoods (basic social assistance) to populations vulnerable to drug dependence and crime as a result of social and economic marginalization</p> | <p>(e) Number of countries assisted by UNODC in making relevant basic social and economic services available to populations vulnerable to drug dependence, HIV/AIDS and crime, in line with relevant international treaties and based on scientific evidence</p> |
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Strategy

13.12 Substantive responsibility for the subprogramme is vested in the Division for Operations. The objectives of the subprogramme will be achieved by:

- (a) Provision of assistance to Member States, upon request, to improve services to reduce the vulnerability to drug use, HIV/AIDS and drug cultivation of individuals in the community, individuals in prison settings and individuals who might be or have been trafficked;
- (b) Development of training materials;
- (c) Capacity-building for policymakers and practitioners, and improvement of services;
- (d) Development of partnerships and networks to exchange knowledge and optimize interventions, as appropriate.

Subprogramme 3 Countering corruption

Objective of the Organization: To prevent and combat corruption, in line with the United Nations Convention against Corruption

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Technical assistance provided by UNODC, at the request of Member States, to support ratifications of or accessions to the United Nations Convention against Corruption	(a) Number of States parties ratifying and/or acceding to the United Nations Convention against Corruption following assistance by UNODC
(b) Enhanced support provided by UNODC to the Conference of the States Parties to the United Nations Convention against Corruption and its subsidiary bodies and the United Nations Congress on Crime Prevention and Criminal Justice, to facilitate decision-making and policy direction	(b) (i) Number of country review reports and their summaries prepared with the assistance of UNODC for the Mechanism for the Review of Implementation of the United Nations Convention against Corruption (ii) Percentage of Member States participating in the Conference of the States Parties to the United Nations Convention against Corruption expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat (iii) Percentage of Member States participating in the United Nations Congress on Crime Prevention and Criminal Justice expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat

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| <p>(c) Improved capacity of UNODC to support Member States preventing and fighting corruption in line with the United Nations Convention against Corruption and to address economic fraud and identity-related crime</p> | <p>(c) (i) Increased number of countries receiving national-level capacity-building assistance in corruption prevention, at the request of Member States</p> <p>(ii) Number of countries drafting or revising domestic legislation, with assistance from UNODC, to incorporate provisions of the United Nations Convention against Corruption</p> |
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Strategy

13.13 Substantive responsibility for the subprogramme is vested in the Division for Treaty Affairs. The strategy for achieving the objective will include:

- (a) Promoting the ratification and implementation of the United Nations Convention against Corruption, especially by providing policy advice at the global, regional and national levels, legal advisory, legislative and related institutional capacity-building support services and training, and facilitating transfer of related expertise;
- (b) Providing assistance to Member States, upon request, to enhance the capacity of national competent institutions to effectively implement the United Nations Convention against Corruption through various forms of technical cooperation, including policy advice, legal advisory services, training and facilitating the transfer of related expertise;
- (c) Performing secretariat functions for the Conference of the States Parties to the United Nations Convention against Corruption, the Mechanism for the Review of Implementation of the Convention and the subsidiary bodies of the Conference of the States Parties (the Implementation Review Group, the Open-ended Intergovernmental Working Group on the Prevention of Corruption and the Open-ended Intergovernmental Working Group on Asset Recovery);
- (d) Promoting international cooperation among countries in the prevention of corruption and in asset recovery;
- (e) Developing and disseminating manuals, toolkits and training materials on corruption-related issues, with a view to enhancing knowledge of challenges, policies and good practices in regard to the implementation of the United Nations Convention against Corruption;
- (f) Promoting strong preventive policies against corruption, increasing awareness of corruption among the general public in the prevention of and the fight against corruption, advocating the effective implementation of the United Nations Convention against Corruption;
- (g) Providing assistance to Member States, upon request, to produce data and conduct, as appropriate, statistical and analytical studies on corruption prevalence, patterns and typologies, to contribute to the formulation of adequate national policies against corruption;

(h) Coordinating, collaborating and developing partnerships, as appropriate, with other relevant actors, especially the institutes comprising the United Nations crime prevention and criminal justice network and intergovernmental organizations at the international, regional and subregional levels;

(i) Coordinating and monitoring the follow-up and implementation of the mandates contained in the relevant resolutions and decisions of the treaty-based organs and governing bodies, including promoting and implementing the outcome of the Twelfth United Nations Congress on Crime Prevention and Criminal Justice (the Salvador Declaration), as well as preparing for the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice;

(j) Facilitating policymaking, disseminating knowledge and providing assistance to Member States, upon request, to enhance the capacity of national competent authorities to address economic fraud and identity-related crime.

Subprogramme 4

Terrorism prevention

Objective of the Organization: To promote and strengthen a functional criminal justice regime against terrorism that is effective and is implemented by States in accordance with the rule of law

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced technical assistance provided by UNODC, upon request, to contribute to the ratification of the international legal instruments to prevent and combat terrorism	<p>(a) (i) Increase in the cumulative number of ratifications of the international legal instruments to prevent and combat terrorism by countries that have received counter-terrorism technical assistance from UNODC</p> <p>(ii) Increase in the number of countries that have revised domestic counter-terrorism legislation or adopted new legislation related to counter-terrorism, drawing on the assistance of UNODC</p>
(b) Improved capacity to prevent terrorism in accordance with the rule of law	<p>(b) (i) Number of countries receiving capacity-building assistance from UNODC, upon request, at the national and regional levels</p> <p>(ii) Increased number of national criminal justice officials trained with respect to implementing international conventions and protocols relating to terrorism</p> <p>(iii) Number of national and regional strategies/action plans for combating terrorism, developed with UNODC assistance</p>

- (iv) Number of functioning mechanisms of international cooperation to prevent and combat terrorism, supported and developed with UNODC assistance, between national entities concerned with the implementation of counter-terrorism measures
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Strategy

13.14 Substantive responsibility for the subprogramme is vested in the Division for Treaty Affairs. The objective will be achieved by pursuing a multipronged strategy for strengthening Member States' criminal justice responses to terrorism, drawing on the Office's specialized technical competence in crime prevention, criminal justice and rule of law. The strategy consists mainly of:

- (a) Continuing to encourage Member States to become party to and implement the international conventions and protocols related to the prevention and suppression of terrorism in all its forms and manifestations, and, when requested, provide policy advice, as well as legal advisory, legislative and related institutional capacity-building support services and training, and facilitate the transfer of specialized knowledge, including, inter alia, that relating to maritime terrorism, financing of terrorism and use of the Internet for terrorism purposes;
- (b) Strengthening the capacity of national criminal justice systems to apply counter-terrorism legislation in conformity with international human rights law and the rule of law, and in pursuance of the full implementation of the international conventions and protocols related to the prevention and suppression of terrorism in all its forms and manifestations, as well as the United Nations Global Counter-Terrorism Strategy and the relevant Security Council resolutions;
- (c) Promoting international cooperation in criminal matters related to terrorism, especially with regard to extradition and mutual legal assistance;
- (d) Cooperating closely with the Counter-Terrorism Committee of the Security Council and its Executive Directorate as well as with the Counter-Terrorism Implementation Task Force and its participating entities;
- (e) Following up on and implementing the intergovernmental mandates contained in the relevant resolutions and decisions of the United Nations governing bodies, as well as the outcome of the United Nations Congress on Crime Prevention and Criminal Justice.

Subprogramme 5 Justice

Objective of the Organization: To strengthen the rule of law through the prevention of crime and the promotion of effective, fair, humane and accountable criminal justice systems in line with the United Nations standards and norms in crime prevention and criminal justice and other relevant international instruments

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased assistance provided by UNODC in support of the development and updating of international standards and norms in crime prevention and criminal justice	(a) Number of United Nations standards and norms relevant to specific areas of crime prevention and criminal justice developed or updated by countries with the support of UNODC, upon request
(b) Crime prevention and criminal justice system reform initiatives within the UNODC mandate are developed and implemented in accordance with international standards and norms in crime prevention and criminal justice	(b) (i) Number of countries utilizing tools, manuals and training materials developed by UNODC for improving crime prevention strategies and measures and criminal justice procedures and practices (ii) Number of countries in receipt of assistance from UNODC that develop and implement crime prevention initiatives (e.g., for urban crime prevention) (iii) Number of countries in receipt of assistance from UNODC that develop and implement initiatives for the adoption and implementation of professional standards, integrity and oversight mechanisms in the criminal justice system (iv) Number of countries in receipt of UNODC assistance implementing appropriate criminal justice reform initiatives, as applicable (v) Number of countries in receipt of UNODC assistance addressing piracy

Strategy

13.15 Substantive responsibility for the subprogramme is vested in the Justice Section of the Division for Operations. The objective of the subprogramme will be achieved by pursuing a multipronged strategy for effective action in promoting an integrated and holistic approach to crime prevention and criminal justice reform in all UNODC mandated areas, consisting mainly of:

(a) Promoting the further development, as well as the use and application, of United Nations standards and norms in crime prevention and criminal justice, with a view to facilitating policy elaboration and application, in particular by emphasizing a holistic approach to the strengthening of criminal justice systems;

(b) Strengthening the capacity of national criminal justice systems to apply relevant United Nations standards and norms in crime prevention and criminal justice;

(c) Providing assistance to Member States, upon request, to enhance national justice systems through various forms of technical cooperation, including knowledge transfer, institution building, capacity-building, and advisory services for crime prevention and criminal justice reform;

(d) Developing and disseminating reference tools, guidance notes, operational tools, handbooks, training curricula, model legislation, studies and information technology resources;

(e) Coordinating and monitoring the follow-up of the mandates contained in the relevant resolutions and decisions by the governing bodies, including promoting and implementing the outcome of the United Nations Congress on Crime Prevention and Criminal Justice;

(f) Providing technical and substantive support to the Commission on Crime Prevention and Criminal Justice, the United Nations Congress on Crime Prevention and Criminal Justice, the Economic and Social Council and the General Assembly;

(g) Coordinating and collaborating with other relevant actors, especially United Nations agencies that are a part of the Rule of Law Coordination and Resource Group, regional organizations, institutes comprising the United Nations crime prevention and criminal justice network and intergovernmental organizations at the international, regional and subregional levels;

(h) The strategy implementation will take into account the human rights perspective and gender mainstreaming as cross-cutting issues, in accordance with relevant intergovernmental mandates. In addition, it is recognized that evidence-based crime prevention programmes and humane and efficient criminal justice systems are a prerequisite for implementing the specialized mandates of UNODC on drugs, crime and terrorism.

Subprogramme 6

Research and trend analysis

Objective of the Organization: Enhanced knowledge of thematic and cross-sectoral trends for effective policy formulation, operational response and impact assessment, based on a sound understanding of drug, crime and terrorism issues

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced access to increased knowledge to formulate strategic responses to address existing and emerging drugs and crime issues	(a) (i) Increased number of references in research publications to documents or information generated by UNODC

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| | (ii) Percentage of positive assessments of relevance and usefulness of research outputs for strategic response formulation |
| | (iii) Number of country-data series disseminated by UNODC disaggregated by drug demand, drug supply, crime and criminal justice |
| (b) Increased capacity to produce and analyse statistical data on trends including those in emerging drug and specific crime issues | (b) Number of Member States receiving targeted training or other forms of technical assistance on data collection related to drugs and crime, upon request |
| (c) Improved scientific and forensic capacity to meet appropriate professional standards, including increased use of scientific information and laboratory data for inter-agency cooperation activities and in strategic operations, policy and decision-making | (c) (i) Increased percentage of institutions in receipt of UNODC assistance reporting enhanced scientific and forensic capacity |
| | (ii) Increased number of laboratories participating actively in the international collaborative exercise |
| | (iii) Increased percentage of laboratories in receipt of UNODC assistance reporting participation in and/or use of forensic data for inter-agency activities with law enforcement, regulatory, judicial and health authorities and/or trend analyses |
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Strategy

13.16 Substantive responsibility for the subprogramme is vested in the Division for Policy Analysis and Public Affairs. The objectives will be achieved by focused interventions in the following main substantive areas:

- (a) Providing timely and accurate statistics and analyses of the world drug and crime problems, with particular attention to specific manifestations of crime;
- (b) Expanding the evidence base for policymaking;
- (c) Providing guidance and expert advice to drug-testing laboratories and forensic institutions;
- (d) Increasing the number of data elements in the central database on drugs and crime including, where possible, data disaggregated by sex.

Subprogramme 7

Policy support

Objective of the Organization: To facilitate policy and operational responses on issues related to drug control, crime prevention and criminal justice

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased public awareness of issues related to drugs, crime and terrorism in all its forms and manifestations, as well as of the relevant United Nations legal instruments, standards and norms in crime prevention and criminal justice	(a) (i) Increased number of unique visitors accessing information from the UNODC website, disaggregated by type of information accessed and frequency of access (ii) Increased number of publications downloaded from the UNODC website, disaggregated by publication name and type
(b) Advance capacity of Member States to implement relevant international conventions and standards and norms under the UNODC mandate	(b) Increased number of partnership and/or funding agreements with Governments, foundations, non-governmental organizations and private sector entities

Strategy

13.17 Substantive responsibility for implementation of the subprogramme lies with the Division for Policy Analysis and Public Affairs. The objective will be achieved by:

- (a) Developing normative results-based management frameworks for programming purposes;
- (b) Conducting dialogues with donor Governments, Member States, international organizations and private sector entities to mobilize resources;
- (c) Reaching out to civil society, non-governmental organizations and international media;
- (d) Carrying out targeted advocacy and communication activities, with emphasis on key stakeholders in the substantive areas such as drugs, corruption, human trafficking and smuggling of migrants;
- (e) Coordinating with other United Nations agencies on issues related to drugs, crime and terrorism in all its forms and manifestations.

Subprogramme 8

Technical cooperation and field support

Objective of the Organization: Facilitate effective cooperation and management at the field level in the areas of the UNODC mandate

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Integrated programmes designed and implemented in close consultation with regional entities and partner countries, as appropriate	(a) (i) Number of regional integrated programmes developed and being implemented in the field (ii) Percentage of Member States indicating satisfaction with policy advice, technical expertise, coordination and other support provided by the UNODC field network
(b) Enhanced transparency, effectiveness, accountability and good governance of UNODC field offices	(b) (i) Increased number of field offices without qualified audit opinions (ii) Decrease in adverse audit observations for field offices

Strategy

13.18 Substantive responsibility for the implementation of the subprogramme lies with the Division for Operations. The objective will be achieved by:

- (a) Ensuring full “ownership” of the UNODC programmes by regional entities and partner countries through policy and programmatic dialogue and coordination, as appropriate;
- (b) Promoting the joint pursuit of justice, public security and development as a key objective;
- (c) Fostering greater regional cooperation among partner countries to address the transnational nature of organized crime and illicit trafficking;
- (d) Providing a comprehensive range of high-quality technical support and policy advice in support of Member States’ implementation of the United Nations conventions on drugs and crime and the United Nations standards and norms on criminal justice and crime prevention;
- (e) Providing, through the regional programme, a common platform for joint efforts with United Nations partners, international financial institutions and other multilateral bodies, as appropriate.

Subprogramme 9

Provision of secretariat services and substantive support to the governing bodies and the International Narcotics Control Board

Objective of the Organization: To enable the United Nations policymaking bodies in drug control and crime prevention, which also act as the governing bodies of UNODC, to function effectively and to fulfil their mandates; to enable the International Narcotics Control Board to fulfil its treaty-based mandate of monitoring and promoting implementation of and full compliance with the international drug control treaties

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased support provided by UNODC to contribute to the decision-making and policy direction processes of the governing bodies related to drug, crime and terrorism issues	(a) (i) Number of members of the Commissions expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat (ii) Percentage of Member States participating in the United Nations Congress on Crime Prevention and Criminal Justice expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat
(b) The International Narcotics Control Board is enabled, with the support of UNODC, to monitor and promote compliance with the relevant conventions through effective decisions and recommendations on matters pertaining to the conventions	(b) (i) Number of members of the International Narcotics Control Board expressing full satisfaction with the quality and timeliness of substantive services provided by the Secretariat to the Board (ii) Percentage implementation of decisions of the Board by the Secretariat

Strategy

13.19 Substantive responsibility for implementation of the subprogramme lies with the Division of Treaty Affairs. The objective will be achieved by:

(a) Providing substantive and technical support to the following bodies, to enable them to fulfil their role as policymaking organs of the United Nations on matters of international drug control and crime prevention and criminal justice, and as governing bodies of the United Nations Office on Drugs and Crime:

(i) The Commission on Narcotic Drugs (including servicing of the high level review of the implementation by Member States of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem (United Nations publication, Sales No. E.10.XI.8) in 2014);

- (ii) The Commission on Crime Prevention and Criminal Justice;
 - (iii) The five subsidiary bodies of the Commission on Narcotic Drugs (the meetings of Heads of National Drug Law Enforcement Agencies for Africa, Asia and the Pacific, Europe and Latin America and the Caribbean, and the Subcommission on Illicit Drug Traffic and Related Matters in the Near and Middle East);
 - (iv) The United Nations Congress on Crime Prevention and Criminal Justice (including servicing of the Thirteenth Congress in 2015);
 - (v) The Economic and Social Council;
 - (vi) The General Assembly;
- (b) Coordinating and monitoring the follow-up of the mandates contained in the relevant resolutions and decisions by the governing bodies, including promoting and implementing the outcome of the Twelfth and the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice, as well as promoting and implementing the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem;
- (c) Providing substantive, technical and secretariat support to the International Narcotics Control Board to enable it to fulfil its treaty obligations to monitor and promote compliance by Governments with the international drug control treaties, including by:
- (i) Enabling the Board to enhance its capacity to promote the awareness of Governments and the international community about its mandate, work and implementation of the international drug control conventions, particularly through promotion and dissemination of the annual reports and recommendations of the Board to Governments, and international and regional organizations, including through relevant intergovernmental bodies;
 - (ii) Maintaining and enhancing, in cooperation with Governments, the international drug control system, in particular the estimates, assessments and statistical returns for narcotic drugs, psychotropic substances and precursor chemicals, including by electronic means;
 - (iii) Enabling the Board, and its secretariat on its behalf, to meet requests from Governments for an increasingly enhanced ongoing dialogue to promote and monitor accession to, compliance with and implementation of the conventions, and its decisions and recommendations; interface with Governments and national competent authorities, through missions, communications and direct contacts, on treaty-related matters and statutory reporting through information exchange and international cooperation;
 - (iv) Ensuring that the secretariat of the Board has capacity to provide independent advice, particularly legal advice, to enable the Board to deal with emerging challenges arising in the implementation of the treaties and meet increasing demands for action.

Legislative mandates

Conventions

Single Convention on Narcotic Drugs of 1961, as amended by the 1972 Protocol

Convention on Psychotropic Substances of 1971

United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988

United Nations Convention against Transnational Organized Crime of 2000 and the Protocols thereto

United Nations Convention against Corruption of 2003

General Assembly resolutions

34/169	Code of Conduct for law enforcement officials
40/33	United Nations Standard Minimum Rules for the Administration of Juvenile Justice (The Beijing Rules)
45/110	United Nations Standard Minimum Rules for Non-custodial Measures (The Tokyo Rules)
45/111	Basic Principles for the Treatment of Prisoners
45/112	United Nations Guidelines for the Prevention of Juvenile Delinquency (The Riyadh Guidelines)
45/113	United Nations Rules for the Protection of Juveniles Deprived of their Liberty
46/152	Creation of an effective United Nations crime prevention and criminal justice programme
48/104	Declaration on the elimination of violence against women
49/168	International action to combat drug abuse and illicit production and trafficking
52/86	Crime prevention and criminal justice measures to eliminate violence against women
S-20/2	Political Declaration
S-20/3	Declaration on the Guiding Principles of Drug Demand Reduction
S-26/2	Declaration of Commitment on HIV/AIDS
55/2	United Nations Millennium Declaration
55/59	Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century
56/95	Follow-up to the outcome of the Millennium Summit

56/119	Role, function, periodicity and duration of the United Nations congresses on the prevention of crime and the treatment of offenders
56/261	Plans of action for the implementation of the Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century
57/170	Follow-up to the plans of action for the implementation of the Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century
59/153	Strengthening international cooperation and technical assistance in promoting the implementation of the universal conventions and protocols related to terrorism within the framework of the activities of the United Nations Office on Drugs and Crime
59/160	Control of cultivation of and trafficking in cannabis
59/290	International Convention for the Suppression of Acts of Nuclear Terrorism
60/1	2005 World Summit outcome
60/43	Measures to eliminate international terrorism
60/177	Follow-up to the Eleventh United Nations Congress on Crime Prevention and Criminal Justice (annex: Bangkok Declaration on Synergies and Responses: Strategic Alliances in Crime Prevention and Criminal Justice)
60/178	International cooperation against the world drug problem
60/179	Providing support to Afghanistan with a view to ensuring effective implementation of its Counter-Narcotics Implementation Plan
60/207	Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the countries of origin, consistent with the United Nations Convention against Corruption
60/262	Political Declaration on HIV/AIDS
60/288	The United Nations Global Counter-Terrorism Strategy (as reaffirmed in resolutions 62/272 and 64/297)
61/144	Trafficking in women and girls
61/179	International cooperation in the prevention, combating and elimination of kidnapping and in providing assistance to victims
61/180	Improving the coordination of efforts against trafficking in persons

- 61/209 Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the countries of origin, consistent with the United Nations Convention against Corruption
- 61/252 Questions relating to the programme budget for the biennium 2006 2007 (sect. XI, Strengthening the United Nations Crime Prevention and Criminal Justice Programme and the role of the Commission on Crime Prevention and Criminal Justice as its governing body)
- 62/156 Protection of migrants
- 62/202 Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the countries of origin, consistent with the United Nations Convention against Corruption
- 63/156 Trafficking in women and girls
- 63/194 Improving the coordination of efforts against trafficking in persons
- 64/71 Oceans and the law of the sea
- 64/178 Improving the coordination of efforts against trafficking in persons
- 64/237 Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the countries of origin, consistent with the United Nations Convention against Corruption
- 64/293 United Nations Global Plan of Action against Trafficking in Persons
- 65/1 Keeping the promise: united to achieve the Millennium Development Goals
- 65/190 Trafficking in women and girls
- 65/227 Realignment of the functions of the United Nations Office on Drugs and Crime and changes to the strategic framework
- 65/228 Strengthening crime prevention and criminal justice responses to violence against women
- 65/229 United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders (the Bangkok Rules)
- 65/230 Twelfth United Nations Congress on Crime Prevention and Criminal Justice

65/277	Political Declaration on HIV/AIDS: Intensifying our Efforts to Eliminate HIV/AIDS
66/105	Measures to eliminate international terrorism
66/171	Protection of human rights and fundamental freedoms while countering terrorism
66/177	Strengthening international cooperation in combating the harmful effects of illicit financial flows resulting from criminal activities
66/178	Technical assistance for implementing the international conventions and protocols related to counter-terrorism
66/179	Follow-up to the Twelfth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice
66/180	Strengthening crime prevention and criminal justice responses to protect cultural property, especially with regard to its trafficking
66/181	Strengthening the United Nations Crime Prevention and Criminal Justice Programme, in particular its technical cooperation capacity
66/182	United Nations African Institute for the Prevention of Crime and the Treatment of Offenders
66/231	Oceans and the law of the sea

Security Council resolutions

1976 (2011)	The situation in Somalia
2015 (2011)	The situation in Somalia

Economic and Social Council resolutions and decisions

1984/47	Procedures for the effective implementation of the Standard Minimum Rules for the Treatment of Prisoners
1989/57	Implementation of the Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power
1989/60	Procedures for the effective implementation of the basic principles on the independency of the judiciary
1992/1	Establishment of the Commission on Crime Prevention and Criminal Justice
1993/40	Implementation of measures to prevent the diversion of precursor and essential chemicals to illicit manufacture of narcotic drugs and psychotropic substances

1995/9	Guidelines for the prevention of urban crime
1997/27	Strengthening the United Nations Crime Prevention and Criminal Justice Programme with regard to the development of crime statistics and the operations of criminal justice systems
1997/31	Victims of crime and abuse of power
1997/33	Elements of responsible crime prevention: standards and norms
1997/36	International cooperation for the improvement of prison conditions
1998/23	International cooperation aimed at the reduction of prison overcrowding and the promotion of alternative sentencing
1999/23	Work of the United Nations Crime Prevention and Criminal Justice Programme
1999/24	Action to promote cooperation and the functioning of the clearing house on international projects in the field of crime prevention and criminal justice
1999/25	Effective crime prevention
1999/26	Development and implementation of mediation and restorative justice measures in criminal justice
1999/27	Penal reform
1999/28	Administration of juvenile justice
1999/30	Review of the United Nations International Drug Control Programme: strengthening the United Nations machinery for international drug control within the scope of the existing international drug control treaties and in accordance with the basic principles of the Charter of the United Nations
2000/15	Implementation of the Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power
2001/11	Action to promote effective community-based crime prevention
2001/14	Prevention of diversion of precursors used in the illicit manufacture of synthetic drugs
2001/243	Functioning of the Commission on Narcotic Drugs and duration of its forty-fifth session
2002/12	Basic principles on the use of restorative justice programmes in criminal matters
2002/13	Action to promote effective crime prevention
2002/14	Promoting effective measures to deal with the issues of missing children and sexual abuse or exploitation of children

2003/20	Strengthening international cooperation in preventing and combating trafficking in persons and protecting victims of such trafficking
2003/25	International cooperation, technical assistance and advisory services in crime prevention and criminal justice
2003/27	Illicit trafficking in protected species of wild flora and fauna
2003/28	International cooperation in the prevention, combating and elimination of kidnapping and in providing assistance to victims
2003/29	Prevention of crimes that infringe on the cultural heritage of peoples in the form of movable property
2003/30	United Nations standards and norms in crime prevention and criminal justice
2003/31	Functioning of the Commission on Crime Prevention and Criminal Justice
2003/32	Training in precursor control, countering money-laundering and drug abuse prevention
2003/36	Establishment of national networks to counter money-laundering in the framework of national and international drug control plans
2004/22	Preventing, combating and punishing trafficking in human organs
2004/25	The rule of law and development: strengthening the rule of law and the reform of criminal justice institutions, with emphasis on technical assistance, including in post-conflict reconstruction
2004/26	International cooperation in the prevention, investigation, prosecution and punishment of fraud, the criminal misuse and falsification of identity and related crimes
2004/27	Guidelines on justice for child victims and witnesses of crime
2004/28	United Nations standards and norms in crime prevention and criminal justice
2004/29	Strengthening international cooperation and technical assistance in combating money-laundering
2004/32	Implementation of technical assistance projects in Africa by the United Nations Office on Drugs and Crime
2004/34	Protection against trafficking in cultural property
2004/35	Combating the spread of HIV/AIDS in criminal justice pretrial and correctional facilities
2004/39	Drug control and related crime prevention assistance for countries emerging from conflict

- 2005/14 Model bilateral agreement on the sharing of confiscated proceeds of crime or property covered by the United Nations Convention against Transnational Organized Crime and the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988
- 2005/17 International cooperation in the fight against transnational organized crime
- 2005/18 Action against corruption: assistance to States in capacity-building with a view to facilitating the entry into force and subsequent implementation of the United Nations Convention against Corruption
- 2005/19 Strengthening international cooperation and technical assistance in promoting the implementation of the universal conventions and protocols related to terrorism within the framework of the activities of the United Nations Office on Drugs and Crime
- 2005/20 Guidelines on Justice in Matters involving Child Victims and Witnesses of Crime
- 2005/21 Strengthening the technical cooperation capacity of the United Nations Crime Prevention and Criminal Justice Programme in the area of the rule of law and criminal justice reform
- 2005/22 Action to promote effective crime prevention
- 2005/23 Strengthening reporting on crime
- 2005/27 International assistance to States affected by the transit of illicit drugs
- 2005/28 Frequency of meetings of Heads of National Drug Law Enforcement Agencies, Europe
- 2005/247 Report of the Secretary-General on capital punishment and the safeguards guaranteeing protection of the rights of those facing the death penalty
- 2005/248 Round table for Africa: crime and drugs as impediments to security and development in Africa: strengthening the rule of law
- 2006/20 United Nations standards and norms in crime prevention
- 2006/22 Providing technical assistance for prison reform in Africa and the development of viable alternatives to imprisonment
- 2006/23 Strengthening basic principles of judicial conduct
- 2006/24 International cooperation in the fight against corruption
- 2006/25 Strengthening the rule of law and the reform of criminal justice institutions, including in post-conflict reconstruction

2006/27	Strengthening international cooperation in preventing and combating trafficking in persons and protecting victims of such trafficking
2006/28	International Permanent Observatory on Security Measures during Major Events
2006/29	Crime prevention and criminal justice responses to violence against women and girls
2007/9	The need for a balance between demand for and supply of opiates used to meet medical and scientific needs
2007/10	Improvement of drug abuse data collection by Member States in order to enhance data reliability and the comparability of information provided
2007/11	Support to the counter-narcotic measures and programmes of Afghanistan
2007/20	International cooperation in the prevention, investigation, prosecution and punishment of economic fraud and identity-related crime
2007/21	Information-gathering instrument in relation to United Nations standards and norms in crime prevention and criminal justice
2007/22	Strengthening basic principles of judicial conduct
2007/23	Supporting national efforts for child justice reform, in particular through technical assistance and improved United Nations system-wide coordination
2007/24	International cooperation for the improvement of access to legal aid in criminal justice systems, particularly in Africa
2008/24	Strengthening prevention of urban crime: an integrated approach
2008/26	Promoting sustainability and integrality in alternative development as an important part of drug control strategy in States where illicit crops are grown to produce drugs
2008/27	Provision of international assistance to the most affected States neighbouring Afghanistan
2008/33	Strengthening coordination of the United Nations and other efforts in fighting trafficking in persons
2009/6	Joint United Nations Programme on HIV/AIDS (UNAIDS)
2009/22	International cooperation in the prevention, investigation, prosecution and punishment of economic fraud and identity-related crime

2009/23	Support for the development and implementation of the regional programmes of the United Nations Office on Drugs and Crime
2009/24	International cooperation to prevent, combat and eliminate kidnapping and to provide assistance to victims of kidnapping
2009/25	Improving the collection, reporting and analysis of data to enhance knowledge on trends in specific areas of crime
2009/26	Supporting national and international efforts for child justice reform, in particular through improved coordination in technical assistance
2009/250	Proposed amendment to the Single Convention on Narcotic Drugs of 1961 as amended by the 1972 Protocol
2009/251	Frequency and duration of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice
2010/17	Realignment of the functions of the United Nations Office on Drugs and Crime and changes to the strategic framework
2010/20	Support for the development and implementation of an integrated approach to programme development at the United Nations Office on Drugs and Crime
2010/21	Realignment of the functions of the United Nations Office on Drugs and Crime and changes to the strategic framework
2011/30	Follow-up to the Twelfth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice
2011/31	Technical assistance for implementing the international conventions and protocols related to counter-terrorism
2011/33	Prevention, protection and international cooperation against the use of new information technologies to abuse and/or exploit children
2011/34	Support for the development and implementation of an integrated approach to programme development at the United Nations Office on Drugs and Crime
2011/35	International cooperation in the prevention, investigation, prosecution and punishment of economic fraud and identity-related crime
2011/36	Crime prevention and criminal justice responses against illicit trafficking in endangered species of wild fauna and flora
2011/42	Strengthening crime prevention and criminal justice responses to protect cultural property, especially with regard to its trafficking

2011/258 Improving the governance and financial situation of the United Nations Office on Drugs and Crime: extension of the mandate of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime

2011/259 Joint meetings of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice

Commission on Narcotic Drugs resolutions and decisions

42/4 Guidelines for reporting by Governments on the implementation of the Global Programme of Action and on the progress achieved in meeting the goals and targets for the years 2003 and 2008, as set out in the Political Declaration adopted by the General Assembly at its twentieth special session

43/2 Follow-up to the Action Plan for the Implementation of the Declaration on the Guiding Principles of Drug Demand Reduction

43/3 Enhancing assistance to drug abusers

43/6 Illicit cultivation

43/9 Control of precursor chemicals

43/10 Promotion of regional and international cooperation in the fight against the illicit manufacture, trafficking and consumption of synthetic drugs, in particular amphetamine-type stimulants

44/2 First biennial report of the Executive Director on the progress achieved by Governments in meeting the goals and targets for the years 2003 and 2008 set out in the Political Declaration adopted by the General Assembly at its twentieth special session, devoted to countering the world drug problem together

44/14 Measures to promote the exchange of information on new patterns of drug use and on substances consumed

45/1 Human immunodeficiency virus/acquired immunodeficiency syndrome in the context of drug abuse

45/13 Optimizing systems for collecting information and identifying the best practices to counter the demand for illicit drugs

45/14 The role of alternative development in drug control and development cooperation

46/1 Renewing emphasis on demand reduction prevention and treatment efforts in compliance with the international drug control treaties

- 46/2 Strengthening strategies regarding the prevention of human immunodeficiency virus/acquired immunodeficiency syndrome in the context of drug abuse
- 47/1 Optimizing integrated drug information systems
- 47/2 Prevention of HIV/AIDS among drug users
- 47/3 Strengthening the United Nations Office on Drugs and Crime and the role of the Commission on Narcotic Drugs as one of its governing bodies
- 47/5 Illicit drug profiling in international law enforcement: maximizing outcome and improving cooperation
- 47/6 Effective controlled delivery
- 48/1 Promoting the sharing of information on emerging trends in the abuse of and trafficking in substances not controlled under the international drug control conventions
- 48/2 Strengthening the drug programme of the United Nations Office on Drugs and Crime and the role of the Commission on Narcotic Drugs as its governing body
- 48/6 Women and substance use
- 48/8 Application of research in practice
- 48/9 Strengthening alternative development as an important drug control strategy and establishing alternative development as a cross-cutting issue
- 48/11 Strengthening international cooperation to prevent the illicit manufacture of and trafficking in narcotic drugs and psychotropic substances by preventing the diversion and smuggling of precursors and essential equipment in the context of Project Prism, Operation Purple and Operation Topaz
- 48/12 Expanding the capacity of communities to provide information, treatment, health care and social services to people living with HIV/AIDS and other blood-borne diseases in the context of drug abuse and strengthening monitoring, evaluation and reporting systems
- 49/1 Collection and use of complementary drug-related data and expertise to support the global assessment by Member States of the implementation of the declarations and measures adopted by the General Assembly at its twentieth special session
- 49/2 Recognizing the contribution of civil society in global efforts to address the drug problem in the context of reporting on the goals and targets for 2008 set by the General Assembly at its twentieth special session

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| 49/3 | Strengthening systems for the control of precursor chemicals used in the manufacture of synthetic drugs |
| 49/4 | Responding to the prevalence of HIV/AIDS and other blood-borne diseases among drug users |
| 49/5 | Paris Pact initiative |
| 50/1 | Follow-up to the Second Ministerial Conference on Drug Trafficking Routes from Afghanistan |
| 50/2 | Provisions regarding travellers under medical treatment with internationally controlled drugs |
| 50/3 | Responding to the threat posed by the abuse and diversion of ketamine |
| 50/4 | Improving the quality and performance of drug analysis laboratories |
| 50/5 | Identifying sources of precursors used in illicit drug manufacture |
| 50/6 | Promoting collaboration on the prevention of diversion of precursors |
| 50/7 | Strengthening the security of import and export documents relating to controlled substances |
| 50/8 | Strengthening international support for Haiti in combating the drug problem |
| 50/9 | Use of drug characterization and chemical profiling in support of drug law enforcement intelligence-gathering and operational work, as well as trend analysis |
| 50/10 | Prevention of diversion of drug precursors and other substances used for the illicit manufacture of narcotic drugs and psychotropic substances |
| 50/11 | International cooperation in preventing the illegal distribution of internationally controlled licit substances via the Internet |
| 50/12 | Measures to meet the goal of establishing by 2009 the progress achieved in implementing the declarations and measures adopted by the General Assembly at its twentieth special session |
| Decision 50/1 | Inclusion of oripavine in Schedule I of the Single Convention on Narcotic Drugs of 1961 and that Convention as amended by the 1972 Protocol |
| Decision 50/2 | Review of dronabinol and its stereoisomers |
| 51/1 | Follow-up to the Second Ministerial Conference on Drug Trafficking Routes from Afghanistan |

- 51/2 The consequences of cannabis use: refocusing prevention, education and treatment efforts for young people
- 51/3 Early detection of drug use cases by health- and social-care providers by applying the principles of interview screening and brief intervention approaches to interrupt drug use progression and, when appropriate, linking people to treatment for substance abuse
- 51/4 Preparations for the high-level segment of the fifty-second session of the Commission on Narcotic Drugs, relating to the follow-up to the twentieth special session of the General Assembly
- 51/5 Strengthening cross-border cooperation in the area of drug control
- 51/6 Combating the illicit cultivation of and trafficking in cannabis
- 51/7 Assistance to States affected by the transit of illicit drugs
- 51/8 Marking the centennial of the convening of the International Opium Commission
- 51/9 The need for a balance between demand for and supply of opiates used to meet medical and scientific needs
- 51/10 Strengthening international cooperation for the control of precursor chemicals used in the manufacture of synthetic drugs
- 51/11 Links between illicit drug trafficking and illicit firearms trafficking
- 51/12 Strengthening cooperation between the United Nations Office on Drugs and Crime and other United Nations entities for the promotion of human rights in the implementation of the international drug control treaties
- 51/13 Responding to the threat posed by the distribution of internationally controlled drugs on the unregulated market
- 51/14 Promoting coordination and alignment of decisions between the Commission on Narcotic Drugs and the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS
- 51/15 Control of international movement of poppy seeds obtained from illicitly grown opium poppy plants
- 51/16 Sharing of information regarding the use of non-scheduled substances as substitutes for scheduled substances frequently used in the illicit manufacture of narcotic drugs and psychotropic substances and new methods of manufacture of illicit drugs
- 51/17 Reducing the demand for and abuse of cannabis
- 51/18 Strengthening international support for States in West Africa in their efforts to combat drug trafficking

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| Decision 51/1 | Improving the governance and financial situation of the United Nations Office on Drugs and Crime |
| 52/1 | Promoting international cooperation in addressing the involvement of women and girls in drug trafficking, especially as couriers |
| 52/2 | Strengthening the law enforcement capacity of the main transit States neighbouring Afghanistan, based on the principle of shared responsibility |
| 52/3 | International support to States in East Africa in their efforts to combat drug trafficking |
| 52/4 | Progress made towards strengthening international support for States in West Africa in their efforts to combat drug trafficking |
| 52/5 | Exploration of all aspects related to the use of cannabis seeds for illicit purposes |
| 52/6 | Promoting best practices and lessons learned for the sustainability and integrality of alternative development programmes |
| 52/7 | Proposal concerning quality evaluation of the performance of drug analysis laboratories |
| 52/8 | Use of pharmaceutical technology to counter drug-facilitated sexual assault ("date rape") |
| 52/9 | Strengthening measures against the laundering of assets derived from drug trafficking and related offences |
| 52/10 | Strengthening interregional cooperation among the States of Latin America and the Caribbean and the States of West Africa in combating drug trafficking |
| 52/11 | Follow-up to the Ministerial Conference on Illicit Drug Trafficking, Transnational Organized Crime and Terrorism as Challenges for Security and Development in the Caribbean |
| 52/12 | Improving the collection, reporting and analysis of data to monitor the implementation of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem |
| 52/13 | Improving the governance and financial situation of the United Nations Office on Drugs and Crime |
| 53/1 | Promoting community-based drug use prevention |
| 53/2 | Preventing the use of illicit drugs within Member States and strengthening international cooperation on policies of drug abuse prevention |

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- 53/3 Strengthening national capacities in the administration and disposal of property and other assets confiscated in cases of drug trafficking and related offences
 - 53/4 Promoting adequate availability of internationally controlled licit drugs for medical and scientific purposes while preventing their diversion and abuse
 - 53/5 Strengthening regional cooperation between Afghanistan and transit States and the contribution of all affected countries to counter-narcotics efforts, based on the principle of common and shared responsibility
 - 53/6 Follow-up to the promotion of best practices and lessons learned for the sustainability and integrality of alternative development programmes and the proposal to organize an international workshop and conference on alternative development
 - 53/7 International cooperation in countering the covert administration of psychoactive substances related to sexual assault and other criminal acts
 - 53/8 Strengthening international cooperation in countering the world drug problem focusing on illicit drug trafficking and related offences
 - 53/9 Achieving universal access to prevention, treatment, care and support for drug users and people living with or affected by HIV
 - 53/10 Measures to protect children and young people from drug abuse
 - 53/11 Promoting the sharing of information on the potential abuse of and trafficking in synthetic cannabinoid receptor agonists
 - 53/12 Strengthening systems for the control of the movement of poppy seeds obtained from illicitly grown opium poppy crops
 - 53/13 Use of “poppers” as an emerging trend in drug abuse in some regions
 - 53/14 Follow-up to the implementation of the Santo Domingo Pact and Managua Mechanism
 - 53/15 Strengthening international cooperation and regulatory and institutional frameworks for the control of substances frequently used in the manufacture of narcotic drugs and psychotropic substances
 - 53/16 Streamlining of the annual report questionnaire
 - Decision 53/1 Transfer of phenylacetic acid from Table II to Table I of the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988
 - Decision 53/2 Follow-up to the revised draft annual report questionnaire

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| 54/2 | Promoting international cooperation to prevent drug-affected driving |
| 54/3 | Ensuring the availability of reference and test samples of controlled substances at drug testing laboratories for scientific purposes |
| 54/4 | Follow-up on the proposal to organize an international workshop and conference on alternative development |
| 54/5 | Promoting rehabilitation- and reintegration-oriented strategies in response to drug use disorders and their consequences that are directed at promoting health and social well-being among individuals, families and communities |
| 54/6 | Promoting adequate availability of internationally controlled narcotic drugs and psychotropic substances for medical and scientific purposes while preventing their diversion and abuse |
| 54/7 | Paris Pact initiative |
| 54/8 | Strengthening international cooperation and regulatory and institutional frameworks for the control of precursor chemicals used in the illicit manufacture of synthetic drugs |
| 54/9 | Improving quality and building monitoring capacity for the collection, reporting and analysis of data on the world drug problem and policy responses to it |
| 54/10 | Improving the governance and financial situation of the United Nations Office on Drugs and Crime: recommendations of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime |
| 54/11 | Improving the participatory role of civil society in addressing the world drug problem |
| 54/12 | Revitalization of the principle of common and shared responsibility in countering the world drug problem |
| 54/13 | Achieving zero new infections of HIV among injecting and other drug users |
| 54/14 | Measures to support African States in their efforts to combat the world drug problem |
| 54/15 | Promotion of international cooperation to assist the States most affected by the transit of drugs |
| 54/16 | Budget for the biennium 2012-2013 for the Fund of the United Nations International Drug Control Programme |

- 54/17 Improving the governance and financial situation of the United Nations Office on Drugs and Crime: work of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime on evaluation and oversight

Commission on Narcotic Drugs

Joint Ministerial Statement and further measures to implement the action plans emanating from the twentieth special session of the General Assembly, adopted at the ministerial segment of the forty-sixth session of the Commission on Narcotic Drugs, held on 16 and 17 April 2003

Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem, adopted at the high-level segment of the fifty-second session of the Commission on Narcotic Drugs and subsequently adopted by the General Assembly in 64/182

Commission on Crime Prevention and Criminal Justice resolutions and decisions

- 4/1 Succession of States in respect of international treaties on combating various manifestations of crime
- 7/1 Strategic management by the Commission on Crime Prevention and Criminal Justice of the United Nations crime prevention and criminal justice programme
- 9/1 Strategic management by the Commission on Crime Prevention and Criminal Justice of the United Nations crime prevention and criminal justice programme
- 16/1 International cooperation in preventing and combating illicit international trafficking in forest products, including timber, wildlife and other forest biological resources
- 16/3 Strengthening the United Nations Crime Prevention and Criminal Justice Programme and the role of the Commission on Crime Prevention and Criminal Justice as its governing body
- 16/5 Third World Summit of Attorneys General, Prosecutors General and Chief Prosecutors
- Decision 16/1 Global initiative to fight human trafficking
- Decision 16/2 Global Initiative to Fight Human Trafficking
- 17/2 Strengthening the rule of law through improved integrity and capacity of prosecution services
- Decision 17/1 Strengthening crime prevention and criminal justice responses to violence against women and girls
- Decision 17/2 Improving the governance and financial situation of the United Nations Office on Drugs and Crime

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- 18/1 Supplementary rules specific to the treatment of women in detention and in custodial and non-custodial settings
 - 18/2 Civilian private security services: their role, oversight and contribution to crime prevention and community safety
 - 18/3 Improving the governance and financial situation of the United Nations Office on Drugs and Crime
 - 18/4 Fourth World Summit of Attorneys General, Prosecutors General and Chief Prosecutors
 - 18/5 Follow-up to the Ministerial Conference on Illicit Drug Trafficking, Transnational Organized Crime and Terrorism as Challenges for Security and Development in the Caribbean
 - Decision 18/1 Guidelines for the thematic discussions of the Commission on Crime Prevention and Criminal Justice
 - Decision 18/2 Additional documents on improving the governance and financial situation of the United Nations Office on Drugs and Crime
 - 19/1 Strengthening public-private partnerships to counter crime in all its forms and manifestations
 - 19/2 Strengthening the collection, analysis and reporting of comparable crime-related data
 - 19/3 Hosting of the Fourth World Summit of Attorneys General, Prosecutors General and Chief Prosecutors by the Republic of Korea
 - 19/4 Measures for achieving progress on the issue of trafficking in persons, pursuant to the Salvador Declaration on Comprehensive Strategies for Global Challenges: Crime Prevention and Criminal Justice Systems and Their Development in a Changing World
 - 19/5 International cooperation in the forensic field
 - 19/6 Countering maritime piracy off the coast of Somalia
 - 19/7 Strengthening of regional networks for international cooperation in criminal matters
 - Decision 19/1 Strengthening crime prevention and criminal justice responses to counterfeiting and piracy
 - 20/1 Improving the governance and financial situation of the United Nations Office on Drugs and Crime: recommendations of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime
 - 20/4 Promoting further cooperation in countering transnational organized crime

- 20/5 Combating the problem of transnational organized crime committed at sea
- 20/7 Promotion of activities relating to combating cybercrime, including technical assistance and capacity-building
- 20/8 Budget for the biennium 2012-2013 for the United Nations Crime Prevention and Criminal Justice Fund
- 20/9 Improving the governance and financial situation of the United Nations Office on Drugs and Crime: work of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime on evaluation and oversight
- Decision 20/1 Organization of work for the future sessions of the Commission on Crime Prevention and Criminal Justice

Decisions of the Conference of the Parties to the United Nations Convention against Transnational Organized Crime

- 2/4 Implementation of the Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime
- 3/1 Review of the implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto
- 3/2 Implementation of the provisions on international cooperation in the United Nations Convention against Transnational Organized Crime
- 3/3 Implementation of the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, and the Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime
- 3/4 Recommendations of the open-ended interim working group of government experts on technical assistance
- 4/1 Possible mechanisms to review implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto
- 4/3 Implementation of the provisions on technical assistance of the United Nations Convention against Transnational Organized Crime
- 4/4 Trafficking in human beings
- 4/5 Implementation of the Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime

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| 4/6 | Implementation of the Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, supplementing the United Nations Convention against Transnational Organized Crime |
| 4/7 | Amendment of rule 18 of the rules of procedure for the Conference of the Parties to the United Nations Convention against Transnational Organized Crime |
| 4/8 | Reorganization of the work of the fifth session of the Conference of the Parties to the United Nations Convention against Transnational Organized Crime |
| 5/1 | Ensuring effective implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto |
| 5/2 | Implementation of the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime |
| 5/3 | Implementation of the Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime |
| 5/4 | Illicit manufacturing of and trafficking in firearms, their parts and components and ammunition |
| 5/5 | Review of the implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto |
| 5/6 | Implementation of the provisions on technical assistance of the United Nations Convention against Transnational Organized Crime |
| 5/7 | Combating transnational organized crime against cultural property |
| 5/8 | Implementation of the provisions on international cooperation of the United Nations Convention against Transnational Organized Crime |

Programme 14

Gender equality and empowerment of women

Overall orientation

14.1 The direction of the programme is provided in General Assembly resolution 64/289, by which the Assembly established the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) as a composite entity. The strategic plan of UN-Women for 2011-2013 (UNW/2011/9) was endorsed by the UN-Women Executive Board in June 2011.

14.2 Also in resolution 64/289, the General Assembly set out a framework for the work of the programme drawing on the Charter of the United Nations, the Beijing Declaration and Platform for Action, including its 12 critical areas of concern, the outcome of the twenty-third special session of the General Assembly and applicable United Nations instruments, standards and resolutions that support, address and contribute to gender equality and the empowerment and advancement of women. The Convention on the Elimination of All Forms of Discrimination against Women is the principal international human rights treaty relating to the practical realization of equality between women and men. The General Assembly, the Economic and Social Council and the Commission on the Status of Women provide guidance for the normative support functions; the General Assembly, the Economic and Social Council and the Executive Board provide guidance for the operational activities.

14.3 The overall orientation of the programme, which is under the responsibility of UN-Women, is to achieve the elimination of discrimination against women and girls; the empowerment and advancement of women; and the realization of equality between women and men as partners and beneficiaries of economic and social development, human rights, humanitarian action and peace and security. The programme contributes to the implementation of the Millennium Declaration and achievement of the Millennium Development Goals and other internationally agreed development goals in the area of gender equality and the empowerment of women, with a particular emphasis on Millennium Development Goal 3. In addition, UN-Women supports gender equality dimensions of all the other Millennium Development Goals, in particular through support to Member States at the national level, at their request.

14.4 During the 2014-2015 period, the programme is expected to continue to concentrate its efforts on the following six focus areas: (a) increasing women's leadership and participation in all areas that affect their lives, including in political and economic areas; (b) increasing women's access to economic empowerment and opportunities, especially for those who are most excluded, particularly women living in poverty; (c) preventing and eliminating violence against women and girls and expanding access to survivor services; (d) increasing women's leadership in peace, security and humanitarian response; (e) strengthening the responsiveness of plans and budgets in the area of gender equality at all levels; and (f) supporting the development of global norms, policies and standards on gender equality and women's empowerment.

14.5 As it delivers support in those areas, the programme will lead to more effective coordination, coherence and gender mainstreaming across the United Nations system. The programme will carry out its work in coordination with other United

Nations agencies, funds, programmes and entities in order to avoid duplication of work. It will provide overall leadership and will strengthen coordination mechanisms such as thematic inter-agency bodies at the global, regional and national levels, and will also further enhance coordination tools, such as system-wide action plans to enhance the accountability of the United Nations system on its work on gender equality.

14.6 The programme of work of UN-Women is guided by its strategic plan for 2011-2013. While the existing strategic plan is time-bound, it is driven by a longer-term vision, goals and expected results reaching to 2017, and by the principle of universality in the delivery of its work. The programme's strategic framework for 2014-2015 follows the anticipated direction of the new UN-Women strategic plan envisaged for 2014-2017 and is fully aligned with that longer-term vision. Any changes to the present strategic framework that might become necessary as a result of the 2014-2017 strategic plan would be submitted in due course for consideration by the relevant intergovernmental bodies.

14.7 The strategy for implementing the programme in the period 2014-2015 is centred on bringing together the normative support, advocacy, coordination, operational and capacity development, training and research functions to ensure an even greater impact from United Nations support in these areas. The fulfilment of the overall orientation will result from expanding support provided to Member States, upon their request; strengthening coherence between the normative and operational work; and leading, coordinating and promoting the accountability of the United Nations system in its work on gender equality and the empowerment and advancement of women. Support for gender mainstreaming across the United Nations system is an integral part of the programme's strategy.

Subprogramme 1

Intergovernmental support and strategic partnerships

Objective of the Organization: To strengthen the achievement of gender equality and the empowerment of women, including women's full enjoyment of their human rights

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of intergovernmental bodies, especially the Commission on the Status of Women, for the promotion of gender equality and the empowerment of women, including the integration of gender perspectives in their spheres of activity	(a) (i) Increased number of activities aimed at supporting the participation of Member States, upon their request, in the deliberations of intergovernmental bodies, with particular emphasis on the Commission on the Status of Women (ii) Percentage of required documents submitted by UN-Women on time for consideration by the relevant intergovernmental bodies, including the Commission on the Status of Women, in compliance with the relevant rules and regulations on the issuance of documentation

(b) Enhanced support of UN-Women for the participation of non-governmental organizations in the work of the Commission on the Status of Women	(b) Increased number of activities of UN-Women aimed at supporting the participation of non-governmental organizations accredited by the Economic and Social Council in the Commission on the Status of Women
(c) Enhanced capacity of the United Nations system entities to mainstream gender perspectives and to undertake targeted measures to empower women in policies and programmes of the United Nations system in a coherent way	(c) (i) Number of initiatives of United Nations entities supported by UN-Women that incorporate gender perspectives in their policies, programmes and projects (ii) Number of human resources policy measures advocated and/or assisted by UN-Women in United Nations system entities that incorporate gender perspectives into their implementation
(d) Enhanced capacity to build partnerships for the accelerated realization of gender equality and the empowerment of women	(d) (i) Number of activities of UN-Women aimed at different stakeholders contributing to the promotion of gender equality and the empowerment of women (ii) Amount of resources mobilized as voluntary contributions to UN-Women

Strategy

14.8 The Intergovernmental Support and Strategic Partnerships Bureau is responsible for the subprogramme. The strategy will include:

(a) Promoting actions and providing assistance to Member States, upon their request, for the full and effective implementation of the Beijing Declaration and Platform for Action, the outcome of the twenty-third special session of the General Assembly and other United Nations instruments, standards and resolutions that support, address and contribute to gender equality and the empowerment and advancement of women, as well as obligations under the Convention on the Elimination of All Forms of Discrimination against Women;

(b) Providing substantive and effective support to intergovernmental processes, in particular the Commission on the Status of Women, through the facilitation of discussion on key gender equality issues by stakeholders from Governments, civil society, the United Nations system and academia, as well as other experts;

(c) Supporting intergovernmental processes to increase the reflection of gender perspectives in sectoral global policy and normative frameworks through the provision of innovative proposals;

(d) Increasing awareness and understanding of gender equality and the empowerment of women through education and information dissemination activities as well as outreach to stakeholders using different channels such as websites, social media and print products;

(e) Encouraging women's groups and other non-governmental organizations specializing in gender equality and the empowerment of women to participate in intergovernmental processes, including through increased outreach, funding and capacity-building;

(f) Leading and supporting system-wide and inter-agency collaboration on gender equality and the empowerment of women through the creation of synergy and coherence and the promotion of joint action; collaboration in United Nations country teams and their gender theme groups; and facilitation of the establishment and use of accountability frameworks on gender equality and the empowerment of women of the United Nations system;

(g) Supporting synergies and cooperation among countries, as well as the mechanisms established for the promotion of gender equality and the empowerment of women, at the regional and subregional levels;

(h) Supporting the improvement of the status of women and the achievement of gender balance within the United Nations system through advocacy and monitoring of progress towards gender balance and a gender-sensitive work environment within the United Nations system, as well as strengthening training opportunities in the area of gender equality for United Nations officials;

(i) Building and strengthening strategic partnerships with a broad range of stakeholders to achieve a robust resource base for the programme.

Subprogramme 2

Policy and programme activities

Objective of the Organization: To enhance efforts in the elimination of discrimination against women and girls and the achievement of gender equality in, inter alia, the fields of development, human rights and peace and security, including by leading, coordinating and promoting the accountability of the United Nations system in its work in those areas

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced policy support for the full and effective implementation of the Beijing Platform for Action, the outcomes of the twenty-third special session of the General Assembly, the Convention on the Elimination of All Forms of Discrimination against Women and other United Nations instruments, standards and resolutions that contribute to gender equality and the empowerment and advancement of women	(a) Increased number of policies and actions taken and/or supported by UN-Women, upon the request of Member States, at the national and regional levels to implement the Beijing Declaration and Platform for Action, the outcome of the twenty-third special session of the General Assembly, the Convention on the Elimination of All Forms of Discrimination against Women and other United Nations instruments, standards and resolutions that contribute to gender equality and the empowerment of women

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| <p>(b) Enhanced capacity of UN-Women to effectively support, upon the request of Member States, national mechanisms for gender equality, service delivery institutions and civil society organizations in order to advance gender equality and women's empowerment and to protect women's human rights</p> <p>(c) Increased capacity to lead and coordinate the United Nations system at the country level in supporting Member States upon their request in the implementation of commitments to eliminate discrimination against women and girls, empower women and achieve gender equality</p> | <p>(b) (i) Number of UN-Women activities related to strengthening capacity development provided, upon the request of Member States, to national mechanisms for gender equality, service delivery institutions and civil society organizations</p> <p>(ii) Number of UN-Women activities to support Member States, upon their request, aimed at increasing the availability of national sex-disaggregated data</p> <p>(c) (i) Number of United Nations coordination mechanisms on gender equality led or co-led by UN-Women at the national level</p> <p>(ii) Number of United Nations development frameworks and programmes at the country level formulated and implemented with the participation and/or assistance of UN-Women</p> <p>(iii) Number of United Nations country teams that are, with the support of UN-Women, applying performance indicators on gender equality in the common country assessments/United Nations Development Assistance Frameworks</p> |
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Strategy

14.9 The Policy and Programme Bureau is responsible for the subprogramme. The strategy will include:

- (a) Serving as a global centre of knowledge- and experience-sharing on gender equality and the empowerment of women, through research, analysis and evaluation of trends, including on new and emerging issues and their impact on the situation of women;
- (b) Providing technical and thematic advice and programmatic support to Member States, at their request, including through regional and country offices, to enhance their capacity to develop, implement, monitor, review and evaluate their gender equality policies, including on the incorporation of gender perspectives in sectoral areas;
- (c) Providing advocacy support, training and capacity development to Member States, at their request, to advance the implementation of their

commitments to achieve gender equality and the empowerment of women in line with their national priorities;

(d) Providing leadership, technical expertise and coordination support to United Nations country teams and regional teams, including by leading, coordinating and promoting the accountability of the United Nations system in its work on gender equality and the empowerment of women.

Legislative mandates

General Assembly resolutions

34/180	Convention on the Elimination of All Forms of Discrimination against Women
50/42	Fourth World Conference on Women
50/203	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action
54/4	Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women
54/134	International Day for the Elimination of Violence against Women
S-23/2	Political declaration
S-23/3	Further actions and initiatives to implement the Beijing Declaration and Platform for Action
55/2	United Nations Millennium Declaration
59/164	Improvement of the status of women in the United Nations system
60/1	2005 World Summit Outcome
62/136	Improvement of the situation of women in rural areas
64/289	System-wide coherence
64/293	United Nations Global Plan of Action to Combat Trafficking in Persons
65/1	Keeping the promise: united to achieve the Millennium Development Goals
65/187	Intensification of efforts to eliminate all forms of violence against women
65/189	International Widows' Day
65/190	Trafficking in women and girls
65/259	Questions relating to the programme budget for the biennium 2010-2011

66/128	Violence against women migrant workers
66/129	Improvement of the situation of women in rural areas
66/130	Women and political participation
66/132	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
66/170	International Day of the Girl Child
66/181	Strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity
66/216	Women in development

Economic and Social Council resolutions and decisions

76 (V)	Communications concerning the status of women
304 (XI)	Report of the Commission on the Status of Women (fourth session)
1992/19	Communications on the status of women
1996/6	Follow-up to the Fourth World Conference on Women
1996/31	Consultative relationship between the United Nations and non-governmental organizations
1999/257	Enabling the Commission on the Status of Women to continue to carry out its mandate
2005/232	Declaration of the Commission on the Status of Women on the occasion of the tenth anniversary of the Fourth World Conference on Women
2006/9	Future organization and methods of work of the Commission on the Status of Women
2009/15	Future organization and methods of work of the Commission on the Status of Women
2009/16	Working Group on Communications on the Status of Women of the Commission on the Status of Women
2011/6	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2011/18	Situation of and assistance to Palestinian women

Economic and Social Council agreed conclusions and ministerial declaration

- 1997/2 Mainstreaming the gender perspective into all policies and programmes in the United Nations system (see A/52/3/Rev.1, chap. IV.A)
- Ministerial declaration of the high-level segment on implementing the internationally agreed goals and commitments in regard to gender equality and empowerment of women (see A/65/3/Rev.1, chap. III.F)

Security Council resolutions

- 1325 (2000) Women and peace and security
- 1820 (2008) Women and peace and security
- 1888 (2009) Women and peace and security
- 1889 (2009) Women and peace and security
- 1960 (2010) Women and peace and security

Agreed conclusions of the Commission on the Status of Women

- 1996 Resolution 40/9. Implementation of strategic objectives and action in the critical area of concern: poverty
- 1996 Women and the media
- 1996 Child and dependent care, including sharing of work and family responsibilities
- 1997 Women and the environment
- 1997 Women in power and decision-making
- 1997 Women and the economy
- 1997 Education and training of women
- 1998 Violence against women
- 1998 Women and armed conflict
- 1998 Human rights of women
- 1998 The girl child
- 1999 Women and health
- 1999 Institutional mechanisms
- 2001 Women, the girl child and human immunodeficiency virus/acquired immunodeficiency syndrome
- 2001 Gender and all forms of discrimination, in particular racism, racial discrimination, xenophobia and related intolerance

2002	Eradicating poverty, including through the empowerment of women throughout their life cycle, in a globalizing world
2002	Environmental management and the mitigation of natural disasters
2003	Participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women
2004	The role of men and boys in achieving gender equality
2004	Women's equal participation in conflict prevention, management and resolution and in post-conflict peacebuilding
2006	Enhanced participation of women in development: an enabling environment for achieving gender equality and the advancement of women, taking into account, inter alia, the fields of education, health and work
2006	Equal participation of women and men in decision-making processes at all levels
2007	Elimination of all forms of discrimination and violence against the girl child
2008	Financing for gender equality and the empowerment of women
2009	The equal sharing of responsibilities between women and men, including caregiving in the context of HIV/AIDS
2011	Access and participation of women and girls in education, training and science and technology, including for the promotion of women's equal access to full employment and decent work

Executive Board decisions

2011/3	United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2011-2013
2011/4	Least developed countries

Programme 15

Economic and social development in Africa

Overall orientation

15.1 The overall objective of the programme is to assist African countries in formulating and implementing policies and programmes that will lead to sustainable economic growth and social development, with particular emphasis on poverty reduction as envisaged in the New Partnership for Africa's Development (NEPAD) and in the internationally agreed development goals, including those contained in the United Nations Millennium Declaration.

15.2 The mandate for the programme derives from Economic and Social Council resolution 671 A (XXV), by which the Council established the Economic Commission for Africa (ECA). This mandate has been further elaborated in a number of resolutions of the General Assembly and the Economic and Social Council as well as in resolutions 718 (XXVI), 726 (XXVII), 779 (XXIX), 809 (XXXI) and 844 (XXXIX) of ECA. Further mandates have emanated from the African Union and the outcomes and decisions of major global conferences and summits, including the 2012 World Summit on Sustainable Development.

15.3 Africa has made remarkable progress in its economic agenda. For seven years prior to the financial and economic crisis, the economies of most African countries grew consistently at an average rate of 5 per cent per annum owing mainly to sound macroeconomic management. However, poverty remains high and widespread. At current rates of growth, Africa remains the only region of the world not on track to achieve Millennium Development Goal 1, on eradicating extreme poverty and hunger by 2015. The fallout from the global financial and economic crisis has undermined Africa's long-term economic and social development. The situation is further compounded by the possible impact of the recent euro debt crisis on the prospects for recovery of African economies. Climate change has also added a new dimension and urgency to Africa's development challenges, particularly poverty reduction. In addition, several related challenges of a medium-term nature need to be addressed, including accelerating achievement of the Millennium Development Goals; speeding up the pace of regional integration; promoting trade, including intra-African trade; enhancing the economic management, including the formulation and implementation of good macroeconomic policies and strengthening governance systems, including enhancing human and institutional capacity.

15.4 In order to address these and other emerging development challenges, African countries need to formulate and implement appropriate policies and programmes for achieving sustainable growth and development. In line with its mandate of promoting the economic and social development of Africa, ECA will respond to those challenges by scaling up its support to member States in improving capacity to formulate and implement development policies at the national and regional level. In addition, ECA will provide stronger and more coherent support to member States in advancing South-South cooperation to complement existing North-South cooperation mechanisms.

15.5 The Commission's overall strategy for achieving the objectives of the programme will continue to revolve around two main pillars: (a) promoting regional integration in support of the African Union vision and priorities; and (b) meeting

Africa's special needs and emerging global challenges. The work under the two pillars will be carried out through 10 interdependent and complementary subprogrammes which broadly reflect regional priorities: macroeconomic analysis, finance and economic development; food security and sustainable development; governance and public administration; information and science and technology for development; regional integration, infrastructure and trade; gender and women in development; subregional activities for development; development planning and administration; statistics; and social development.

15.6 Under each of the subprogrammes, particular attention will be given to gender mainstreaming and to addressing the special needs of Africa's least developed, landlocked and island developing countries and countries emerging from conflicts or recovering from natural disasters. Emphasis will also be placed on supporting member States to achieve sustainable development goals, in line with the commitments of the United Nations Conference on Sustainable Development, design strategies for poverty reduction after the conclusion of the Millennium Development Goals in 2015, create employment, develop infrastructure, including promoting access to energy for all, and advocate for youth development.

15.7 Furthermore, ECA will continue to support the achievement of cross-cutting outcomes and results throughout its work programme, especially by addressing the socioeconomic dimensions of climate change across subprogrammes; strengthened capacity for natural resources management; migration; and the deepening of its work on enhancing the role of the State in development, including efforts to revive development planning. Vigorous action to address this challenge will be an essential component of the work of ECA in 2014-2015, building on the research and policy analytical work currently being undertaken in the context of the High-level Panel on Illicit Financial Flows from Africa.

15.8 The modalities for implementation will include a combination of knowledge-generation, sharing and networking; advocacy and consensus-building; and advisory services and technical cooperation. ECA will deliver these services through economic and social analyses and preparation of reports to monitor and track the progress of Africa on global and regional commitments; formulation of policy recommendations, guidelines and standards to support policy dialogue; organization of policy dialogue to facilitate consensus-building and adoption of common regional positions on key issues; and capacity-building (technical assistance, group training/workshops/seminars and field projects) to disseminate best practices. The Commission will continue to ensure the high quality and impact of its outputs by strengthening its quality assurance processes.

15.9 In implementing the programme, ECA will leverage its comparative strengths to engage a wide range of partners from within and outside the United Nations system in order to maximize the impact of its work. To this end, the Commission will continue to be involved in the work of the Executive Committee on Economic and Social Affairs, as the main vehicle for ensuring policy and operational coherence in United Nations development activities, as well as enhancing collaboration with United Nations Development Group entities. ECA will also continue to build on its existing partnerships with the African Union, the African Development Bank and other regional organizations, as well as with African civil society and private sector organizations. In addition, ECA will strengthen its collaboration with the NEPAD Planning and Coordinating Agency as a technical

body of the African Union to strengthen its capacity to implement its programmes within the context of the ten-year capacity-building programme for the African Union. Inter-agency coordination and collaboration among United Nations agencies working in Africa will continue to be strengthened through the regional consultation meetings of United Nations agencies convened by ECA in support of the African Union and its NEPAD programme at the regional and subregional levels. In addition, it will work closely with other regional commissions to develop joint initiatives and inputs with a view to strengthening the regional dimension in global development. At the subregional level, the Commission's subregional offices will continue to play an important catalytic role in the analytical and normative work of the Commission at both the subregional and national levels, working within the context of the United Nations Resident Coordinator system.

15.10 The programme is under the responsibility of ECA and its five subregional offices, including the African Institute for Economic Development and Planning. In terms of results, at the end of the plan period, it is expected that the programme will have contributed significantly to strengthening capacities in member States individually and collectively for effective policy formulation and implementation to address their development challenges, with particular emphasis on poverty reduction.

Subprogramme 1

Macroeconomic analysis, finance and economic development

Objective of the Organization: To promote policies, strategies and programmes on macroeconomic analysis, finance and economic development in Africa

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of member States to design, implement and monitor macroeconomic and sectoral policies that are gender sensitive and consistent with the priorities of NEPAD and the Millennium Development Goals	(a) Increased number of member States that design, implement and monitor their macroeconomic and sectoral policies consistent with the priorities of NEPAD and the Millennium Development Goals
(b) Increased capacity of member States to mobilize domestic and external resources for development	(b) Increased number of member States that have developed mechanisms for increased mobilization of domestic and/or external resources
(c) Enhanced capacity of African least developed countries and intergovernmental organizations to design, implement and monitor economic and social development strategies and plans with a particular focus on youth to address the social needs and challenges in line with the internationally agreed development goals	(c) (i) Increased number of African least developed countries that design, implement and monitor economic and social development strategies and plans to address the social needs and challenges (ii) Increased number of intergovernmental organizations that apply measures addressing the special needs of the least developed countries

Strategy

15.11 The responsibility for implementing the subprogramme lies with the Economic Development and NEPAD Division. The main strategic focus of the subprogramme will be to accelerate the process of achieving the targets set out in the United Nations Millennium Declaration and the priorities of the African Union and its NEPAD programmes. An important element in this strategy is the capacity of African countries to design appropriate national, subregional and regional policies and programmes to achieve high-level, inclusive, gender-sensitive and environmentally sustainable growth, create employment opportunities and accelerate the process of poverty reduction and overall economic and social development.

15.12 The subprogramme will focus on enhanced partnerships, applied research, knowledge-sharing, advocacy and the provision of advisory services to strengthen the capacity of member States with a view to addressing the challenges of achieving increased economic growth for sustainable development. The subprogramme will also support the efforts of member States to revamp development planning frameworks.

15.13 The issues to be dealt with will include macroeconomic, social and sectoral policies; accelerating the achievement of the Millennium Development Goals by supporting African least developed countries and countries emerging from conflicts or recovering from natural disasters; and the mobilization of resources to promote investment and industry for development, including South-South cooperation and stemming capital flight and illicit financial flows from Africa. In that context, the strategy will particularly focus on addressing the needs of least developed countries, countries emerging from conflicts or recovering from natural disasters, small island States and landlocked developing countries in Africa in line with the goals and targets of the Istanbul Programme of Action. The subprogramme will intensify its work on development strategies and address other emerging cross-cutting issues, such as the impact of climate change on development and environmentally sustainable growth. Collaboration with African development partners, particularly in the implementation of the priorities of the African Union and its NEPAD programme, the Millennium Development Goals, the Monterrey Consensus and the Istanbul Programme of Action, as well as with other leading African institutions, such as the African Development Bank, regional economic communities, research institutions, universities, the private sector, civil society and other United Nations organizations, will be enhanced.

Subprogramme 2 Food security and sustainable development

Objective of the Organization: To promote food security and sustainable development, including addressing the challenge of climate change in Africa

Expected accomplishments of the Secretariat	Indicators of achievement
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(a) Enhanced capacity of member States and intergovernmental bodies to formulate and implement sustainable development policies and strategies with particular emphasis on food security and rural development	(a) (i) Increased number of member States and intergovernmental bodies that develop and implement sustainable development policies and strategies for achieving food security
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	(ii) Increased number of partnership agreements between intergovernmental organizations at the subregional and regional levels to achieve rural development
(b) Improved capacity of member States to mainstream climate change into development policies, strategies and programmes	(b) Increased number of member States that develop and implement policies and strategies addressing climate change

Strategy

15.14 The responsibility for the subprogramme lies with the Food Security and Sustainable Development Division. The African Climate Policy Centre, under the subprogramme, will continue to support member States in addressing the challenges of climate change. The strategy of the subprogramme will continue to emphasize the development, implementation and evaluation of policies and strategies to achieve the balanced integration of the economic, social and environmental pillars of sustainable development and the structural transformation of agriculture and the rural economy within a perspective of regional cooperation and integration. The major focus will be on climate-smart agriculture, land, water, forests, urban-rural linkages, human settlements, environmentally sustainable growth, climate change and disaster risk reduction. It will also address other cross-cutting issues, such as poverty reduction, gender equality and climate financing. This is in response to the sustainable development challenges in Africa as contained in the African Union/NEPAD strategic framework, as well as in the outcomes of major summits and conferences on sustainable development, such as the 2005 World Summit Outcome, the Johannesburg Plan of Implementation, the 2010 African Development Forum and the outcomes of the United Nations Conference on Sustainable Development.

15.15 The strategy will also consist of policy analysis, advocacy and knowledge networking, advisory services and technical assistance. In this connection, the subprogramme will contribute to the monitoring and assessment of progress in the areas of food security and sustainable development in support of the implementation of the relevant outcomes of major summits and conferences on food security and sustainable development. The subprogramme will seek to promote stronger collaboration with African regional and subregional organizations, in particular the African Union Commission, the African Development Bank, and the regional economic communities. Partnerships with departments of the Secretariat, such as the Department of Economic and Social Affairs, and other United Nations entities, including the Food and Agriculture Organization of the United Nations, the United Nations Environment Programme, the United Nations Development Programme (UNDP), the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the United Nations Human Settlements Programme, the International Fund for Agricultural Development, the United Nations Industrial Development Organization, the World Food Programme, the United Nations Forum on Forests and the secretariats of various multilateral environment agreements, as well as with the private sector and relevant civil society organizations, will be pursued with a view to harnessing maximum synergies in programme implementation and outreach.

Subprogramme 3

Governance and public administration

Objective of the Organization: To promote good governance practices, policies and standards for all sectors of society in Africa in support of economic and social development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacities of member States to adopt good governance practices and standards to attain major development goals in the context of the African Union and its NEPAD programme	(a) Increased number of African countries adopting good governance practices, policies and standards, including the African Governance Report
(b) Improved capacities of member States to adopt efficient, transparent and accountable public sector practices for better service delivery	(b) Increased number of member States adopting instruments and mechanisms to strengthen transparency and accountability in their operations and in the delivery of public services
(c) Enhanced engagement with the private sector and civil society in development processes, in full consultation with concerned member States	(c) Increased number of African countries implementing mechanisms and regulatory frameworks for enhancing the engagement of the private sector and civil society in development processes

Strategy

15.16 The responsibility for implementing the subprogramme lies with the Governance and Public Administration Division. Despite the progress made by many African countries towards good governance, the benefit remains fragile as a result of persistent poverty and conflicts. Therefore, the challenge is to ensure that Africa's strides towards good governance are sustained through a focus on building a capable State that is endowed with transparent, participatory and accountable political and economic systems to consolidate the foundations for sustainable development. The strategy will focus on enhancing efficient and participatory public sector management, developing the private sector and promoting the participation of civil society. To this end, it will focus its intervention and efforts on the following areas: political governance practices and systems, including public sector reforms; monitoring and assessing trends and best practices on governance in Africa; providing support to build State capacity through improving governance systems and enhancing public administration with particular focus on assisting post-conflict countries and fragile States; promoting measures for combating corruption and strengthening institutions of good governance; promoting democracy and popular participation, including strengthening human rights in the context of the African Peer Review Mechanism; enhancing the capacity of civil society and the private sector; and strengthening private sector development through the promotion of investment opportunities and building capacity to support the development of small- and medium-sized enterprises. As a strategic partner in the African Peer Review Mechanism process, the subprogramme will scale up its assistance to member States

in the implementation of the mechanism, particularly in building and maintaining a credible database on relevant information.

15.17 The strategy will include the following: analytical work, policy advisory services, training and provision of technical assistance to member States and regional institutions. The strategy will also contribute to enhancing public financial management and accountability to attract more investment and enhance growth and development, and support measures to mobilize resources for development, including combating illicit financial flows. The activities under the subprogramme will give particular attention to addressing the concerns of women and ensuring gender equality. The subprogramme's technical cooperation includes field projects, such as monitoring and assessing progress towards good governance and building capacity of key governance public institutions and civil society organizations. The subprogramme will also strengthen its partnership with other organizations and institutions, including the African Union, the African Development Bank, UNDP, the Department of Economic and Social Affairs of the United Nations Secretariat, regional economic communities, academic institutions, business community organizations and civil society organizations.

Subprogramme 4

Information and science and technology for development

Objective of the Organization: To promote the adaptation and application of appropriate and integrated information, science and technology and innovation to enable Africa's integration into the knowledge economy

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacities of African countries and regional economic communities to formulate, implement and evaluate inclusive and gender-sensitive regional, national and sectoral information, communications, geoinformation and science, technology and innovation policies and strategies	(a) (i) Increased number of countries that have formulated, implemented, evaluated and/or revised their integrated information and communications technology (ICT), geoinformation and science and technology policies and plans (ii) Increased number of regional economic communities that have formulated and/or implemented harmonized frameworks for ICT, geoinformation and science and technology
(b) Enhanced capacity of member States and regional economic communities to nurture and harness ICT and research and development in the areas of science, technology and innovation for development at the national, subregional and regional levels	(b) (i) Increased number of national, subregional and regional initiatives and knowledge networks to harness innovation for development (ii) Increased number of institutions and networks of innovators and inventors supported by member States and the regional economic communities in ICT, geoinformation and science, technology and innovation

Strategy

15.18 Subprogramme 4 is under the overall responsibility of the Information and Communications Technology and Science and Technology Division. The strategy for implementation of activities is based on recognition of science, technology and innovation and ICT as key drivers for bridging the scientific and digital divides, reducing poverty, ensuring socioeconomic development and accomplishing the Millennium Development Goals. It will support member States to put in place systems to use innovation as an engine of economic growth and to mitigate and manage the effects of climate change. Such systems include mobile technologies which have demonstrated the potential of innovation in meeting social, economic and political development.

15.19 Achievement of the goals of advocacy, consensus-building and strengthening of human and institutional capacities remains vital to the achievement of the subprogramme's objective through the Committee on Development Information, Science and Technology, and Science with Africa. The subprogramme will also monitor the outcomes of key regional and global institutions, such as the World Summit on the Information Society, the African Union Ministerial Conference on ICT, the African Ministerial Council on Science and Technology and the African Union NEPAD Consolidated Plan of Action. Specific activities aimed at harnessing science and innovation will include support to member States and regional economic communities through the implementation of the African Innovation Framework, including capacity-building workshops and seminars.

15.20 The subprogramme will continue supporting gender-sensitive strategies for building and sustaining the African digital economy and creating an enabling environment for the knowledge economy through formulation, implementation and evaluation of national, subregional and regional ICT, geoinformation and science and technology policies and strategies.

15.21 In the framework of NEPAD priorities, support will be provided to regional economic communities for the formulation of subregional ICT initiatives and legal and regulatory frameworks. Sectoral initiatives in the areas of education, trade, health and governance will also be promoted to mainstream ICT in national and sectoral development priorities. ICT-based innovation will also be promoted at national and subregional levels through innovation networks, awards and support to the development of prototypes.

15.22 The subprogramme will continue working in close collaboration with subregional offices, African regional centres of excellence (the Regional Centre for Mapping of Resources for Development, the Regional Centre for Training in Aerospace Surveys, the African Organization of Cartography and Remote Sensing) and other organizations within and outside the United Nations system (the United Nations Geographic Information Working Group, the United Nations Office for Outer Space Affairs, the Group on Earth Observations, and Global Monitoring for Environment and Security, as well as with other key stakeholders, including civil society, the private sector, women's groups, youth organizations, the media, academia/research institutions and other knowledge networks.

Subprogramme 5

Regional integration, infrastructure and trade

Objective of the Organization: To promote effective regional economic cooperation and integration among member States

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased harmonization of policies and programmes of the member States and regional economic communities to expand regional integration	(a) Increased number of countries that harmonized their national policies and programmes to achieve regional integration, with particular emphasis on trade, infrastructure and natural resources development
(b) Enhanced capacity of member States and regional economic communities to develop and implement policies and programmes in the areas of intra-African trade and international trade and negotiations in support of regional integration	(b) (i) Increased number of countries that developed and implemented policies and programmes in the context of free trade areas or customs unions between and across regional economic communities (ii) Increased number of common positions adopted and implemented by member States in the areas of international trade and trade negotiations
(c) Enhanced capacity of member States and intergovernmental organizations to develop policies and programmes in the area of infrastructure and natural resources development	(c) Increased number of policies and programmes adopted and implemented by the member States in the area of infrastructure and natural resources development

Strategy

15.23 The responsibility for implementing this subprogramme lies with the Regional Integration, Infrastructure and Trade Division. Effective participation in the global economy has been recognized as a key force that will accelerate growth in African economies. However, African countries lack adequate capacity in dealing with multilateral, regional and bilateral trade negotiations. In addition, intraregional and international trade remains severely constrained by poor infrastructure and the slow pace of regional integration. Although the regional economic communities are currently promoting interregional economic community free trade areas, such as the Common Market for Eastern and Southern Africa, the East African Community and the Southern African Development Community tripartite, as a strategy towards achieving a continental free trade area, their capacities remain inadequate.

15.24 To address the above challenges, the work of the subprogramme will focus on: (a) promoting intra-African trade and supporting the efforts of the African Union Commission and the regional economic communities towards consolidating free trade areas and customs unions; (b) addressing issues related to international trade negotiations, including the Doha Development Agenda and Economic Partnership

Agreements; and (c) building productive trade capacities of African countries by addressing issues of diversification and competitiveness. The subprogramme will further assist the member States in improving their trade policies and in mainstreaming these policies in their national and regional trade strategies, including examining the role of women in trade through collaboration with the African Centre for Gender and Social Development. Finally, the subprogramme will also focus its work on supporting the Aid for Trade Initiative.

15.25 In respect of infrastructure and natural resources development, the subprogramme will focus on working with African Union member States and the regional economic communities to implement the Programme for Infrastructure Development in Africa, especially in the areas of trade and transport facilitation, clean and renewable energy, energy efficiency and financing energy infrastructure. The Programme was launched in 2010 as the long-term strategic framework for infrastructure development in Africa. Further activities will include the implementation of the intergovernmental agreement on the Trans-African Highway and on Road Safety to implement the United Nations Decade of Action for Road Safety 2011-2020. In mineral resources development, the main thrust of the work will revolve around implementing the African Mining Vision to enable the continent to gain increased benefits from the mineral sector. The Vision was approved by Heads of State and Government in February 2009 as the framework guiding the long-term development of mineral resources in Africa.

15.26 The strategies to achieve the above accomplishments will focus mainly on building the capacities of African countries through training programmes, technical support and in-depth policy analyses. The subprogramme will further focus on advocacy and consensus-building through the Geneva Interregional Advisory Services and the African Trade Policy Centre.

Subprogramme 6

Gender and women in development

Objective of the Organization: To promote the strengthening of gender equality and women's empowerment in the context of the Beijing Declaration and Platform for Action

Expected accomplishments of the Secretariat	Indicators of achievement
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(a) Increased capacity of member States and regional economic communities to implement and report on gender equality and women's empowerment obligations and address emerging issues that have an impact on women

(a) Increased number of member States and regional economic communities that reported progress in the implementation of gender equality and women's empowerment obligations through the Beijing Declaration and Platform for Action

(b) Increased capacity of member States and regional economic communities to mainstream gender concerns into national policies and programmes

(b) Increased number of member States and regional economic communities that made use of applying the knowledge generated through the African Gender and Development Index, gender statistics, gender-aware macroeconomic modelling, the African Women's Rights Observatory and the e Network Information

Portal for National Gender Equality
Machineries in Africa to mainstream gender
concerns

Strategy

15.27 Internally, the strategy will benefit from previous gains made in the last bienniums where linkages and synergies have been developed with subprogramme 10 in the African Centre for Gender and Social Development as well as with other ECA divisions and subregional offices, and will be guided by the recommendations of the 2008 African Development Forum on Ending Violence Against Women. The gender assessment undertaken within the Commission in 2011 will provide entry points to strengthen the ability of the divisions and subregional offices to effectively deliver to member States their outputs on gender and development within different sectors. It will also enhance collaboration between the subprogramme and the ECA Gender Focal Persons within divisions and subregional offices and will scale up gender mainstreaming throughout all ECA subprogrammes.

15.28 Partnership with the African Centre for Statistics will be strengthened to scale up work on gender statistics as a strategy to support evidence-based reporting and to determine the impact of programmes on gender equality and women's empowerment. The subprogramme will also work closely with the Food Security and Sustainable Development Division and the African Climate Policy Centre to address the gender dimensions of climate change. The subprogramme will continue to enhance collaboration with the African Union Commission, regional economic communities, the African Development Bank and the United Nations system through regional consultative mechanisms. The subprogramme will leverage strong relationships with development partners, civil society organizations and networks to support the implementation of its activities. It will also strengthen joint activities with UN-Women.

15.29 The subprogramme will continue to use technical support as a critical strategy for capacity development, on-site policy and programme implementation support as well as technical advice. During the seventh session of the Committee on Women and Development in May 2011, the subprogramme was commended for its support to the national gender machineries in Africa. The Committee encouraged ECA to strengthen the capacity of national statistical offices and national gender machineries, as well as to reinforce links among them and with national research institutions and civil society. The Committee further requested the subprogramme to extend the case study compilation and other upcoming research to more countries to ensure that the cross-continental realities of women in Africa are reflected and understood for policy development.

15.30 Finally, the implementation strategy will include the e-Network of National Gender Machineries, the African Women's Rights Observatory and other knowledge-sharing platforms that will be used to strengthen outreach to member States. This will also reinforce gender mainstreaming efforts and facilitate sharing of information and best practices. To ensure continuity and scaling up of other previous interventions and in line with the recommendations of the Committee on Women and Development during the biennium 2014-2015, the subprogramme will strengthen its research focus, use the tools developed in previous bienniums, build

on other ongoing activities and promote consensus-building and policy dialogue on gender equality and women's empowerment.

Subprogramme 7

Subregional activities for development

Component 1

Subregional activities in North Africa

Objective of the Organization: To strengthen economic and social transformation in the North Africa subregion, with a particular focus on regional integration priorities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States and regional economic communities to address the emerging development challenges and to formulate and implement adequate harmonized sustainable development policies	(a) Increased number of member States and regional economic communities that have taken steps to implement policy recommendations adopted at the regional level as a result of subregional office activities
(b) Strengthened capacity of the Arab Maghreb Union to accelerate implementation of the regional integration agenda to better address regional priorities in the context of the multi-year programmes	(b) (i) Increased number of programmes and projects undertaken and completed by the Arab Maghreb Union in the context of the multi-year programmes (ii) Increased number of projects for which resources are jointly mobilized with the Arab Maghreb Union in support of multi-year programmes
(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities, including Governments, the private sector, civil society, regional economic communities and United Nations agencies, in the context of the Subregional Coordination Mechanism	(c) Increased number of platforms and forums involving Governments, the private sector, civil society, regional economic communities and United Nations agencies, as a result of interventions of the subregional office

Strategy

15.31 This component of subprogramme 7 will be implemented by the subregional office for North Africa, which covers the following seven member States: Algeria, Egypt, Libya, Mauritania, Morocco, the Sudan and Tunisia. The office covers the Arab Maghreb Union as the main regional economic community and contributes with the Regional Integration, Infrastructure and Trade Division and other subregional offices to assist the Community of Sahel and Saharan States and, to some extent, the Common Market for Eastern and Southern Africa. An important strategic pillar for the implementation of this component is the need to take into account the specific geopolitical position of the subregion as a crossroads between the African continent,

Europe and Western Asia. Therefore, the strategy will make provisions for increased collaboration with institutions in those two regions (i.e., United Nations Economic and Social Commission for Western Asia, universities and the Barcelona processes).

15.32 The subregional office will support member States in transition resulting from recent political changes in order to accelerate their development agenda. Assistance will be provided to the Arab Maghreb Union to implement the road map for a more integrated Maghreb. This includes the fundamental policies of regional integration and the implementation of a self-financing mechanism to support the work and the functioning of the Arab Maghreb Union.

15.33 Emphasis will be put on building and maintaining knowledge and information networks for harnessing and disseminating best practices and lessons learned elsewhere and within the region to the member States and their organizations, in particular by the use of communities of practice. Collaboration with the Information and Communications Technology and Science and Technology Division will continue in providing technical assistance to the regional economic communities on the harmonization of the legal framework for the knowledge economy and society.

15.34 The strategy will focus on providing well-targeted technical support to member States and the regional economic communities to improve their capacities to sustain their economic, social and political transformation, with particular focus on regional integration, within the overall framework of NEPAD and other internationally agreed development goals, including the Millennium Development Goals. The implementation of the strategy will include capacity-building activities through the provision of advisory services, training workshops and policy studies to address development challenges specific to North Africa and to focus on policy advocacy for integration. To attain those goals, the subregional office will continue to work in close partnerships with United Nations agencies (at the national and regional levels) and other development partners operating in the subregion to increase the Commission's effectiveness and input.

15.35 The subregional office will also work closely with other stakeholders, such as the private sector, universities and civil society organizations, as well as regional intergovernmental organizations, including the NEPAD secretariat and the African Development Bank. To ensure and sustain the high quality of its services, the subregional office will ensure that impact evaluation tools, including questionnaires, are systematically used in all the activities of the office.

Component 2

Subregional activities in West Africa

Objective of the Organization: To strengthen economic and social transformation in the West Africa subregion, with a particular focus on regional integration priorities

Expected accomplishments of the Secretariat	Indicators of achievement
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(a) Enhanced capacity of member States and regional economic communities to formulate and implement harmonized macroeconomic policies and programmes to address key subregional priorities in West Africa	(a) Increased number of member States and regional economic communities that have implemented harmonized macroeconomic policies and programmes to address key subregional priorities
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| <p>(b) Strengthened capacity of the Economic Community of West African States (ECOWAS) and the West African Economic and Monetary Union to accelerate the implementation of the regional integration agenda to better address regional priorities in the context of the multi-year programmes</p> | <p>(b) (i) Increased number of programmes and projects undertaken and completed by ECOWAS and the West African Economic and Monetary Union in the context of the multi-year programmes</p> <p>(ii) Increased number of projects for which resources are jointly mobilized with regional economic communities in support of multi-year programmes</p> |
| <p>(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities, including Governments, the private sector, civil society, regional economic communities and United Nations agencies, in the context of the Subregional Coordination Mechanism</p> | <p>(c) Increased number of platforms and forums involving Governments, the private sector, civil society, regional economic communities and United Nations agencies, as a result of interventions of the subregional office</p> |
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Strategy

15.36 This component of the subprogramme will be implemented by the subregional office for West Africa, which provides coverage for the following 15 countries: Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone and Togo. The strategy will focus on providing greater technical support to member States and the regional economic communities with a view to improving their capacities for regional integration, particularly in areas of priority to West Africa. Assistance will be provided to the West African regional economic communities to formulate and implement collaborative programmes in line with the NEPAD framework as well as with other internationally agreed development goals, including the Millennium Development Goals. Attention will be devoted to building and maintaining knowledge and information networks for harnessing and disseminating best practices to member States and their organizations. The implementation strategy will include capacity-building activities through the provision of advisory services, training workshops and policy studies aimed at addressing development challenges specific to West Africa. To attain those goals, the subregional office will strengthen partnerships with United Nations agencies and other development partners operating in the subregion to increase the effectiveness and impact of ECA activities. The office will also work closely with other stakeholders, including the private sector and civil society, and with subregional intergovernmental organizations, including the African Development Bank, the African Union and the NEPAD secretariat.

15.37 In particular, the office will strengthen the implementation of the multi-year programme with the ECOWAS Commission, as that Commission consolidates its reform. The office will use this collaborative arrangement as an entry point and a model to expand cooperation with other intergovernmental organizations in the West African subregion.

15.38 Specifically, the implementation strategy will be articulated around:

- (a) Fostering policy dialogue on development policies in the West African subregion;
- (b) Establishment and strengthening of policy dialogue platforms and forums at subregional levels;
- (c) Networking with United Nations country teams and other partners for knowledge-sharing, dissemination and outreach at the national level.

Component 3

Subregional activities in Central Africa

Objective of the Organization: To strengthen economic and social transformation in the Central Africa subregion with particular focus on regional integration priorities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States and regional economic communities to formulate and implement harmonized macroeconomic policies and programmes to address key subregional priorities in Central Africa	(a) Increased number of member States and regional economic communities that have implemented harmonized macroeconomic policies and programmes to address key subregional priorities
(b) Strengthened capacity of the Economic and Monetary Community of Central Africa and the Economic Community of Central African States to accelerate implementation of the regional integration agenda to better address regional priorities in the context of multi-year programmes	(b) (i) Increased number of programmes and projects undertaken and completed by the Economic and Monetary Community of Central Africa and the Economic Community of Central African States in the context of multi-year programmes (ii) Increased number of projects for which resources are jointly mobilized with the Economic and Monetary Community of Central Africa and the Economic Community of Central African States in support of multi-year programmes
(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities, including Governments, the private sector, civil society, regional economic communities and United Nations agencies, in the context of the Subregional Coordination Mechanism	(c) Increased number of platforms and forums involving Governments, the private sector, civil society, regional economic communities and United Nations agencies, as a result of interventions of the subregional office

Strategy

15.39 This component of the subprogramme will be implemented by the subregional office for Central Africa, located in Yaoundé, which covers the

following seven countries: Cameroon, Central African Republic, Chad, Congo, Equatorial Guinea, Gabon and Sao Tome and Principe. Collaboration with the Economic Community of Central African States extends the activities of the office to the following countries: Angola, Burundi and the Democratic Republic of the Congo.

15.40 The strategy will focus on providing greater technical support to member States and the regional economic communities with a view to improving their capacities for regional integration, particularly in areas of priority to Central Africa. Assistance will be provided to the Central African regional economic communities to formulate and implement multi-year collaborative programmes in line with the NEPAD framework as well as with the internationally agreed development goals, including the Millennium Development Goals. Attention will be devoted to building and maintaining knowledge and information networks for harnessing and disseminating best practices to member States and their organizations. The implementation strategy will include capacity-building activities through the provision of advisory services, training workshops and policy studies aimed at addressing development challenges specific to Central Africa, including sustainable development and post-conflict recovery. The strategy will also include close consultation with regional economic communities, especially through the use of coordination mechanisms set up at the country and subregional levels. To attain those goals, the subregional office will strengthen partnerships with United Nations agencies and other development partners operating in the subregion to increase the effectiveness and impact of ECA activities. The office will also work closely with other stakeholders, including the private sector and civil society, and with regional intergovernmental organizations, including the African Development Bank, the African Union Commission, the NEPAD secretariat, the Central African States Development Bank and the Bank of Central African States. In addition, a gender dimension will continue to be mainstreamed across the full range of activities undertaken by the office.

Component 4

Subregional activities in East Africa

Objective of the Organization: To strengthen economic and social transformation in the East Africa subregion, with a particular focus on regional integration priorities

Expected accomplishments of the Secretariat	Indicators of achievement
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(a) Enhanced capacity of member States and regional economic communities to formulate and implement harmonized macroeconomic policies and programmes to address key subregional priorities in East Africa

(a) Increased number of member States and regional economic communities that have implemented harmonized macroeconomic policies and programmes to address key subregional priorities

(b) Strengthened capacity of the East African Community and the Intergovernmental Authority on Development to accelerate implementation of the regional integration agenda to better address regional priorities in the context of the multi year programmes

(b) (i) Increased number of programmes and projects undertaken and completed by the East African Community and the Intergovernmental Authority on Development in the context of the multi year programmes

	(ii) Increased number of projects for which resources are jointly mobilized with the East African Community and the Intergovernmental Authority on Development in support of multi-year programmes
(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities, including Governments, the private sector, civil society, regional economic communities and United Nations agencies, in the context of the Subregional Coordination Mechanism	(c) Increased number of platforms and forums involving Governments, the private sector, civil society, regional economic communities and United Nations agencies, as a result of interventions of the subregional office

Strategy

15.41 The responsibility for implementing this component of the subprogramme lies with the subregional office for East Africa. The office is located in Kigali and provides coverage for the following 13 countries: Burundi, Comoros, the Democratic Republic of the Congo, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Seychelles, Somalia, Uganda and the United Republic of Tanzania. Its key clients include the following regional economic communities and/or intergovernmental organizations: the East African Community, the Intergovernmental Authority on Development, the Economic Community of the Great Lakes Countries, the Indian Ocean Commission and the International Conference on the Great Lakes Region.

15.42 In fulfilment of its objectives and expected accomplishments, the subprogramme will accompany and support regional integration and cooperation in the subregion; monitor the status of regional integration in East Africa (e.g., Regional Integration Observatory); undertake policy analysis to sharpen regional integration processes; help the harmonization and standardization of policies, laws and regulations as well as procedures; and facilitate business processes to reduce transaction costs. Furthermore, the subprogramme will develop capacity and foster institutional support to the regional economic communities, intergovernmental organizations and member States. In addition, a gender dimension will continue to be mainstreamed across the full range of activities undertaken by the office.

Component 5 Subregional activities in Southern Africa

Objective of the Organization: To strengthen economic and social transformation in the Southern Africa subregion, with a particular focus on regional integration priorities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States and regional economic communities to formulate and implement harmonized macroeconomic policies and programmes to address key subregional priorities in Southern Africa	(a) Increased number of member States and regional economic communities that have implemented harmonized macroeconomic policies and programmes to address key subregional priorities

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| <p>(b) Strengthened capacity of the Common Market for Eastern and Southern Africa and the Southern African Development Community to accelerate implementation of the regional integration agenda to better address regional priorities in the context of the multi-year programmes</p> | <p>(b) (i) Increased number of programmes and projects undertaken and completed by the Common Market for Eastern and Southern Africa and the Southern African Development Community in the context of the multi-year programmes</p> <p>(ii) Increased number of projects for which resources are jointly mobilized with the Common Market for Eastern and Southern Africa and the Southern African Development Community in support of multi-year programmes</p> |
| <p>(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities, including Governments, the private sector, civil society, regional economic communities and United Nations agencies, in the context of the Subregional Coordination Mechanism</p> | <p>(c) Increased number of platforms and forums involving Governments, the private sector, civil society, regional economic communities and United Nations agencies, as a result of interventions of the subregional office</p> |
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Strategy

15.43 The responsibility for implementing this component of the subprogramme lies with the ECA subregional office for Southern Africa. The office is located in Lusaka and covers the following 11 countries: Angola, Botswana, Lesotho, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Zambia and Zimbabwe.

15.44 The strategy will focus predominantly on providing greater and more coordinated technical support to member States, the Southern African Development Community and the Common Market for Eastern and Southern Africa with a view to improving their capacities for regional integration, particularly in areas of priority to Southern Africa. Assistance in the strategy will be geared towards formulating and implementing multi-year collaborative programmes in the context of the Subregional Coordination Mechanism's focus areas and priorities and also the common tripartite programmes/activities to achieve a greater implementation rate of the NEPAD programmes and the internationally agreed development goals, including the Millennium Development Goals.

15.45 Special attention will be devoted to building and maintaining knowledge and information networks for harnessing and disseminating best practices to member States and their organizations. The implementation strategy will also include capacity-building activities through the provision of advisory services, training workshops and policy studies aimed at informing and addressing development challenges specific to Southern Africa. To attain those goals, the subregional office will strengthen partnerships with United Nations agencies and other development partners operating in the subregion to increase the effectiveness and impact of ECA interventions and activities in its domain. The office will also work closely with other stakeholders, including the private sector and non-State actors, and with regional intergovernmental organizations, such as the African Development Bank,

the African Union and the NEPAD Planning and Coordinating Agency. In addition, a gender dimension will continue to be mainstreamed across the full range of activities undertaken by the office.

Subprogramme 8

Development planning and administration

Objective of the Organization: To improve public sector management with respect to economic policy planning and analysis and development planning of the African Governments and other associated development actors

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States for better economic policy analysis and management	(a) (i) Increased number of countries adopting new approaches in policy formulation and analysis and appropriate measures, in line with the subprogramme guidelines and recommendations (ii) Increased number of national or subregional public sector departments and institutions in the African region applying appropriate new policies and approaches in planning and analysis
(b) Strengthened capacity of member States for better development planning, policies and approaches, including local area development	(b) Increased number of countries and subnational regions adopting policies and measures or implementing activities in the area of development planning in line with the subprogramme recommendations

Strategy

15.46 The African Institute for Economic Development and Planning (IDEP), based in Dakar, is responsible for the implementation of this subprogramme. During the past biennium, in the context of the repositioning of IDEP to enhance its relevance, the Institute has already consolidated its position as a premier capacity-development resource for African Governments by extending its reach, enhancing its presence and visibility, and increasing its impact. The relevance of the Institute was recently endorsed by the General Assembly through approval of an additional grant for its activities. Accordingly, the recently developed multifaceted strategy that will be pursued includes the following:

- (a) A more interactive pedagogical approach and diversification of a range of modules, including on economic management, policy analyses and development planning;
- (b) Collaboration with the Commission's subregional offices, forging of partnerships with local universities, development training institutions and

development research centres for IDEP in delivering its capacity-development and training programmes locally in-country and/or subregionally;

(c) The renewal and continuation of international partnerships both within and outside the United Nations system, particularly serving as a hub for hosting capacity-building workshops and expert group meetings to be organized by other ECA subprogrammes for the realization of the work of the Institute with the African public sector and non-governmental development professionals;

(d) The deliberate decentralization of capacity-development and training activities in order to significantly scale up and expand opportunities for participation in IDEP courses and increase the reach of the Institute's work;

(e) The conscious recruitment of participation from the private sector, the legislative arm of government and development-oriented non-governmental organizations and civil society groups in recognition of the increased significance over time of non-State development actors in Africa;

(f) The intensification of training-of-trainer activities in order to strengthen the availability of in-house resource persons available to contribute to the building and renewal of the skills of their colleagues in strategic development institutions;

(g) The facilitation of policy research, policy dialogue, policy advisory and policy dissemination activities as accompanying complements to the capacity-development and training mandate of the Institute;

(h) The investment of necessary resources to transform the Institute's Library into the leading resource centre for primary and secondary literature on development planning in Africa;

(i) The transformation of the Institute's website into a site for learning and an African development planning portal, in addition to the existing information dissemination function which it serves;

(j) The facilitation of intra-African development learning and experience sharing through the organization of study visits and tours designed to help solve specific problems;

(k) The targeting of specific capacity-development programmes at younger officials and female professionals pursuing careers in economic management, policy analyses and development planning;

(l) The provision of an increasing number of tailor-made courses designed to meet the specific needs of requesting Governments and institutions, including the regional economic communities that constitute the building blocks of the African development agenda.

Subprogramme 9 Statistics

Objective of the Organization: To strengthen the production and use of quality statistics for evidence-based policy formulation, programme implementation and monitoring and evaluation of progress towards the achievement of national and internationally agreed goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States to produce and disseminate quality statistics in support of their development efforts	(a) Increased number of countries with 30 or more Millennium Development Goal indicators having at least three data points since 1990
(b) Improved availability of harmonized and comparable statistics in support of national, regional and international development efforts	(b) Increased number of countries for which a comparable set of national accounts data is included in the African statistical database

Strategy

15.47 The responsibility for implementing the subprogramme lies with the African Centre for Statistics. The subprogramme will strive to increase the statistical capacities of African countries to collect, compile and use quality, comparable and harmonized statistics to: (a) monitor progress towards the implementation of set development objectives, including internationally agreed goals, such as the Millennium Development Goals; and (b) support regional integration, including harmonization of methods for censuses, surveys, national accounts, economic classifications and development indicators, in compliance with international methodologies, such as the 2008 System of National Accounts. In the first instance, the subprogramme will provide adequate support to countries' efforts to improve their statistical operations, including conducting censuses and surveys and making the data and information products available to users promptly. Special attention will be given to the efficient use of administrative data, such as the civil registration and vital statistics, which are necessary for producing gender-disaggregated and gender-responsive statistics, evidence-based service delivery procedures and monitoring and reporting of progress towards internationally agreed development goals. The subprogramme will continue to play a lead role in the implementation of the Reference Regional Strategic Framework for Statistical Capacity-building in Africa, which is designed to improve national statistical systems; and in the provision of support to countries to design, adopt and implement their national strategies for the development of statistics. The subprogramme will also continue its role in the implementation of the African Charter on Statistics designed by the African Union Commission and the strategy for the harmonization of statistics in Africa, which emphasizes comparable statistics for regional integration. Improved quality and comparable statistical data will be collected continuously to populate the African statistical database as the authoritative source of data for statistical and flagship publications and other analytical work by ECA and others.

15.48 The strategy will include rigorous methodological work through: the production of manuals, handbooks and guidelines; training events and field projects; advocacy on addressing institutional issues and national strategies for the

development of statistics design; dissemination of information, experiences and best practices; and the provision of technical assistance, including advisory services, to member States and their institutions. In this context, particular emphasis will be placed on: developing manuals for producing harmonized statistics and supporting the statistical working groups dealing with harmonization of prices statistics; national accounts statistics; trade and public finances; data development in pilot countries; maintenance of databases; advocacy; gender mainstreaming; and institution-building. Therefore, the subprogramme will coordinate and cooperate with United Nations organizations, including the Statistics Division of the Department of Economic and Social Affairs, UNDP, the African Union Commission, the African Development Bank, regional, intergovernmental and relevant international organizations. The subprogramme will promote statistical harmonization and collaboration through the meetings of the Statistical Commission for Africa. It will also strengthen and upscale its partnerships with other ECA subprogrammes on data collection and statistical methodologies for their analytical work and flagship publications. Particular emphasis will be placed on emerging and cross-cutting issues, notably: (a) working with the subprogramme on gender and women in development on gender statistics as a part of the strategy to augment evidence-based reporting on gender equality and women's empowerment; (b) working with the subprogramme on macroeconomic analysis, finance and economic development to monitor Africa's progress towards the achievement of internationally agreed goals and special initiatives for least developed countries; and (c) working with the subprogramme on food security and sustainable development in addressing the challenges of climate change.

Subprogramme 10

Social development

Objective of the Organization: To promote inclusive and equitable sustainable human and social development in line with internationally and regionally agreed commitments and frameworks

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States and intergovernmental organizations to design and implement inclusive and equitable social development policies and strategies	(a) (i) Increased number of member States and intergovernmental bodies designing and implementing commitments on human and social development, including the International Conference on Population and Development (ii) Increased number of national institutions, intergovernmental bodies and other stakeholders making use of and applying the knowledge and tools generated by the subprogramme

(b) Enhanced capacity of member States and intergovernmental organizations to mainstream human development concerns into national policies and strategies, with particular emphasis on migration, youth, women and the needs of vulnerable groups

(b) Increased number of member States and intergovernmental bodies mainstreaming human development concerns into national policies and strategies

Strategy

15.49 This subprogramme falls under the African Centre for Gender and Social Development, with strategic focus on human and social development. The subprogramme will benefit from the synergy built in previous bienniums with subprogramme 6 and will continue to foster this relationship in addressing gender equality. While Africa has experienced moderately good economic growth in recent years, the social indicators remain relatively poor, resulting in the uneven performance on achieving the Millennium Development Goals. To support the efforts of member States to respond to these challenges, the subprogramme will use the strategic focus developed in the biennium 2012-2013 to guide and strengthen its work on research, technical support, consensus-building and policy dialogue on human and social development. The subprogramme will also use a rights-based approach in its work. This strategy includes:

(a) To continue enhancing collaboration with the African Union Commission, regional economic communities, the African Development Bank and the United Nations system through regional consultative mechanisms. Partnerships will be cultivated with donors, civil society organizations and networks to support the implementation of programmes;

(b) During the biennium, the subprogramme will use the Bureau and the Committee on Human and Social Development to engage and ensure that the planned programmes and activities are implemented and experiences shared. The subprogramme will employ the outcomes of the 20-year review of the Programme of Action of the International Conference on Population and Development to implement a sustainable human and social development programme;

(c) The subprogramme will continue to undertake policy research, documentation of best practices, knowledge-sharing and capacity development in the various sectoral areas of human and social development. This will be accompanied by technical assistance and advisory services to member States and intergovernmental bodies. The Committee on Human and Social Development, in its second session in 2011, encouraged ECA through the subprogramme to establish a knowledge platform on social development highlighting best practices, data and information on key issues and supported the establishment of national and regional observatories on social development. The Committee also proposed that the subprogramme facilitate the establishment of a network of focal persons on social development in each member State. This network will form a critical part of the strategy of the subprogramme to facilitate outreach and the effective implementation of activities;

(d) During the biennium, the subprogramme will also undertake policy research on population movements, including internal and international migration

and population displacements and redistribution, and their linkages to economic and social development. Particular emphasis will be placed on supporting member States to integrate population movements and migration into national development plans and strategies and on the delivery of and accessibility of people to economic and social services.

Legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration
57/2	United Nations Declaration on the New Partnership for Africa's Development
57/144	Follow-up to the outcome of the Millennium Summit
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
58/142	Women and political participation (subprogrammes 3 and 6)
58/220	Economic and technical cooperation among developing countries
58/269	Strengthening of the United Nations: an agenda for further change
59/228	Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources (subprogrammes 2 and 5)
60/1	2005 World Summit Outcome
61/234	Enhancing the role of the subregional offices of the Economic Commission for Africa
64/215	Legal empowerment of the poor and eradication of poverty
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation
65/1	Keeping the promise: united to achieve the Millennium Development Goals
65/10	Sustained, inclusive and equitable economic growth for poverty eradication and achievement of the Millennium Development Goals
65/169	Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the sources of origin, consistent with the United Nations Convention against Corruption (subprogrammes 1 and 3)

65/173	Promotion of ecotourism for poverty eradication and environment protection
65/174	Second United Nations Decade for the Eradication of Poverty (2008-2017)
65/175	Industrial development cooperation
65/214	Human rights and extreme poverty
65/218	Enhancement of international cooperation in the field of human rights
65/240	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of the follow-up to the Durban Declaration and Programme of Action
65/263	Cooperation between the United Nations and the International Organization of la Francophonie (subprogrammes 4 and 7)
65/274	Cooperation between the United Nations and the African Union
65/278	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
65/280	Programme of Action for the Least Developed Countries for the Decade 2011-2020
65/284	New Partnership for Africa's Development: progress in implementation and international support
66/137	United Nations Declaration on Human Rights Education and Training
66/139	Strengthening collaboration on child protection within the United Nations system
66/161	Globalization and its impact on the full enjoyment of all human rights
66/213	Fourth United Nations Conference on the Least Developed Countries
66/214	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
66/215	Second United Nations Decade for the Eradication of Poverty (2008-2017)
66/216	Women in development

66/217	Human resources development
66/219	South-South cooperation
66/220	Agricultural development and food security
66/222	International Year of Family Farming, 2014
66/223	Towards global partnerships
66/224	People's empowerment and development

Economic and Social Council resolutions and decision

1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
1999/5	Poverty eradication and capacity-building
2004/246	Regional cooperation
2007/4	Review of the intergovernmental machinery of the Economic Commission for Africa
2007/33	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2009/6	Joint United Nations Programme on HIV/AIDS (UNAIDS) (subprogramme 10)
2009/19	Work of the Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals (subprogrammes 5 and 9)
2009/20	Social dimensions of the New Partnership for Africa's Development (subprogrammes 1 and 10)
2009/25	Improving the collection, reporting and analysis of data to enhance knowledge on trends in specific areas of crime (subprogrammes 3 and 9)
2009/29	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 light of relevant General Assembly resolutions, including resolution 61/16
2009/32	African countries emerging from conflict (subprogramme 5)
2011/6	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2011/8	Strengthening of the coordination of emergency humanitarian assistance of the United Nations

Economic Commission for Africa resolutions

- 844 (XXXIX) Repositioning ECA to better respond to Africa's priorities
- 853 (XL) Review of the intergovernmental machinery of the Economic Commission for Africa
- 862 (XLII) Enhancing domestic resource mobilization
- 866 (XLII) Millennium Development Goals
- 868 (XLIII) Review of progress towards achieving the Millennium Development Goals in Africa
- 870 (XLIII) Climate change and development in Africa
- 872 (XLIII) Promoting high-level sustainable growth to reduce unemployment in Africa
- 878 (XLIII) Initiatives for Africa's development
- 880 (XLIV) Millennium Development Goals
- 881 (XLIV) Enhancing United Nations support towards accelerating the implementation of the Ten-Year Capacity-Building Programme for the African Union and the programme of the New Partnership for Africa's Development
- 883 (XLIV) African risk capacity: a pan-African risk pool
- 885 (XLIV) Health financing in Africa
- 886 (XLIV) Illicit financial flows (subprogrammes 1 and 3)

Subprogramme 1**Macroeconomic analysis, finance and economic development***General Assembly resolutions*

- 54/197 Towards a stable international financial system, responsive to the challenges of development, especially in the developing countries
- 61/214 Role of microcredit and microfinance in the eradication of poverty
- 64/193 Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)
- 64/237 Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the countries of origin, consistent with the United Nations Convention against Corruption
- 65/146 Innovative mechanisms of financing for development

- 65/169 Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the sources of origin, consistent with the United Nations Convention against Corruption
- 65/175 Industrial development cooperation
- 65/280 Programme of Action for the Least Developed Countries for the Decade 2011-2020
- 65/286 Implementing the smooth transition strategy for countries graduating from the list of least developed countries
- 65/313 Follow-up to the Conference on the World Financial and Economic Crisis and Its Impact on Development
- 65/314 Modalities for the fifth High-level Dialogue on Financing for Development
- 66/191 Follow-up to the International Conference on Financing for Development
- 66/187 International financial system and development
- 66/189 External debt sustainability and development
- 66/210 Role of the United Nations in promoting development in the context of globalization and interdependence
- 66/213 Fourth United Nations Conference on the Least Developed Countries
- 66/215 Second United Nations Decade for the Eradication of Poverty (2008-2017)

Economic and Social Council resolutions

- 2004/48 Coordinated and integrated United Nations system approach to promoting rural development in developing countries, with due consideration to least developed countries, for poverty eradication and sustainable development
- 2004/64 International Conference on Financing for Development
- 2007/2 The role of the United Nations system in providing full and productive employment and decent work for all
- 2007/30 Follow-up to the International Conference on Financing for Development
- 2009/31 Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010

2011/9 Programme of Action for the Least Developed Countries for the Decade 2011-2020

2011/43 Support to the Republic of South Sudan

Economic Commission for Africa resolutions

847 (XL) Aid for Trade

848 (XL) Financing for development

862 (XLII) Enhancing Domestic Resource Mobilization

865 (XLII) Global financial and economic crisis

867 (XLIII) Assessment of Progress on Regional Integration in Africa

869 (XLIII) Africa regional review of implementation of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010

876 (XLIII) Establishment of African financial institutions

Subprogramme 2

Food security and sustainable development

General Assembly resolutions

47/191 Institutional arrangements to follow up the United Nations Conference on Environment and Development

54/214 Conservation and sustainable development of Central African forest ecosystems

57/271 World Food Summit: five years later

60/200 International Year of Deserts and Desertification, 2006

62/8 Overview of United Nations activities relating to climate change

64/198 Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Life", 2005-2015

64/201 United Nations Decade for Deserts and the Fight against Desertification (2010-2020)

65/154 International Year of Water Cooperation, 2013

65/158 International cooperation to reduce the impact of the El Niño phenomenon

66/68 Sustainable fisheries, including through the 1995 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, and related instruments

66/158	The right to food
66/195	Agricultural technology for development
66/197	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
66/198	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
66/199	International Strategy for Disaster Reduction
66/200	Protection of global climate for present and future generations of humankind
66/201	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
66/202	Convention on Biological Diversity
66/205	Sustainable mountain development
66/206	Promotion of new and renewable sources of energy
66/220	Agriculture development and food security

Economic and Social Council resolutions

2004/48	Coordinated and integrated United Nations system approach to promoting rural development in developing countries, with due consideration to least developed countries, for poverty eradication and sustainable development
2009/28	The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the 2008 substantive session of the Economic and Social Council

Economic Commission for Africa resolutions

800 (XXX)	Strategy and Action Plan for Water Resources Assessment, Development and Management in Africa
801 (XXX)	Food security and self-sufficiency in Africa
870 (XLIII)	Climate change and development in Africa
877 (XLIII)	Towards realizing a food-secure Africa
884 (XLIV)	Climate change and sustainable development in Africa

Subprogramme 3 **Governance and public administration**

General Assembly resolutions

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|--------|---|
| 48/180 | Entrepreneurship and privatization for economic growth and sustainable development |
| 54/128 | Action against corruption |
| 54/204 | Business and development |
| 60/34 | Public administration and development |
| 62/7 | Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies |
| 64/116 | The rule of law at the national and international levels |
| 64/148 | Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action |
| 65/75 | Preventing and combating illicit brokering activities |
| 65/94 | The United Nations in global governance |
| 65/123 | Cooperation between the United Nations, national parliaments and the Inter-Parliamentary Union |
| 65/169 | Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the countries of origin, consistent with the United Nations Convention against Corruption |
| 66/130 | Women and political participation |
| 66/163 | Strengthening the role of the United Nations in enhancing periodic and genuine elections and the promotion of democratization |
| 66/169 | National institutions for the promotion and protection of human rights |
| 66/209 | Promoting the efficiency, accountability, effectiveness and transparency of public administration by strengthening supreme audit institutions |

Economic and Social Council resolutions

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|---------|---|
| 2005/3 | Public administration and development |
| 2009/23 | Support for the development and implementation of the regional programmes of the United Nations Office on Drugs and Crime |

- 2009/25 Improving the collection, reporting and analysis of data to enhance knowledge on trends in specific areas of crime
- 2009/33 Support to Non-Self-Governing Territories by the specialized agencies and international institutions associated with the United Nations

Economic Commission for Africa resolutions

- 879 (XLIV) Governing development in Africa: the role of the State in economic transformation
- 886 (XLIV) Illicit financial flows

Subprogramme 4

Information and science and technology for development

General Assembly resolutions

- 50/102 United Nations system support for science and technology in Africa
- 57/295 Information and communication technologies for development
- 60/252 World Summit on the Information Society
- 62/217 International cooperation in the peaceful uses of outer space
- 64/211 Creation of a global culture of cybersecurity and taking stock of national efforts to protect critical information infrastructures
- 65/41 Development in the field of information and telecommunications in the context of international security
- 65/68 Transparency and confidence-building measures in outer space activities
- 65/311 Multilingualism
- 66/184 Information and communications technologies for development
- 66/211 Science and technology for development

Economic and Social Council resolutions

- 2007/8 Flow of information for the follow-up to the World Summit on the Information Society
- 2009/7 Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
- 2011/16 Assessment of the progress made in the implementation of and follow up to the outcomes of the World Summit on Information Society
- 2011/17 Science and technology for development

Economic Commission for Africa resolutions

- 758 (XXVIII) The role of cartography, remote sensing and geographic information systems (GIS) in sustainable development
- 766 (XXVIII) Strengthening development information systems for regional cooperation and integration in Africa
- 789 (XXIX) Strengthening information systems for Africa's recovery and sustainable development
- 795 (XXX) Building Africa's information highway
- 812 (XXXI) Implementation of the African Information Society Initiative (AISII)
- 817 (XXXI) African Regional Conference on Science and Technology
- 887 (XLIV) Enhancing science and technology for development in Africa

Subprogramme 5**Regional integration, infrastructure and trade***General Assembly resolutions*

- 50/126 Water supply and sanitation
- 56/180 Specific actions related to the particular needs and problems of landlocked developing countries
- 58/201 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
- 58/217 International Decade for Action, "Water for Life", 2005-2015
- 64/255 Improving global road safety
- 65/151 International Year of Sustainable Energy for All
- 65/153 Follow-up of the International Year of Sanitation, 2008
- 65/175 Industrial development cooperation
- 66/94 Report of the United Nations Commission on International Trade Law on the work of its forty-fourth session
- 66/185 International trade and development
- 66/190 Commodities
- 66/210 Role of the United Nations in promoting development in the context of globalization and interdependence

66/214 Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

66/219 South-South cooperation

66/223 Towards global partnership

Economic and Social Council resolutions

2011/12 Europe-Africa fixed link through the Strait of Gibraltar

2011/25 Work of the Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals

Economic Commission for Africa resolutions

818 (XXXI) Promotion of mineral resources development and utilization in Africa

819 (XXXI) Promotion of energy resources development and utilization in Africa

822 (XXXI) Implementation of the treaty establishing the African Economic Community: strengthening regional economic communities; rationalization and harmonization of the activities of regional and subregional communities

Subprogramme 6

Gender and women in development

General Assembly resolutions

59/167 Elimination of all forms of violence against women, including crimes identified in the outcome document of the twenty-third special session of the General Assembly, entitled "Women 2000: gender equality, development and peace for the twenty-first century"

59/248 World Survey on the role of women in development

60/229 Future operation of the International Research and Training Institute for the Advancement of Women

65/187 Intensification of efforts to eliminate all forms of violence against women

65/189 International Widows' Day

65/190 Trafficking in women and girls

66/128 Violence against women migrant workers

66/129	Improvement of the situation of women in rural areas
66/130	Women and political participation
66/131	Convention on the Elimination of All Forms of Discrimination against Women
66/132	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
66/140	The girl child
66/216	Women in development

Economic and Social Council resolutions

1998/12	Conclusions of the Commission on the Status of Women on critical areas of concern identified in the Platform for Action of the Fourth World Conference on Women
2003/44	Agreed conclusions of the Commission on the Status of Women on women's participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women
2004/4	Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system
2009/12	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2009/13	Future operation of the International Research and Training Institute for the Advancement of Women
2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women

Economic Commission for Africa resolutions

802 (XXX)	African Platform for Action: African common position for the advancement of women
824 (XXXI)	Follow-up to the Dakar and Beijing conferences: implementation of the global and regional platforms for action for the advancement of women (1996)

Subprogramme 7**Subregional activities for development****Component 1: Subregional activities in North Africa****Component 2: Subregional activities in West Africa****Component 3: Subregional activities in Central Africa****Component 4: Subregional activities in East Africa****Component 5: Subregional activities in Southern Africa***General Assembly resolutions*

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| 56/180 | Specific actions related to the particular needs and problems of landlocked developing countries |
| 61/51 | Cooperation between the United Nations and the Southern African Development Community |
| 61/234 | Enhancing the role of the subregional offices of the Economic Commission for Africa |
| 65/90 | Strengthening of security and cooperation in the Mediterranean region |
| 66/201 | Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa |
| 66/214 | Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation |

Economic and Social Council resolutions

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| 2011/7 | Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system |
| 2011/12 | Europe-Africa fixed link through the Strait of Gibraltar |
| 2011/43 | Support to the Republic of South Sudan |

Economic Commission for Africa resolutions

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| 828 (XXXII) | The Multinational Programming and Operational Centres: Strengthening the Economic Commission for Africa's subregional presence |
| 830 (MFC 1 A) | Reform of the regional commissions: relationships between the Economic Commission for Africa, United Nations agencies and the regional and subregional organizations in Africa (resolution adopted by the Ministerial Follow-up Committee at its first meeting) |

- 874 (XLIII) Strengthening the subregional offices of the United Nations
Economic Commission for Africa

Subprogramme 8

Development planning and administration

Economic and Social Council resolution

- 2011/13 African Institute for Economic Development and Planning

Economic Commission for Africa resolutions

- 799 (XXX) Promoting human development in Africa
839 (XXXV) African Institute for Economic Development and Planning
846 (XXXIX) African Institute for Economic Development and Planning
851 (XL) African Institute for Economic Development and Planning
875 (XLIII) Repositioning of the African Institute for Economic Development
and Planning

Subprogramme 9

Statistics

Economic and Social Council resolutions

- 2000/27 Basic indicators for the integrated and coordinated implementation
of and follow-up to major United Nations conferences and summits
at all levels
2005/13 2010 World Population and Housing Census Programme
2006/6 Strengthening statistical capacity

Economic Commission for Africa resolutions

- 849 (XL) Statistics and statistical capacity-building in Africa
871 (XLIII) Strategy for the harmonization of statistics and implementation of
the African Charter on Statistics
882 (XLIV) Implementation of the African Charter on Statistics and the
Strategy for the Harmonization of Statistics in Africa

Subprogramme 10

Social development

General Assembly resolutions

- 47/5 Proclamation on Ageing
49/128 Report of the International Conference on Population and
Development
50/81 World Programme of Action for Youth to the Year 2000 and Beyond

50/107	Observance of the International Year for the Eradication of Poverty and proclamation of the first United Nations Decade for the Eradication of Poverty
60/35	Enhancing capacity-building in global public health
S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development
S-24/2	Further initiatives for social development
62/131	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
64/133	Follow-up to the tenth anniversary of the International Year of the Family and beyond
64/134	Proclamation of 2010 as International Year of Youth: Dialogue and Mutual Understanding
65/152	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
65/163	United Nations Decade of Education for Sustainable Development (2005-2014)
65/170	International migration and development
65/183	United Nations Literacy Decade: education for all
65/186	Realizing the Millennium Development Goals for persons with disabilities towards 2015 and beyond
65/234	Follow-up to the International Conference on Population and Development beyond 2014
65/238	Scope, modalities, format and organization of the high-level meeting of the General Assembly on the prevention and control of non-communicable diseases
65/267	Organization of the High-level Meeting on Youth
65/273	Consolidating gains and accelerating efforts to control and eliminate malaria in developing countries, particularly Africa, by 2015
65/277	Political Declaration on HIV/AIDS: Intensifying our Efforts to Eliminate HIV/AIDS
65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding
66/121	Policies and programmes involving youth
66/123	Cooperatives in social development
66/124	High-level Meeting of the General Assembly on the realization of the Millennium Development Goals and other internationally agreed development goals for persons with disabilities

66/125	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
66/126	Preparations for and observance of the twentieth anniversary of the International Year of the Family
66/127	Follow-up to the Second World Assembly on Ageing
66/135	Assistance to refugees, returnees and displaced persons in Africa
66/141	Rights of the child
66/172	Protection of migrants
66/207	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
66/229	Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto

Economic and Social Council resolutions

1997/2	International migration and development
2001/42	Global campaign for poverty eradication
2003/13	National and international cooperation for social development: implementation of social objectives of the New Partnership for Africa's Development
2005/13	2010 World Population and Housing Census Programme
2007/27	Supplement to the World Programme of Action for Youth to the Year 2000 and Beyond

Commission on Population and Development resolutions and decision

2007/1	Changing age structures of populations and their implications for development
2010/1	Health, morbidity, mortality and development
2011/1	Fertility, reproductive health and development
2011/101	Special themes for the Commission on Population and Development in 2013 (forty-sixth session, "New trends in migration: demographic aspects") and in 2014 (forty-seventh session, assessment of the status of implementation of the Programme of Action of the International Conference on Population and Development)

Economic Commission for Africa resolutions

748 (XXVIII)	Population, family and sustainable development
832 (XXXIII)	HIV/AIDS in Africa

Programme 16

Economic and social development in Asia and the Pacific

Overall orientation

16.1 The mandate of the Economic and Social Commission for Asia and the Pacific (ESCAP), which is derived from Economic and Social Council resolutions 37 (IV) and 414 (XIII), by which the Commission was established, is to promote regional cooperation for inclusive and sustainable economic and social development in Asia and the Pacific, a dynamic region characterized by growing wealth, diversity and change, but also challenged with persistent poverty, environmental degradation, inequality and insecurity. The role of the Commission was subsequently elaborated upon in various resolutions adopted by the General Assembly, the Economic and Social Council and the Commission itself.

16.2 Home to nearly two thirds of the world's population, the Asia-Pacific region has emerged as the fastest growing region in the world, and a hub for international trade, investment and technology transfer. The developing economies in the region have doubled in size in the last decade and managed to lift millions of people out of poverty. Considerable progress has been made towards achieving several of the Millennium Development Goals, especially those that relate to poverty, education, communicable diseases and access to safe water and sanitation. However, serious threats remain to the development gains made in the region and concerns have been raised about the ability of the region to withstand the threats to the progress already achieved. First, while the Asia-Pacific region managed to weather the global economic crisis in 2009, that crisis and continuing global economic uncertainties have exposed the region's vulnerability to external shocks. Furthermore, the ongoing volatility in the food, energy and financial markets show the complex and interrelated nature of modern-day economic crises. Second, the region's immense prosperity has not been shared equitably, and development gaps have steadily widened over time, while various countries of the region continue to face obstacles to strengthening the productive business capacities and competitive advantages that they need to effectively integrate themselves into the global and regional economy. Inequities, both within countries and among countries, are on the rise, exacerbated by changing population dynamics, growing urbanization and unabated migration. Third, with the ever increasing pressures on the Earth's carrying capacity, questions have been raised about the sustainability of the region's growth paradigm. Moreover, the increased frequency and virulence of natural disasters and their deep socioeconomic impact have added to the concerns about the region's resilience and its capacity to protect its development gains.

16.3 These economic, social and environmental insecurities, which are occurring simultaneously, have a mutually reinforcing effect on the economic and social development of the region. Unless promptly addressed, they may not only derail decades of socioeconomic progress in Asia and the Pacific, but could also lead to social and political unrest. The ability of the region to address these challenges through an inclusive and sustainable economic and social development approach will determine the nature, speed and sustainability of its development for decades to come. Furthermore, recent developments suggest that a regionally coordinated approach will be critical to increasing the region's resilience to external shocks. Given a rather uncertain and subdued medium-term economic outlook for the

advanced economies in North America and in the States of the Eurozone, the Asia-Pacific region will have to rely more on domestic and regional sources to sustain its dynamism in the future. Hence, harnessing the potential of regional economic integration will be a key policy response. The region faces shared risks and vulnerabilities to economic shocks, such as the volatility of commodities and financial markets, as well as natural disasters that tend to affect countries across borders, be it severe acute respiratory syndrome, avian flu or tsunamis. The social and economic effects of such disasters are felt beyond the countries immediately affected due to regionally integrated production networks and supply chains, as demonstrated by the recent tsunami in Japan and the floods in South-East Asia.

16.4 With such challenges ahead, Asia and the Pacific needs a strong regional platform to debate and formulate development strategies and policies. In concert with its member States, ESCAP will facilitate the provision of development advice and collective policy leadership required by countries in the region. As the regional arm of the United Nations, ESCAP is a platform for each member State, with the Commission acting as a United Nations regional assembly for all. Promoting regional cooperation will be at the core of the efforts of ESCAP.

16.5 ESCAP will support its member States by providing sound strategic analysis, policy options and capacity development to address key development challenges and implement innovative solutions for region-wide economic prosperity, social progress, environmental sustainability and resilience to external shocks. In this, the final biennium for the achievement of the Millennium Development Goals, ESCAP will deepen its assistance to countries in Asia and the Pacific in stepping up their efforts in areas where progress is slow.

16.6 ESCAP will continue to pursue the key objectives shared by all of the regional commissions, namely to (a) foster economic integration at the subregional and regional levels; (b) promote the regional implementation of the internationally agreed development goals, including the Millennium Development Goals; and (c) support regional sustainable development by helping to bridge economic, social and environmental gaps among member States and between subregions, through, among other things, trade and transport. In order to achieve those objectives, all of the regional commissions will continue to generate multilateral dialogue, knowledge sharing and networking, working together to promote intraregional and interregional cooperation, both among themselves and through collaboration with other relevant organizations.

16.7 Recognizing the complex interrelationships between economic, social and environmental issues, ESCAP, when required, with due consideration to the outcome of the final review of the conference structure of the Commission, will deepen its multisectoral and multidisciplinary approach to development, decision-making and agenda-setting. ESCAP will advocate and, upon request, assist member States in developing and in complying with a common set of internationally or regionally agreed standards, norms, conventions and development approaches, while simultaneously mobilizing the regional voice in promoting multilateral approaches to solve global problems. The advocacy work of ESCAP will be underpinned by evidence-based analysis to capture differences and disparities among and within countries, including between men and women, according priority to ensuring that the concerns of countries with special needs are addressed, particularly those of the least developed, landlocked developing and small island developing States. During

the period 2014-2015, efforts will be intensified to effectively mainstream gender dimensions across all subprogrammes and to promote gender equality and the concerns of vulnerable groups as central to poverty reduction efforts as well as to inclusive and sustainable development.

16.8 The proposed strategic framework comprises an integrated set of eight mutually supportive and interconnected subprogrammes based on the priorities of member States. The subprogrammes of the strategic framework for the period 2014-2015 reflect continuity in the direction of work already undertaken by ESCAP during the period 2012-2013, reflecting the mandate contained in Commission resolution 67/15, the commitment of ESCAP to the development pillar of the United Nations and the Secretariat's continuing efforts to enhance organizational and development effectiveness.

16.9 With the overall goals of addressing development threats and taking note of the development priorities of the Secretary-General, the subprogrammes aim to achieve the following development results: (a) Governments of member States have more effective, inclusive and sustainable development policies to address development from a multidisciplinary perspective, narrow development gaps and build resiliency; (b) global processes are shaped by a stronger coordinated regional voice and countries are supported in implementing international commitments; and (c) regional cooperation mechanisms and institutional frameworks are in place, supported and implemented so as to promote regional integration and inclusive development.

16.10 Central to the strategy of the ESCAP programme of work is to foster regional and subregional cooperation, including South-South cooperation. The subregional offices for East and North-East Asia, North and Central Asia and South and South-West Asia, and the office for the Pacific subregion, will provide better-targeted and in-depth technical assistance to address the priorities of member States in the respective subregions in a more balanced manner.

16.11 Partnerships with multilateral entities and subregional organizations will continue to be strengthened in order to ensure an inclusive and coherent approach to addressing the concerns of the region, avoiding the duplication of efforts while building on the strengths and comparative advantages of ESCAP and complementarities with its partners. To that end, ESCAP will reinforce its leading role as the convener of the regional coordination mechanism of all the specialized agencies, funds and programmes of the United Nations system in the region and its active participation in the United Nations Development Group.

16.12 Overall, ESCAP will use its multidisciplinary capabilities, its strengthened regional and subregional presence, its extensive network with relevant subregional, regional and international organizations and its position as the regional arm of the United Nations to provide leadership and solutions to the critical regional and global development challenges of the twenty-first century.

Subprogramme 1

Macroeconomic policy and inclusive development

Objective of the Organization: To foster a sound macroeconomic policy environment and enhance regional economic cooperation for inclusive and sustainable development in the Asia-Pacific region, especially in support of poverty reduction and other internationally agreed development goals, particularly among countries with special needs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced understanding among policymakers and other target groups of development trends, emerging issues, macroeconomic challenges and evidence-based policy options that promote economic growth, reduce poverty and narrow the development gaps	(a) Increased number of references to ESCAP publications and other activities on macroeconomic policy, finance and development in policy documents, academic literature and key media outlets
(b) Enhanced regional voice in global development forums and strengthened regional economic and financial cooperation to exploit synergies for mutual benefit towards inclusive and sustainable development, including through South-South cooperation	(b) Increased number of outcome documents and resolutions reflecting consensus on regional economic and financial cooperation that feed into global development forums
(c) Improved capacity of member States, particularly countries with special needs, to design and implement development policies for achieving the Millennium Development Goals and implementing the Istanbul Programme of Action for the Least Developed Countries and internationally agreed development goals	(c) (i) Increased percentage of participants in ESCAP activities indicating that they are better able to design and implement sound economic development policies in support of the regional implementation of the Istanbul Programme of Action, the Millennium Development Goals and other internationally agreed development goals (ii) Increased number of government policies, programmes and initiatives that reflect principles or recommendations advanced by ESCAP to achieve the Millennium Development Goals and other internationally agreed targets
(d) Improved capacity of member States to formulate and implement rural development policies that promote sustainable agriculture and food security	(d) Increased percentage of participants in the work of the Centre for Alleviation of Poverty through Sustainable Agriculture indicating that they are better able to formulate and implement rural development policies that promote sustainable agriculture and food security

Strategy

16.13 The substantive responsibility for the subprogramme will lie with the Macroeconomic Policy and Development Division, with support from the Centre for Alleviation of Poverty through Sustainable Agriculture. Under the subprogramme, the secretariat will be responsible for mainstreaming the development needs of the least developed countries, landlocked developing countries and small island developing States into the work of ESCAP, particularly its work in reducing poverty, eliminating disparities and fostering greater integration into the regional economic growth process. The strategic direction of the subprogramme is imbedded in the internationally agreed development goals, including the Millennium Development Goals, the Doha Declaration on Financing for Development, the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development, the Programme of Action for the Least Developed Countries for the Decade 2011-2020 adopted at the Fourth United Nations Conference on the Least Developed Countries and the resolutions contained in the list of mandates.

16.14 With its substantive emphasis on strengthening the capacities of countries to formulate and implement inclusive and sustainable development policies in support of the internationally agreed development goals, the subprogramme will monitor macroeconomic trends and prospects towards reducing poverty and narrowing development gaps, promote capacity development in the countries with special needs in achieving the Millennium Development Goals, assist in the graduation process of the least developed countries, strengthen regional cooperation in addressing medium- to long-term development challenges and support sustainable agriculture and food security in the region aimed at reducing poverty in rural communities. The efforts will be further augmented by the regional advisory services provided to member States through the Centre for Alleviation of Poverty through Sustainable Agriculture on the alleviation of poverty, food security and sustainable agriculture. Special emphasis will be placed on efforts to promote greater regional integration and resiliency through increased economic growth, to achieve the Millennium Development Goals in ways that reduce economic and social disparities within as well as across countries, with due attention to the gender dimension, to foster a regional coordinated voice on various global processes on development issues and challenges and on financial issues, including the outcomes of the summits of the Group of Twenty (G-20), and to explore innovations in strengthening collaboration and identifying regional synergies/complementarities in promoting sustainable agriculture and food security.

16.15 A specific set of key modalities will be followed in implementing the programme of work. Regional cooperation as well as South-South cooperation, which will continue to be the key modalities in bringing countries together, will include policy dialogues and policy advocacy to address common development issues and fill development gaps, particularly those of countries with special needs. The Asia-Pacific Regional Coordination Mechanism will be utilized to achieve greater coherence and effectiveness with other United Nations organizations and the specialized agencies in delivering a common set of services to member States. The Centre for Alleviation of Poverty through Sustainable Agriculture will provide a regional platform to promote synergy and complementarities in research and capacity-building on sustainable agriculture and food security across member States, thus further extending the outreach of the subprogramme.

16.16 The subprogramme will work closely with other subprogrammes, and with a targeted subregional focus, to: incorporate multisectoral and subregional perspectives into its activities addressing policy issues and challenges in order to enhance regional financial and economic cooperation to assist the Asia-Pacific region through increased capital availability for the development of an economically viable and socially inclusive infrastructure based on public-private partnership; address the challenges of countries with special needs; promote activities to improve the food security of and nutrition for the poorest and most vulnerable people in the region; and support the annual publication of the *Economic and Social Survey of Asia and the Pacific*.

Subprogramme 2

Trade and investment

Objective of the Organization: To enhance trade, investment, enterprise development and technology transfer for inclusive and sustainable development in the Asia-Pacific region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced knowledge of ESCAP member States of trends, emerging issues and evidence-based policy options in the area of trade, investment, enterprise development and technology transfer in support of inclusive and sustainable development	(a) (i) Increased number of references to ESCAP publications, related materials and activities in the area of trade and investment, in the policy-related literature and key media outlets (ii) Increased number of references to ESCAP publications, related materials and activities on technology transfer and agricultural mechanization in the policy-related literature and key media outlets
(b) Strengthened regional cooperation in trade, investment, enterprise development, innovation and the development and transfer of technology in support of inclusive and sustainable development	(b) (i) Number of ESCAP member States participating in or indicating that they find regional cooperation mechanisms in trade and investment fostered by ESCAP useful for their country (ii) Number of ESCAP member States participating in or indicating that they find regional cooperation mechanisms promoted by the Asian and Pacific Centre for Transfer of Technology and the United Nations Asian and Pacific Centre for Agricultural Engineering and Machinery to foster innovation, to develop and transfer technology, or in the area of agricultural mechanization, useful for their country

	(iii) Increased coverage and depth of commitment under the Asia-Pacific Trade Agreement and/or the expansion of membership in the Agreement
(c) Increased capacity of ESCAP member States to formulate and implement more effective and coherent policies on trade, investment, enterprise development and technology transfer in support of inclusive and sustainable development	(c) (i) Percentage of participants in ESCAP activities and initiatives indicating that they have increased their capacity to formulate or implement more effective and coherent policies on trade, investment and enterprise development
	(ii) Percentage of participants in activities of the Asian and Pacific Centre for Transfer of Technology and the United Nations Asian and Pacific Centre for Agricultural Engineering and Machinery indicating that they have increased their capacity to formulate or implement more effective and coherent policies to foster innovation, to develop and transfer technology, or in the area of agricultural mechanization

Strategy

16.17 The substantive responsibility for the subprogramme will lie with the Trade and Investment Division, with support from the Asian and Pacific Centre for Transfer of Technology and the United Nations Asian and Pacific Centre for Agricultural Engineering and Machinery. The strategic direction of the subprogramme is derived mainly from the internationally agreed development goals, including the Millennium Development Goals, the 2005 World Summit Outcome, the Almaty Programme of Action and the resolutions contained in the list of mandates.

16.18 To meet its objectives, the subprogramme will be implemented through a combination of analytical and capacity-building work on trade, investment, enterprise development, sustainable agricultural innovation and mechanization and technology transfer, with a particular view to enhancing the contribution of trade and investment to meet the Millennium Development Goals, in particular Goal 8, to develop a global partnership for development. The focus of the analytical work is to provide inputs for evidence-based policymaking and the sharing of experience on related policy reforms. With regard to capacity-building efforts, special attention will be accorded to: (a) strengthening the capacity of policymakers and practitioners in trade, investment, enterprise development and technology transfer, particularly their ability to effectively negotiate, conclude and implement multilateral and other trade and investment agreements; (b) formulation and implementation of coherent policies in support of enhanced intraregional and interregional trade and investment; (c) design and implementation of appropriate trade facilitation and trade finance policies and measures; (d) formulation and implementation of effective policy measures to strengthen corporate sustainability and responsibility with a view to

enhancing the contribution of the private sector, particularly small and medium-sized enterprises and agro-based enterprises, to inclusive and sustainable development; and (e) establishment and strengthening of common frameworks and mechanisms that advance regional integration in trade, investment, technology transfer and the development of small and medium-sized enterprises, including agricultural enterprises, in support of the multilateral trading system and other relevant multilateral agreements. The deepening, expansion and strengthening of the Asia-Pacific Trade Agreement will form a key pillar of the work of the subprogramme. In addition, regional cooperation among research institutions and think tanks will be deepened through the Asia-Pacific Research and Training Network on Trade, which will operate as a regional knowledge platform for trade and investment reform, while the United Nations Network of Experts for Paperless Trade in Asia and the Pacific will be an important regional cooperation mechanism for trade facilitation. The proposed Asia-Pacific Network for Testing Agricultural Machinery will play an important role in promoting and facilitating trade of sustainable and safe agricultural machinery. The Asia-Pacific Business Forum will be the principal mechanism for engaging the private sector and exploring the establishment of public-private partnerships to pursue inclusive and sustainable development. Synergy between this subprogramme and other subprogrammes of the Commission will be maximized, in particular with subprogramme 3, Transport, in order to facilitate trade and transit in the region.

16.19 The Commission will collaborate at the regional, subregional and national levels with the agencies of the United Nations system and with other bilateral and multilateral agencies. In particular, in the area of trade and trade-related policies, partnerships will be strengthened with the United Nations Conference on Trade and Development (UNCTAD), the World Trade Organization (WTO), the Asian Development Bank Institute, the World Bank, the World Intellectual Property Organization and the International Trade Centre. In the area of trade facilitation, stronger collaboration will be established with the regional commissions, UNCTAD, WTO, the Asian Development Bank, the World Bank and the World Customs Organization; and in the areas of investment, technology transfer and enterprise development, partnerships will be strengthened with UNCTAD, the United Nations Industrial Development Organization, the Global Compact Office, the Organization for Economic Cooperation and Development, the Food and Agriculture Organization of the United Nations and the Asian Development Bank.

Subprogramme 3

Transport

Objective of the Organization: To strengthen regional cooperation and integration in transport for inclusive and sustainable development in the ESCAP region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced knowledge and increased capacity of ESCAP member States to develop and implement transport policies and programmes	(a) Increased number of government policies, programmes and initiatives that reflect transport-related principles or recommendations promoted by ESCAP

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| <p>(b) Increased capacity of ESCAP member States and the private sector to plan and develop international intermodal transport linkages, including the Asian Highway network, the Trans-Asian Railway network and dry ports of international importance</p> | <p>(b) (i) Number of national projects and programmes to upgrade regional transport infrastructure, including the Asian Highway network, the Trans-Asian Railway network and dry ports of international importance</p> <p>(ii) Increased number of accessions by ESCAP member States to global, regional and subregional agreements</p> |
| <p>(c) Increased capacity of ESCAP member States and the private sector to implement measures to improve the efficiency of international transport operations and logistics</p> | <p>(c) (i) Increased number of initiatives to remove non-physical bottlenecks and facilitate the efficient movement of people, goods and vehicles along transport routes and at border crossings</p> <p>(ii) Increased number of countries with training programmes on freight forwarding, multimodal transport and logistics</p> |
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Strategy

16.20 The substantive responsibility for this subprogramme will lie with the Transport Division. The strategic direction of the subprogramme is derived from the resolutions contained in the list of mandates. Direction would also be derived from meetings of ministers of transport convened by ESCAP.

16.21 The subprogramme will support member States in working towards the vision of an efficient international, integrated, intermodal transport and logistics system connecting the Asia-Pacific region. In particular, it will aim to support the efforts of the least developed countries, landlocked developing countries and small island developing States in addressing the special transport challenges they face. In this regard, the Transport Division will strengthen cooperation with subregional offices to foster transport cooperation at the subregional level, and with other Divisions and Offices, in particular with the Trade and Investment Division, to improve coordination on trade and transport facilitation measures; with the Information and Communications Technology and Disaster Risk Reduction Division to promote the use of information and communications technology (ICT) applications for transport operations; with the Environment and Development Division to raise awareness and build capacity in environmentally sustainable transport; with the Macroeconomic Policy and Development Division to study and promote new approaches to financing transport infrastructure; with the subregional office for North and Central Asia to support the activities of the United Nations Special Programme for the Economies of Central Asia working group on transport and border crossing; and with the subregional office for the Pacific to analyse and identify policy options for inter-island shipping. The secretariat will also continue to cooperate with other organizations that are active in the development of the region's transport systems.

16.22 During the biennium 2014-2015, the subprogramme will focus on enhancing knowledge and providing policy guidance on transport policies and programmes in various areas of transport development. In particular, it will support member States in their efforts to use the Asian Highway network, the Trans-Asian Railway network and internationally recognized dry ports as the basis for planning transport development and promoting trade, including along the Euro-Asian transport linkages. This will involve, inter alia, continuing to act as secretariat for the intergovernmental agreements on the Asian Highway and Trans-Asian Railway networks. The subprogramme will also support cooperation between member States to identify and address non-physical bottlenecks, improve the efficiency of transport logistics and related activities in the region and promote improved connectivity between regions and subregions. In order to maximize the impact of its activities, and taking into account the findings of the independent evaluation of the Regional Action Programme for Transport Development in Asia and the Pacific, phase I (2007-2011), the secretariat will apply a “holistic approach” to its subprogramme so that various activities contribute to sustainable and inclusive transport development in the region.

Subprogramme 4

Environment and development

Objective of the Organization: To improve the sustainability, resilience and inclusiveness of societies in Asia and the Pacific, including through promoting quality of growth

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced understanding by local and national Governments of environmental, energy and water and urban policies and strategies for poverty reduction and inclusive and sustainable development	(a) Number of references to ESCAP publications, policy briefs, projects and related activities in policy documents, declarations and statements and in key media outlets showing an increased understanding of environmental, energy and water and urban policies and strategies for inclusive and sustainable development
(b) Improved capacity of Governments and other stakeholders in developing and implementing environmental, energy and water and urban policies and strategies for inclusive and sustainable development	(b) Number of policies, strategies and initiatives developed by Governments and other stakeholders reasonably attributable to ESCAP interventions in the areas of environment, energy, water and urban policies and strategies for inclusive and sustainable development
(c) Strengthened regional cooperation and networking on environmental, energy and water and urban policies and strategies for inclusive and sustainable development	(c) Number of outcome documents, recommendations and initiatives from ESCAP member States and other key actors on regional cooperation issues related to environment, energy security, water resources management and urban development

Strategy

16.23 The substantive responsibility for the subprogramme will lie with the Environment and Development Division. The strategic direction of the subprogramme is mainly derived from the internationally agreed development goals, including those contained in the United Nations Millennium Declaration, the outcome of the United Nations Conference on Sustainable Development and the outcomes of other relevant United Nations conferences. The outcome of the United Nations Conference on Sustainable Development, held from 20 to 22 June 2012, will also be taken into account in determining the future direction of the subprogramme.

16.24 The subprogramme will build on the previous achievements of ESCAP in supporting countries of the region in their efforts to integrate the three pillars of sustainable development. The subprogramme will facilitate the exchange of information among members and associate members regarding national strategies and best practices in support of green growth and, if requested, will further assist in developing national strategies in this regard. It will also undertake related policy initiatives through strengthened regional cooperation for widening access to basic services to all, enhanced energy security, efficient management of energy and water resources and sustainable urban development. The subprogramme will take a balanced approach to the three areas of energy security and water resources; environment and development policy; and sustainable urban development.

16.25 The subprogramme will focus on improving the integration of all three pillars of sustainable development — economic, social and environmental — and on increasing the quantity and improving the quality of growth in order to reduce the impact of external economic and financial shocks, resource crises characterized by the commodity price volatility and ecological crises.

16.26 In this regard, in order to enhance understanding and improve national capacities, regional cooperation among countries and member States efforts to achieve the Millennium Development Goals, ESCAP, through the dissemination of analytical studies, policy advocacy and capacity development and regional policy dialogues will facilitate:

- (a) The process of increasing the quantity and improving the quality of growth in Asian and Pacific economies;
- (b) Investing in the protection of a natural resources base of economic and social significance, which is critical for food security, environment and sustainable development;
- (c) Promoting sustainable urban development and infrastructure.

16.27 The subprogramme will help member countries fulfil their national and regional sustainable development goals by addressing these multiple environmental and socioeconomic challenges in an integrated, holistic and inclusive manner. It will target policymakers at all levels and the operational staff of national and local Governments. It will also advocate for the active and meaningful involvement of other stakeholders, including civil society.

16.28 The subprogramme will focus on developing innovative strategies and documenting, analysing and disseminating policy options and good practices, taking

into account gender-specific considerations. The efforts will be further augmented by the provision of capacity development support to member States, including through training, publications and online learning facilities. The subprogramme will use innovative and pragmatic approaches to promote more efficient use of resources, including energy and water, increased investment in natural and human capital and decoupling economic and social development from environmental degradation, such as regional and local pollution and greenhouse gas emissions. The strategy will contribute to reducing poverty and gender inequality and advocate enhanced access to basic infrastructure and services for all. It will also support the efforts of urban and rural communities to increase their resilience to climate change.

16.29 To achieve the above strategies, ESCAP will collaborate with other United Nations agencies (including through the regional cooperation mechanism), intergovernmental organizations, public-private partnerships, community-based organizations, research institutes and external support agencies. The subprogramme will undertake multisectoral work jointly with other subprogrammes to promote the quality of growth, enhance disaster risk reduction and climate change adaptation, strategies and mechanisms, develop and support measures to increase and focus finance for inclusive and sustainable development, and strengthen data collection and analysis. The subprogramme will also assist the subregional offices with the subregional initiatives of the North East Asian Subregional Programme for Environmental Cooperation and of the United Nations Special Programme for the Economies of Central Asia to strengthen subregional cooperation in these fields.

Subprogramme 5

Information and communications technology and disaster risk reduction and management

Objective of the Organization: To strengthen ICT connectivity and enhance regional cooperation and capacity for improved disaster risk reduction and management and associated socioeconomic risks towards an inclusive and sustainable development in Asia and the Pacific

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of member States to measure and analyse progress towards an inclusive and resilient information society	(a) (i) Increased percentage of policymakers who indicated enhanced knowledge and skills to formulate policies and strategies in the field of ICT and disaster risk reduction, including gender dimensions (ii) Increased number of government policies, strategies, programmes, projects and initiatives that reflect ESCAP-promoted principles and recommendations in the area of ICT and disaster risk reduction

(b) Strengthened regional cooperation in ICT connectivity for the promotion of inclusive and sustainable development	(b) Increased number of ESCAP member States deriving benefits from ESCAP-promoted regional cooperation mechanisms devoted to ICT connectivity, including space applications and disaster risk reduction
(c) Improved knowledge and awareness of member States of effective policies and strategies in disaster risk reduction in the region	(c) Increased percentage of ESCAP member States participating in ESCAP activities indicating that they are better able to assess, prepare for and manage disaster risks
(d) Strengthened capacity of member States to apply ICT for inclusive and sustainable socioeconomic development policies and programmes	(d) (i) Percentage of participants in activities of the Asian and Pacific Training Centre for Information and Communication Technology for Development who indicated that they are better able to apply ICT for socioeconomic development (ii) Increased number of national training initiatives that reflect or incorporate training modules developed by the Training Centre

Strategy

16.30 The substantive responsibility for the subprogramme will lie with the Information and Communications Technology and Disaster Risk Reduction Division, with support from the Asian and Pacific Training Centre for Information and Communication Technology for Development. The strategic direction for the subprogramme derives from the resolutions contained in the list of mandates. The subprogramme will support and strengthen the Committee on Information and Communications Technology and the Committee on Disaster Risk Reduction, the relevant subsidiary bodies of the Commission, which form the basis for regional consensus-building for action and represent an effective mechanism for contributing to global mandates.

16.31 The subprogramme will continue to promote regional cooperation in ICT connectivity for the creation of an inclusive, knowledge-based society that is resilient to the multiple, complex and interrelated threats posed by disasters. The subprogramme will promote integrated and people-centred approaches by providing member States with socioeconomic analysis on rapid advances in information and communications technology, emerging trends, new forms of social networking and communication, and new digital divides, especially among the least developed countries and other countries with special needs. The subprogramme will provide policy options and recommendations on digital inclusion and on fostering an inclusive and resilient knowledge society in Asia and the Pacific. These efforts will be further augmented by ICT capacity-building activities conducted by the Asian and Pacific Training Centre for Information and Communication Technology for Development.

16.32 The subprogramme will improve the capabilities of member States to create more disaster resilient societies. The emphasis will be on enhancing regional knowledge and knowledge-sharing, strengthening capacities to manage risks and vulnerabilities and reducing the socioeconomic impacts of disasters. The subprogramme would provide member States with analysis, strategies and policy options in the area of disaster risk reduction, including climate change adaptation, while promoting inclusive and sustainable development. The efforts will be further augmented by the regional advisory services on disaster risk reduction policies provided to member States, the progress towards an integrated regional early warning system provided through the ESCAP Multi-Donor Trust Fund for Tsunami, Disaster and Climate Preparedness in Indian Ocean and South-East Asian Countries, and capacity-building activities of the established regional mechanisms in the area of information and communications technology, including space-based applications, in support of inclusive and sustainable development.

16.33 As a strategy, the subprogramme will build on the comparative advantages and multisectoral strengths of ESCAP in promoting cooperation among member States towards inclusive and sustainable economic and social development in Asia and the Pacific. In this regard, the subprogramme will collaborate with other subprogrammes, including: statistics for monitoring of regional ICT trends, risks and vulnerabilities; trade and investment and transport, to address ICT for trade and transport facilitation; environment and development, to address disaster risk reduction and related climate change adaptation, sustainable urban development and water resources management; social development with regard to social issues related to disasters, including the integration of gender and disability dimensions; and macroeconomic policy and inclusive development concerning disaster risks and the effects of disasters on socioeconomic development in order to provide comprehensive regional disaster risk reduction policy options that empower member States to increase efforts towards disaster resiliency. The subprogramme will link with the subregional offices, in particular the subregional offices for East and North-east Asia and for North and Central Asia, for analysis of disaster risk reduction and development issues specific to the subregions.

16.34 Strategic partnerships will be built with the International Telecommunication Union, the Asia-Pacific Telecommunity, the International Strategy for Disaster Reduction, the Office for the Coordination of Humanitarian Affairs, the United Nations Development Programme, the United Nations Office for Outer Space Affairs and other relevant United Nations system entities to enhance coherence across the United Nations system, as well as with regional and subregional organizations, civil society and the private sector to support the above initiatives.

Subprogramme 6

Social development

Objective of the Organization: To strengthen regional cooperation in building a socially inclusive society that protects, empowers and ensures equality for all social groups in Asia and the Pacific

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased knowledge and awareness of social development and population trends and policies in the region, including their gender dimensions, as a basis for effective decision-making by ESCAP member States	<p>(a) (i) Number of references made by member States to the usefulness of social development and population policy options, strategies and good practices promoted by ESCAP as a basis for policymaking and programming</p> <p>(ii) Percentage of recipients of ESCAP publications and reports who indicate that their knowledge and awareness of social development and population trends, policies and good practices have been enhanced</p> <p>(iii) Percentage of recipients of relevant ESCAP publications and reports who indicate that their knowledge and awareness of the gender dimensions of social development and population trends, policies and good practices have been enhanced</p>
(b) Enhanced regional cooperation and capacity in implementing international commitments to promote social integration and social protection, particularly for vulnerable social groups, in Asia and the Pacific	<p>(b) (i) Number of resolutions, decisions and recommendations adopted by ESCAP member States that reflect regional consensus on advancing the implementation of international commitments to promote social integration and social protection, particularly for vulnerable social groups, including youth, older persons and persons living with, affected by and vulnerable to HIV</p> <p>(ii) Number of regional and subregional frameworks, partnerships and arrangements established for cooperation to promote social integration and social protection, particularly for vulnerable social groups, including youth, older persons and persons living with, affected by and vulnerable to HIV</p>

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| <p>(c) Enhanced regional cooperation and capacity in implementing international commitments to promote gender equality and women's empowerment in Asia and the Pacific</p> | <p>(c) (i) Number of recommendations and decisions, as well as initiatives undertaken by ESCAP member States, towards strengthening regional and subregional frameworks and arrangements for cooperation to promote gender equality and women's empowerment</p> <p>(ii) Percentage of Government participants indicating that their knowledge and skills have been enhanced as a result of ESCAP capacity development activities and knowledge products on gender equality and women's empowerment, including for gender mainstreaming throughout their policies and programmes</p> |
| <p>(d) Enhanced regional cooperation and capacity to promote the rights of persons with disabilities in Asia and the Pacific</p> | <p>(d) (i) Number of recommendations and decisions, as well as initiatives undertaken by ESCAP member States, towards strengthening regional and subregional frameworks for cooperation to promote the rights of persons with disabilities</p> <p>(ii) Percentage of Government participants indicating that their knowledge and skills have been enhanced as a result of ESCAP capacity development activities and knowledge products on disability</p> |
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Strategy

16.35 The substantive responsibility for the subprogramme will lie with the Social Development Division. The strategic direction of the subprogramme derives mainly from the commitments agreed upon as part of relevant United Nations intergovernmental processes, including the World Summit for Social Development, the International Conference on Population and Development, the Beijing Declaration and Platform for Action, the Convention on the Elimination of All Forms of Discrimination against Women, the Convention on the Rights of Persons with Disabilities, the Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families, the 2002 Madrid International Plan of Action on Ageing, the World Programme of Action on Youth, the United Nations Millennium Declaration and the commitments adopted in 2010 by the General Assembly in its outcome document, "Keeping the promise: united to achieve the Millennium Development Goals", and the Political Declaration on HIV and AIDS: Intensifying our Efforts to Eliminate HIV and AIDS. Regional mandates that guide the subprogramme include the outcome document of the High-level Intergovernmental

Meeting on the Final Review of the Implementation of the Asian and Pacific Decade of Disabled Persons, 2003-2012 and the Bangkok Declaration on the 15-year review of the Fourth World Conference on Women. The outcomes of the Sixth Asian and Pacific Population Conference and the Asia-Pacific High-level Intergovernmental Meeting on the Assessment of Progress against Commitments in the Political Declaration on HIV/AIDS and the Millennium Development Goals, the Asia-Pacific Intergovernmental Meeting on the Final Review of the Implementation of the Asian and Pacific Decade of Disabled Persons, 2003-2012, and the Asia-Pacific Intergovernmental Meeting on the Second Regional Review and Appraisal of the Madrid International Plan of Action on Ageing will also provide direction to the subprogramme.

16.36 The subprogramme will aim to promote change at the policy and institutional levels. The main target group of the subprogramme will be Government officials and institutions, particularly those involved in the formulation, implementation and management of social development policies and programmes. The strategy will focus on the conduct of applied research, analysis and dissemination of results on social policy options, strategies and programmes as a basis for decision-making by Governments. Good practices on social protection systems, particularly for the most vulnerable groups in society, will be analysed and documented for the purpose of adaptation and wider replication in the region. The Commission's convening role, particularly with regard to promoting regional cooperation and consensus building on accelerating the implementation of international commitments to promote gender equality and social integration of vulnerable groups, will be emphasized. Technical assistance to developing countries, including those in special situations, will be intensified to build national capacity through the transfer of knowledge and skills on a range of social development issues. The subprogramme will adopt a multipronged strategy that incorporates cross-cutting issues, including gender-responsiveness and a rights-based approach, into policies and programmes. Partnerships will be strengthened with a range of stakeholders, including civil society organizations and research institutes. The subprogramme will coordinate closely with other United Nations entities and international organizations to achieve synergy and ensure greater impact in the region.

16.37 Within the overall ESCAP programme of work, given the cross-cutting nature of social development work, the subprogramme will also link its work closely with other subprogrammes, including: statistics to support evidence-based policies; environment to support the social pillar of sustainable development; disaster risk reduction to integrate the gender and disability dimensions; and macroeconomic policy and development to strengthen the social dimensions of the annual publication of the *Economic and Social Survey of Asia and the Pacific*. To extend outreach and to ensure greater depth in the work of ESCAP, the subprogramme will work with the subregional offices, particularly in analysing subregional perspectives on social issues of special significance to each subregion within a regional framework.

Subprogramme 7

Statistics

Objective of the Organization: To improve the use of statistics for evidence-based decision-making and to develop and disseminate quality statistics for inclusive, sustainable and resilient societies in the ESCAP region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced understanding among decision makers and members of the public, through statistical information and analysis, of development trends and emerging issues in order to promote inclusive, sustainable and resilient societies.	(a) (i) Percentage of national decision makers and members of the public who indicate that they found ESCAP analytical outputs relevant and useful in monitoring and understanding key development trends and emerging issues and deciding on related policies (ii) Increased number of downloads of online statistical products provided by ESCAP
(b) Increased capacity of ESCAP member States to produce, disseminate and use statistics in accordance with internationally agreed standards and good practices in support of progress towards inclusive, sustainable and resilient societies	(b) (i) Percentage of participants in relevant ESCAP activities who indicate that they were able to apply the knowledge gained for the better provision and use of comparable data (ii) Percentage of official statisticians from national statistical systems trained by the Statistical Institute for Asia and the Pacific who indicate that they are better able to produce timely and high-quality data and services

16.38 The substantive responsibility for the subprogramme lies with the Statistics Division, with support from the Statistical Institute for Asia and the Pacific. The strategic direction of the subprogramme derives from the resolutions contained in the list of mandates.

16.39 Through a balanced combination of normative, analytical and technical cooperation activities, the subprogramme will support national statistical systems in the Asia and Pacific region to improve the production and dissemination of key demographic, social, economic and environmental statistics, including the Millennium Development Goal indicators, in accordance with internationally agreed standards and good practices, and will promote the effective use of statistics by policymakers and members of the public in pursuing inclusive and sustainable development. Given that the priorities of the subprogramme are closely linked to those of other subprogrammes, it will collaborate with the Social Development Division in promoting the collection of data on disabilities in support of rights-based and barrier-free societies and gender equality and social integration through the use of gender statistics and in strengthening civil registration and vital statistics systems in the region. The subprogramme, in collaboration with the Macroeconomic Policy and Development Division and Trade and Investment Division, will promote

the availability and use of economic and agriculture statistics for evidence-based policymaking. Together with the Information and Communications Technology and Disaster Risk Reduction Division, the subprogramme will strengthen societies' resilience through the collection and improvement of disaster risk data. Moreover, the subprogramme will support efforts to enhance the sustainability of development by working with the Environment and Development Division on improving the availability and use of urban and environmental statistics. The subregional offices will be engaged in the development and implementation of statistics-related activities of particular interest to their respective subregions.

16.40 During the biennium 2014-2015, the subprogramme will continue to: (a) promote the use of statistics for evidence-based decision-making; (b) support the development of demographic, economic, social and environmental statistics; (c) facilitate the implementation of existing and new international standards, including the new economic and social classifications and the revised system of national accounts; and (d) support the development of the capacity of national statistical systems to collect, produce, disseminate and use statistics in accordance with internationally agreed standards and good practices; and (e) strengthen statistical cooperation and information exchange at the regional and interregional levels. In particular, the subprogramme will focus on improving the availability and quality of data for measuring progress in areas such as social inclusion and gender equality. The subprogramme will also increase its collaboration with other subprogrammes with the aim of improving the quality and impact of the secretariat's analytical outputs and products.

16.41 To enhance coherence across the United Nations system and coordination among international agencies, the subprogramme will cooperate closely with the Department of Economic and Social Affairs of the Secretariat and other relevant United Nations entities, development banks and funds, regional and subregional organizations and other statistics development partners and networks, in particular through the newly established Partners for Statistics Development in Asia-Pacific.

Subprogramme 8

Subregional activities for development

Component 1

Subregional activities for development in the Pacific

Objective of the Organization: To effectively address the priority areas of the Pacific subregion in the formulation and implementation of inclusive and sustainable development policies for the achievement of internationally agreed development goals, including the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011-2020 and the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity to formulate and implement concrete and additional measures at the national and/or subregional level to effectively address the vulnerabilities and development needs of Pacific island countries and territories	(a) Number of member States who indicate that they found ESCAP activities relevant and useful in formulating and implementing policies and programmes to address vulnerabilities and development needs

(b) The Pacific island countries and territories are able to influence the work of regional and global sustainable development policy forums and processes	(b) Increase in the number of strategic sustainable development policy objectives and initiatives of the Pacific island countries and territories that are coordinated with or through the ESCAP subregional office for the Pacific
(c) Strengthened intraregional cooperation and integration for the promotion of inclusive and sustainable development, including through South-South cooperation	(c) Increase in the number of South-South cooperation initiatives between the Pacific and Asia facilitated with or through the ESCAP subregional office for the Pacific that promote inclusive and sustainable development

Component 2

Subregional activities for development in East and North-East Asia

Objective of the Organization: To effectively address the priority areas of the East and North-East Asian subregion in the formulation and implementation of inclusive and sustainable development policies for the achievement of the internationally agreed development goals, including the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of ESCAP member States to formulate and implement development policies and programmes, including those with a gender dimension, that address sustainable development, taking into account the green growth approach and energy efficiency, ICT, disaster risk reduction and disaster risk management, poverty reduction and infrastructure development	(a) Increased percentage of participants who indicate that they found ESCAP activities relevant and useful in formulating and implementing policies and programmes, including those with a gender dimension, to address key priority areas in East and North-East Asia
(b) Strengthened knowledge-sharing and partnerships among member States, regional organizations, civil society and other relevant development partners to address key priority areas in East and North-East Asia to support the achievement of the internationally agreed development goals, including the Millennium Development Goals	(b) (i) Percentage of member States indicating that collaboration on the achievement of the internationally agreed development goals among member States, civil society or other relevant development partners in East and North-East Asia has increased (ii) Increased number of partner institutions from East and North-East Asia participating in knowledge-sharing activities facilitated by ESCAP

Component 3**Subregional activities for development in North and Central Asia**

Objective of the Organization: To effectively address the priority areas of the North and Central Asian subregion in the formulation and implementation of inclusive and sustainable development policies for the achievement of the internationally agreed development goals, including the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of ESCAP member States to formulate and implement development policies and programmes, including those with a gender dimension, that address transport and trade facilitation and water, energy and the environment	(a) Increased percentage of participants who indicate that they found ESCAP activities relevant and useful in formulating and implementing policies and programmes, including those with a gender dimension, to address key priority areas in North and Central Asia
(b) Strengthened knowledge-sharing and partnerships among member States, regional organizations, civil society and other relevant development partners to address key priority areas in North and Central Asia to support the achievement of the internationally agreed development goals, including the Millennium Development Goals	(b) (i) Percentage of member States indicating that collaboration on the achievement of the internationally agreed development goals among member States, civil society or other relevant development partners in North and Central Asia has increased (ii) Increased number of partner institutions from North and Central Asia participating in knowledge-sharing activities facilitated by ESCAP

Component 4**Subregional activities for development in South and South-West Asia**

Objective of the Organization: To effectively address the priority areas of the South and South-West Asian subregion in the formulation and implementation of inclusive and sustainable development policies for the achievement of the internationally agreed development goals, including the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of ESCAP member States in South and South-West Asia to formulate and implement development policies and programmes to address their key development challenges and to harness the potential of regional and South-South cooperation, with a special focus on countries with special needs in the subregion	(a) (i) Increased percentage of participants who indicate that they found ESCAP activities relevant and useful in formulating and implementing policies and programmes, including those with a gender dimension, to address key priority areas in South and South-West Asia (ii) Increased number of references to the subregional work of ESCAP in key media in South and South-West Asia

(b) Strengthened knowledge-sharing and partnerships among member States, regional organizations, civil society and other relevant development partners to address key priority areas in South and South-West Asia to support the achievement of the internationally agreed development goals, including the Millennium Development Goals

(b) (i) Percentage of member States indicating that collaboration on the achievement of the internationally agreed development goals among member States, civil society and other relevant development partners in South and South-West Asia has increased

(ii) Increased number of partner institutions from South and South-West Asia participating in knowledge-sharing activities facilitated by ESCAP

Component 5

Subregional activities for development in South-East Asia

Objective of the Organization: To effectively address the priority areas of the South-East Asian subregion in the formulation and implementation of inclusive and sustainable development policies for the achievement of the internationally agreed development goals, including the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of ESCAP member States in South-East Asia to formulate and implement development policies and programmes to address their key development challenges, with particular focus on countries with special needs in South-East Asia	(a) Increased percentage of participants who indicate that they found ESCAP activities relevant and useful in formulating and implementing policies and programmes, including those with a gender dimension, to address key priority areas in South-East Asia
(b) Strengthened partnerships and knowledge-sharing among member States, regional organizations, civil society and other relevant development partners in addressing key priority areas in South-East Asia in support of the achievement of the internationally agreed development goals, including the Millennium Development Goals	(b) Increased number of collaborative initiatives involving member States, civil society or other key development partners from South-East Asia facilitated by ESCAP

Strategy

16.42 The overall responsibility for coordinating the work of the subprogramme will lie with the Office of the Executive Secretary. Activities will be implemented by the ESCAP subregional offices for the Pacific, East and North-East Asia, North and Central Asia, and South and South-West Asia, and, for the South-East Asian subregion, by the concerned substantive divisions at ESCAP headquarters in Bangkok. Internationally agreed development goals, including the Millennium Development Goals, the outcome of the United Nations Conference on Sustainable Development, the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011-2020, the Almaty Programme of Action and the Mauritius

Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States provide the mandates and strategic direction for the subprogramme. The subprogramme will also coordinate closely with the United Nations Special Programme for the Economies of Central Asia.

16.43 Given the vast coverage and diversity of the Asian and Pacific region, the subprogramme would strengthen the Commission's presence and strategic position at the subregional level, enabling better targeting and delivery of programmes that address specific key priorities of member States in the five subregions.

16.44 Each component of the subprogramme reflects the specific needs of the relevant subregion within the context of existing subregional cooperation frameworks and the institutional landscape. In support of the implementation of the work of the subprogramme, ESCAP will further operationalize its analytical and normative work, supporting capacity development through technical cooperation, including South-South and triangular cooperation, among ESCAP member States, and through the provision, on request, of advisory services. Emphasis will be placed on knowledge-sharing and networking, including the dissemination of good practices for adaptation, experience sharing and replication. The subprogramme will collect data and produce subregional analysis on identified priority areas in order to ensure greater depth and coverage of the secretariat's knowledge products.

16.45 The subregional office for the Pacific will assist member States in the following priority areas, which are guided by the United Nations Pacific agenda, which was agreed upon at the meeting between the Secretary-General and the Pacific Islands Forum leaders on 7 September 2011, the Mauritius Strategy and through joint programming with other ESCAP subprogrammes:

- (a) National planning for sustainable development, including the implementation of the Mauritius Strategy and the outcomes of the World Summits on Sustainable Development;
- (b) Supporting resilience to climate change, natural disasters and ocean acidification;
- (c) Capacity development of national statistical systems, with a focus on gender statistics;
- (d) Infrastructure, trade and transport facilitation, including connectivity.

16.46 The work of ESCAP in the Pacific will be implemented through a multidisciplinary and normative approach. To enhance coherence, coordination and responsiveness, the subregional office for the Pacific will prioritize joint planning and collaboration with the Bangkok-based subprogrammes and will cooperate closely with other subregional offices and regional institutes. The office will actively participate in the United Nations Development Assistance Framework (UNDAF) processes and build synergy with the operations of other United Nations agencies while fostering closer cooperation with Pacific intergovernmental bodies, non-governmental organizations, the private sector and other stakeholders. The subregional office for the Pacific will work closely with the Council of Regional Organizations of the Pacific, in particular the Pacific Islands Forum Secretariat, the South Pacific Regional Environment Programme and the Secretariat of the Pacific Community through the Sustainable Development Working Group.

16.47 The subregional office for East and North-East Asia will assist member States in the following priority areas identified by the ad hoc intergovernmental meeting on the new ESCAP subregional offices:

- (a) Sustainable development, taking into account the green growth approach, and energy efficiency, including the North-East Asian Subregional Programme for Environmental Cooperation;
- (b) ICT, disaster risk reduction and disaster risk management;
- (c) Poverty reduction, including food security;
- (d) Infrastructure, trade and transport facilitation, including connectivity.

16.48 The office will work closely with the Bangkok-based subprogrammes on the above priority areas and will build synergy with the three ESCAP regional institutions in the region: the Asian and Pacific Training Centre for Information and Communication Technology for Development, the Statistical Institute for Asia and the Pacific and the United Nations Asian and Pacific Centre for Agricultural Engineering and Machinery. The office will actively participate in the UNDAF processes for countries in the subregion in order to build synergy with relevant United Nations agencies, intergovernmental bodies, non-governmental organizations, the private sector and other stakeholders.

16.49 The subregional office for North and Central Asia will assist member States in the following priority areas:

- (a) Bridging the gaps in the Millennium Development Goals (environmental sustainability);
- (b) Transport and trade facilitation: developing better transport links, including Euro-Asian transport corridors; transit transport cooperation, including improved border crossing; the introduction of trade facilitation measures; and the reduction of trade barriers;
- (c) Water, energy and environment: management of water and energy resources, protection of the environment and climate change adaptation;
- (d) Activities of the United Nations Special Programme for the Economies of Central Asia aimed at strengthening subregional cooperation in the areas of transport, water and energy, trade, statistics, knowledge-based development and gender and economy.

16.50 The subregional office for South and South-West Asia will assist member States in the following priority areas:

- (a) Bridging the gaps in the Millennium Development Goals (poverty and related areas) with inclusive growth;
- (b) Infrastructure development with a focus on transport, trade and transport facilitation, including connectivity and regional economic integration;
- (c) Disaster risk reduction, including drought and earthquakes;
- (d) Energy and food security.

16.51 The activities for South-East Asia are undertaken by the Bangkok-based substantive divisions aiming to increase resilience to the financial crises and natural

disasters that have severely affected the subregion. The subprogramme will continue to strengthen regional cooperation, working closely together with subregional organizations, in particular ASEAN, and with other United Nations funds, agencies and programmes to bridge development gaps and to enhance regional-level coherence of policies and programmes to benefit member States.

16.52 ESCAP will build strategic partnerships with other key intergovernmental institutions and development actors in the subregions, such as ASEAN, the Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation, the Council of Regional Organizations of the Pacific, the Economic Cooperation Organization, the South Asian Association for Regional Cooperation and the Shanghai Cooperation Organization, and will develop and implement programmes in a coherent and coordinated manner, utilizing the full assets of the United Nations development system at the subregional and national levels to bridge key development gaps.

Legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration
57/253	World Summit on Sustainable Development
57/270 A and B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
60/1	2005 World Summit Outcome
61/16	Strengthening of the Economic and Social Council
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
62/277	System-wide coherence
63/11	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
63/15	Cooperation between the United Nations and the Eurasian Economic Community
63/35	Cooperation between the United Nations and the Association of Southeast Asian Nations
63/114	Cooperation between the United Nations and the Organization of the Islamic Conference
63/144	Cooperation between the United Nations and the Economic Cooperation Organization
63/200	Cooperation between the United Nations and the Pacific Islands Forum
63/233	High-level United Nations Conference on South-South Cooperation

63/239	Doha Declaration on Financing for Development: outcome document of the Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus
63/306	Multilingualism
63/311	System-wide coherence
64/1	High-level United Nations Conference on South-South Cooperation
64/183	Cooperation between the United Nations and the Shanghai Cooperation Organization
64/186	Building connectivity through the Trans-Eurasian Information Super Highway (subprogrammes 1, 5, 6 and 8)
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development) (subprogrammes 1, 2, 4 and 6)
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation
64/289	System-wide coherence
65/1	Keeping the promise: united to achieve the Millennium Development Goals
65/124	Cooperation between the United Nations and the Shanghai Cooperation Organization
65/125	Cooperation between the United Nations and the Eurasian Economic Community
65/128	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
65/129	Cooperation between the United Nations and the Economic Cooperation Organization
65/140	Cooperation between the United Nations and the Organization of the Islamic Conference
65/146	Innovative mechanisms of financing for development (subprogrammes 1, 2, 4 and 6)
65/163	United Nations Decade of Education for Sustainable Development (2005-2014)
65/214	Human rights and extreme poverty
65/235	Cooperation between the United Nations and the Association of Southeast Asian Nations
65/280	Programme of Action for the Least Developed Countries for the Decade 2011-2020

- 65/309 Happiness: towards a holistic approach to development
- 65/311 Multilingualism
- 65/316 Cooperation between the United Nations and the Pacific Islands Forum
- 66/13 The situation in Afghanistan
- 66/155 The right to development
- 66/191 Follow-up to the International Conference on Financing for Development (subprogrammes 1, 2, 4 and 6)
- 66/195 Agricultural technology for development (subprogrammes 1, 2, 4 and 6)
- 66/210 Role of the United Nations in promoting development in the context of globalization and interdependence
- 66/213 Fourth United Nations Conference on the Least Developed Countries
- 66/214 Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation (subprogrammes 2, 3 and 8)
- 66/218 Operational activities for development of the United Nations system
- 66/219 South-South cooperation
- 66/220 Agriculture development and food security (subprogrammes 1, 2, 4 and 6)
- 66/223 Towards global partnership

Economic and Social Council resolutions and decision

- 37 (IV) Economic Commission for Asia and the Far East
- 1895 (LVII) Change of name of the “Economic Commission for Asia and the Far East” to “Economic and Social Commission for Asia and the Pacific”
- 1998/46 Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
- 2005/305 Promoting coordination and consolidation of the work of the functional commissions
- 2007/29 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

2007/30	Follow-up to the International Conference on Financing for Development (subprogrammes 1, 2, 4 and 6)
2007/31	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
2007/33	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2008/2	Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system
2008/7	Restructuring of the conference structure of the Economic and Social Commission for Asia and the Pacific
2008/28	The role of the United Nations system in implementing the ministerial declaration on strengthening efforts to eradicate poverty and hunger, including through the global partnership for development, adopted at the high-level segment of the substantive session of 2007 of the Economic and Social Council
2008/29	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
2008/36	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
2008/37	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
2009/1	Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system
2009/12	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2009/28	The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the substantive session of the Economic and Social Council in 2008
2009/30	A strengthened and more effective intergovernmental inclusive process to carry out the financing for development follow-up (subprogrammes 1, 2, 4 and 6)
2009/31	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
2010/9	Report of the Committee for Development Policy on its twelfth session

2010/12	Promoting social integration
2010/22	Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system
2010/26	Follow-up to the International Conference on Financing for Development and the 2008 Review Conference (subprogrammes 1, 2, 4 and 6)
2010/27	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
2010/29	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2011/6	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2011/7	Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system
2011/9	Programme of Action for the Least Developed Countries for the Decade 2011-2020
2011/20	Report of the Committee for Development Policy on its thirteenth session
2011/38	Follow-up to the International Conference on Financing for Development (subprogrammes 1 and 2)
2011/40	Support to Non-Self-Governing Territories by the specialized agencies and international institutions associated with the United Nations

Economic and Social Commission for Asia and the Pacific resolutions

61/11	Implementation of 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 (subprogrammes 2 and 3)
62/1	Achieving the Millennium Development Goals in the ESCAP region
62/2	Jakarta Declaration on enhancing regional cooperation in infrastructure development, including that related to disaster management (subprogrammes 1, 3, 4 and 5)
63/1	Almaty Declaration: commemorating the sixtieth anniversary of the United Nations Economic and Social Commission for Asia and the Pacific
63/4	Achieving the Millennium Development Goals in the ESCAP region

- 63/5 Midterm review of the implementation of 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 (subprogrammes 2, 3 and 8)
- 64/1 Restructuring of the conference structure of the Commission
- 64/6 Achieving the Millennium Development Goals in the ESCAP region
- 65/6 Support for the establishment of an international think tank of landlocked developing countries
- 66/1 Incheon Declaration
- 66/3 Implementation of the Dhaka Outcome Document on the Brussels Programme of Action for the Least Developed Countries
- 66/15 Strengthening of the evaluation function of the secretariat of the Commission
- 67/1 Ulaanbaatar Declaration: Outcome of the High-level Asia-Pacific Policy Dialogue on the Implementation of the Almaty Programme of Action and other Development Gaps Faced by the Landlocked Developing Countries (subprogrammes 1, 2 and 3)
- 67/14 Cooperation between the Economic and Social Commission for Asia and the Pacific and other United Nations and regional and subregional organizations serving Asia and the Pacific
- 67/15 Midterm review of the functioning of the conference structure of the Commission

Subprogramme 1

Macroeconomic policy and inclusive development

General Assembly resolutions

- 62/186 External debt and development: towards a durable solution to the debt problems of developing countries
- 63/206 External debt and development: towards a durable solution to the debt problems of developing countries
- 63/229 Role of microcredit and microfinance in the eradication of poverty
- 63/277 Organization of a United Nations conference at the highest level on the world financial and economic crisis and its impact on development
- 63/303 Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development
- 65/10 Sustained, inclusive and equitable economic growth for poverty eradication and achievement of the Millennium Development Goals

65/313 Follow-up to the Conference on the World Financial and Economic Crisis and Its Impact on Development

66/187 International financial system and development

66/189 External debt sustainability and development

Economic and Social Council resolutions

2005/39 Centre for Alleviation of Poverty through Secondary Crops Development in Asia and the Pacific

2007/36 United Nations Public-Private Alliance for Rural Development

2011/39 Follow-up to the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development: consideration of the possible establishment of an ad hoc panel of experts

Economic and Social Commission for Asia and the Pacific resolutions

64/7 Financing for the achievement of the Millennium Development Goals by 2015 in the ESCAP region

65/1 Implementation of the Bali Outcome Document in addressing the food, fuel and financial crises

65/4 Strengthening of the Centre for Alleviation of Poverty through Secondary Crops Development in Asia and the Pacific

Subprogramme 2

Trade and investment

General Assembly resolution

66/185 International trade and development

Economic and Social Council resolutions

2005/37 Statute of the United Nations Asian and Pacific Centre for Agricultural Engineering and Machinery

2005/38 Statute of the Asian and Pacific Centre for Transfer of Technology

Economic and Social Commission for Asia and the Pacific resolutions

61/3 Statute of the United Nations Asian and Pacific Centre for Agricultural Engineering and Machinery

61/4 Statute of the Asian and Pacific Centre for Transfer of Technology

62/6 Managing globalization through strengthened regional cooperation in trade and investment

Subprogramme 3**Transport***General Assembly resolutions*

62/244 Improving global road safety

64/255 Improving global road safety

Economic and Social Commission for Asia and the Pacific resolutions

60/4 Intergovernmental Agreement on the Asian Highway Network

62/4 Intergovernmental Agreement on the Trans-Asian Railway Network

63/9 Implementation of the Busan Declaration on Transport Development in Asia and the Pacific and the Regional Action Programme for Transport Development in Asia and the Pacific, phase I (2007-2011)

64/4 Implementation of the Seoul Declaration on Public-Private Partnerships for Infrastructure Development in Asia and the Pacific

64/5 Establishment of the Forum of Asian Ministers of Transport

66/4 Implementation of the Bangkok Declaration on Transport Development in Asia

66/5 Implementation of the Jakarta Declaration on Public-Private Partnerships for Infrastructure Development in Asia and the Pacific

66/6 Improving road safety in Asia and the Pacific

Subprogramme 4**Environment and development***General Assembly resolutions*

58/217 International Decade for Action, "Water for Life", 2005-2015

59/228 Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources

62/8 Overview of United Nations activities relating to climate change

63/210 Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation

63/281 Climate change and its possible security implications

64/198 Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Life", 2005-2015

64/292 The human right to water and sanitation

65/151 International Year for Sustainable Energy for All

- 65/154 International Year of Water Cooperation, 2013
- 66/197 Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
- 66/200 Protection of global climate for present and future generations of humankind
- 66/206 Promotion of new and renewable sources of energy
- 66/207 Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)

Economic and Social Council resolutions

- 2006/49 Outcome of the sixth session of the United Nations Forum on Forests
- 2011/14 Promoting regional cooperation for enhanced energy security and the sustainable use of energy in Asia and the Pacific

Economic and Social Commission for Asia and the Pacific resolutions

- 61/9 Fifth Ministerial Conference on Environment and Development in Asia and the Pacific
- 63/6 Implementation of intercountry energy cooperation to enhance energy security for sustainable development with a view to widening access to energy services in least developed countries, landlocked developing countries and small island developing States
- 64/3 Promoting renewables for energy security and sustainable development in Asia and the Pacific
- 67/2 Promoting regional cooperation for enhanced energy security and the sustainable use of energy in Asia and the Pacific
- 67/3 Sixth Ministerial Conference on Environment and Development in Asia and the Pacific

Subprogramme 5

Information and communications technology and disaster risk reduction and management

General Assembly resolutions

- 60/252 World Summit on the Information Society
- 61/110 United Nations Platform for Space-based Information for Disaster Management and Emergency Response
- 61/132 Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster

63/217	Natural disasters and vulnerability
64/294	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the wake of devastating floods in Pakistan
66/71	International cooperation in the peaceful uses of outer space
66/184	Information and communications technologies for development
66/199	International Strategy for Disaster Reduction
66/211	Science and technology for development
66/227	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

Economic and Social Council resolutions

2005/40	Establishment of the Asian and Pacific Training Centre for Information and Communication Technology for Development
2006/46	Follow-up to the World Summit on the Information Society and review of the Commission on Science and Technology for Development
2007/8	Flow of information for the follow-up to the World Summit on the Information Society
2007/14	The need to harmonize and improve United Nations informatics systems for optimal utilization and accessibility by all States
2008/3	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2009/7	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2009/8	Science and technology for development
2010/2	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2010/3	Science and technology for development
2011/16	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2011/17	Science and technology for development

Economic and Social Commission for Asia and the Pacific resolutions

- 61/6 Establishment of the Asian and Pacific Training Centre for Information and Communication Technology for Development
- 62/5 Building the information society in Asia and the Pacific
- 62/7 Strengthening regional cooperation and coordination of early warning system arrangements for tsunamis through the Multi-Donor Voluntary Trust Fund on Tsunami Early Warning Arrangements in the Indian Ocean and Southeast Asia
- 63/10 Review of modalities for regional cooperation in natural disaster management, in particular the establishment of an Asian and Pacific centre for information, communication and space technology-enabled disaster management
- 64/2 Regional cooperation in the implementation of the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters in Asia and the Pacific
- 64/10 Review of the operational details of the feasibility study for the establishment of an Asian and Pacific centre for information, communications and space technology-enabled disaster management
- 65/5 Review of the operational details of the feasibility study for the establishment of an Asian and Pacific centre for information, communication and space technology-enabled disaster management in the Islamic Republic of Iran
- 66/8 Review of the proposal for the establishment of the Asian and Pacific centre for information, communication and space technology-enabled disaster management in the Islamic Republic of Iran
- 66/14 Continuation of the Asian and Pacific Training Centre for Information and Communication Technology for Development
- 67/4 Establishment of the Asian and Pacific centre for the development of disaster information management

Subprogramme 6
Social development

General Assembly resolutions

- S-26/2 Declaration of Commitment on HIV/AIDS
- 62/126 Policies and programmes involving youth: youth in the global economy — promoting youth participation in social and economic development
- 62/127 Implementation of the World Programme of Action concerning Disabled Persons: realizing the Millennium Development Goals for persons with disabilities

62/129	Follow-up to the tenth anniversary of the International Year of the Family and beyond
62/133	Intensification of efforts to eliminate all forms of violence against women
62/170	Convention on the Rights of Persons with Disabilities and its Optional Protocol
62/178	Organization of the 2008 comprehensive review of the progress achieved in realizing the Declaration of Commitment on HIV/AIDS and the Political Declaration on HIV/AIDS
63/9	Commemoration of the fifteenth anniversary of the International Conference on Population and Development
63/150	Realizing the Millennium Development Goals for persons with disabilities through the implementation of the World Programme of Action concerning Disabled Persons and the Convention on the Rights of Persons with Disabilities
63/155	Intensification of efforts to eliminate all forms of violence against women
63/156	Trafficking in women and girls
63/194	Improving the coordination of efforts against trafficking in persons
63/225	International migration and development
64/131	Realizing the Millennium Development Goals for persons with disabilities
64/133	Follow-up to the tenth anniversary of the International Year of the Family and beyond
64/134	Proclamation of 2010 as International Year of Youth: Dialogue and Mutual Understanding
64/137	Intensification of efforts to eliminate all forms of violence against women
64/178	Improving the coordination of efforts against trafficking in persons
64/216	Second United Nations Decade for the Eradication of Poverty (2008-2017)
64/291	Follow-up to paragraph 143 on human security of the 2005 World Summit Outcome
64/293	United Nations Global Plan of Action to Combat Trafficking in Persons
65/69	Women, disarmament, non-proliferation and arms control
65/170	International migration and development

- 65/174 Second United Nations Decade for the Eradication of Poverty (2008-2017)
- 65/180 Organization of the 2011 comprehensive review of the progress achieved in realizing the Declaration of Commitment on HIV/AIDS and the Political Declaration on HIV/AIDS
- 65/186 Realizing the Millennium Development Goals for persons with disabilities towards 2015 and beyond
- 65/187 Intensification of efforts to eliminate all forms of violence against women
- 65/190 Trafficking in women and girls
- 65/228 Strengthening crime prevention and criminal justice responses to violence against women
- 65/234 Follow-up to the International Conference on Population and Development beyond 2014
- 65/277 Political Declaration on HIV/AIDS: Intensifying our Efforts to Eliminate HIV/AIDS
- 65/312 Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding
- 66/121 Policies and programmes involving youth
- 66/122 Promoting social integration through social inclusion
- 66/123 Cooperatives in social development
- 66/125 Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
- 66/126 Preparations for and observance of the twentieth anniversary of the International Year of the Family
- 66/127 Follow-up to the Second World Assembly on Ageing
- 66/128 Violence against women migrant workers
- 66/129 Improvement of the situation of women in rural areas
- 66/130 Women and political participation
- 66/131 Convention on the Elimination of All Forms of Discrimination against Women
- 66/132 Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

66/172	Protection of migrants
66/215	Second United Nations Decade for the Eradication of Poverty (2008-2017)
66/216	Women in development
66/229	Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto

Economic and Social Council resolutions

2007/2	The role of the United Nations system in providing full and productive employment and decent work for all
2007/27	Supplement to the World Programme of Action for Youth to the Year 2000 and Beyond
2007/32	Joint United Nations Programme on HIV/AIDS (UNAIDS)
2008/18	Promoting full employment and decent work for all
2008/19	Future organization and methods of work of the Commission for Social Development
2008/20	Further promotion of equalization of opportunities by, for and with persons with disabilities and protection of their human rights
2008/21	Mainstreaming disability in the development agenda
2008/33	Strengthening coordination of the United Nations and other efforts in fighting trafficking in persons
2008/34	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2009/6	Joint United Nations Programme on HIV/AIDS (UNAIDS)
2009/15	Future organization and methods of work of the Commission on the Status of Women
2010/7	Strengthening the institutional arrangements for support of gender equality and the empowerment of women
2010/10	Future organization and methods of work of the Commission for Social Development
2010/13	Mainstreaming disability in the development agenda
2010/14	Future implementation of the Madrid International Plan of Action on Ageing, 2002
2010/15	Strengthening crime prevention and criminal justice responses to violence against women

- 2010/24 The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to global public health adopted at the high-level segment of the 2009 substantive session of the Economic and Social Council
- 2011/5 The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women
- 2011/19 Joint United Nations Programme on HIV/AIDS (UNAIDS)
- 2011/21 Human settlements
- 2011/27 Further promotion of equalization of opportunities by, for and with persons with disabilities and mainstreaming disability in the development agenda
- 2011/28 Modalities for the second review and appraisal of the Madrid International Plan of Action on Ageing, 2002
- 2011/29 Preparation for and observance of the twentieth anniversary of the International Year of the Family

Economic and Social Commission for Asia and the Pacific resolutions

- 63/7 International migration and development for least developed countries, landlocked developing countries and small island developing States
- 63/8 Sustainable financing towards achieving universal health-care coverage in Asia and the Pacific
- 64/8 Regional implementation of the Biwako Millennium Framework for Action and Biwako Plus Five towards an Inclusive, Barrier-free and Rights-based Society for Persons with Disabilities in Asia and the Pacific
- 64/9 Midpoint review of the implementation of the Plan of Action on Population and Poverty adopted at the Fifth Asian and Pacific Population Conference
- 65/3 High-level Intergovernmental Meeting on the Final Review of the Implementation of the Asian and Pacific Decade of Disabled Persons, 2003-2012
- 66/9 Full and effective implementation of the Beijing Platform for Action and its regional and global outcomes in the Asia-Pacific region
- 66/10 Regional call for action to achieve universal access to HIV prevention, treatment, care and support in Asia and the Pacific
- 66/11 Regional preparations for the High-level Intergovernmental Meeting on the Final Review of the Implementation of the Asian and Pacific Decade of Disabled Persons, 2003-2012

- 66/12 Sixth Asian and Pacific Population Conference
- 67/5 Full and effective implementation of the Madrid International Plan of Action on Ageing in the Asia-Pacific region
- 67/6 Enhancing accessibility for persons with disabilities at ESCAP
- 67/7 Role of cooperatives in social development in Asia and the Pacific
- 67/8 Strengthening social protection systems in Asia and the Pacific
- 67/9 Asia-Pacific regional review of the progress achieved in realizing the Declaration of Commitment on HIV/AIDS and the Political Declaration on HIV/AIDS

Subprogramme 7
Statistics

Economic and Social Council resolutions

- 2005/13 2010 World Population and Housing Census Programme
- 2006/6 Strengthening statistical capacity
- 2011/15 Revision of the statute of the Statistical Institute for Asia and the Pacific

Economic and Social Commission for Asia and the Pacific resolutions

- 246 (XLII) Statistical services in Asia and the Pacific
- 65/2 Regional technical cooperation and capacity-building in statistics development in Asia and the Pacific
- 67/10 A core set of economic statistics to guide the improvement of basic economic statistics in Asia and the Pacific
- 67/11 Strengthening statistical capacity in Asia and the Pacific
- 67/12 Improvement of civil registration and vital statistics in Asia and the Pacific
- 67/13 Revision of the statute of the Statistical Institute for Asia and the Pacific

Subprogramme 8
Subregional activities for development

General Assembly resolutions

- 63/260 Development-related activities
- 65/2 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

- 66/198 Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

Economic and Social Council resolutions

- 2009/17 Review of United Nations support for small island developing States
- 2010/34 Review of United Nations support for small island developing States

Economic and Social Commission for Asia and the Pacific resolutions

- 237 (XL) The Commission's activities in the Pacific
- 60/6 Revitalization of the United Nations ESCAP Pacific Operations Centre
- 62/9 Regional follow-up to the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
- 62/12 Strengthening Pacific island developing countries and territories through regional cooperation
- 66/2 Five-year Review of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
- 66/7 Pacific Urban Agenda
- 66/13 Strengthening regional cooperation in North and Central Asia

Programme 17

Economic development in Europe

Overall orientation

17.1 The programme is under the responsibility of the Economic Commission for Europe (ECE).

17.2 Consistent with the legislative mandates and within existing processes, ECE will promote sustainable development and regional cooperation and integration through (a) policy dialogue, (b) normative work and (c) regional networks of experts.

17.3 The programme will also promote technical cooperation with economies in transition, with a view to assisting them in acceding to and implementing international legal instruments, norms and standards. These less advanced countries will be the main beneficiaries of ECE technical cooperation: policy advice, capacity-building and field projects.

17.4 The programme will be implemented in collaboration with national governments, international, regional, subregional organizations and financial institutions, the private sector, academia, civil society and non-governmental organizations (NGOs).

17.5 Due consideration will be given to the gender dimension of development, given that women constitute half of the population and are active agents and beneficiaries of sustainable development in the region. Gender equality and the empowerment of women are cross-cutting issues of ECE subprogrammes. In addition, the programme will focus on women in the economy and promote women's entrepreneurship in the region.

17.6 ECE will also pursue system-wide coherence in programme delivery to avoid overlap and reduce duplication, multiply effect, increase impact and ensure sustainability of its work. To this end, ECE will contribute to the work of the Executive Committee on Economic and Social Affairs, the Inter-agency Cluster on Trade and Productive Capacity of the United Nations System Chief Executives Board for Coordination, UN-Energy and UN-Water at the global level. At the regional level, the Commission will provide leadership to the Regional Coordination Mechanism and will be actively engaged in the work of the Regional Directors Team for Europe and Central Asia. At the country level, it will assist economies in transition in their efforts to achieve the internationally agreed goals, including the Millennium Development Goals, by supporting the United Nations Development Assistance Framework and One United Nations programmes.

17.7 Cooperation and coordination with other regional commissions will be ensured through regular meetings of the executive secretaries, chiefs of programme planning and focal points either directly or through the Regional Commissions New York Office.

17.8 The United Nations Special Programme for Economies of Central Asia, jointly implemented by ECE and the Economic and Social Commission for Asia and the Pacific (ESCAP), will serve as the major framework for cooperation of ECE with other relevant stakeholders in Central Asia, in particular the International Fund for

the Aral Sea, the United Nations Regional Centre for Preventive Diplomacy in Central Asia and the Regional Economic Cooperation Conference on Afghanistan.

17.9 Greening the economy is the overarching theme of the ECE programme in this biennium. The theme will enable the Commission to ensure synergies and linkages among all eight of its subprogrammes: (1) environment; (2) transport; (3) statistics; (4) economic cooperation and integration; (5) sustainable energy; (6) trade; (7) forestry and timber; and (8) housing, land management and population. It will also put the work of the Commission in a broader context of sustainable development based on three interdependent and mutually supportive pillars: economic development; social development; and environmental development.

17.10 Building on the outcomes of the United Nations Conference on Sustainable Development and the post-2015 Millennium Development Goals, ECE, in particular, will promote: (a) regulations that increase safety and efficiency of vehicles, improve road safety and reduce noise, air pollution and carbon dioxide emissions from the transport sector; (b) integrated policies that promote the sustainable development of transport and the transport infrastructure, including intermodal transport (road, rail and inland waterway), urban transport, alternative modes of transport and healthy lifestyles (cycling and walking) in the region; (c) policies for a transition to an economically viable, environmentally friendly and socially inclusive sustainable energy future through energy efficiency, cost-effective renewable energy and cleaner electricity production; (d) policies for affordable and energy-efficient housing; (e) methods for monitoring environmental vulnerabilities and sustainable development; (f) policies for the sustainable management of natural resources (water, forestry, land); (g) best practices in innovative, knowledge-based development and private-public partnerships; and (h) trade standards and regulations that reduce hazards and risks.

17.11 To ensure linkages between those areas of work and employment, decent work and poverty reduction, ECE will strengthen its strategic partnership with relevant United Nations system and international organizations, including the International Labour Organization, the International Organization for Migration, the World Bank, the Food and Agriculture Organization of the United Nations (FAO), the United Nations Industrial Development Organization, the United Nations Conference for Trade and Development, the United Nations Environment Programme and the United Nations Development Programme.

17.12 As a follow-up to the Seventh “Environment for Europe” Ministerial Conference, held from 21 to 23 September 2011 in Astana, Kazakhstan, ECE will promote the implementation of the Regional Roadmap for the Green Economy and the Astana Water Action.

Subprogramme 1 Environment

Objective of the Organization: To safeguard the environment and health, improve environmental management throughout the region and further promote integration of environmental policies into sectoral policies and of environmental concerns into the economy

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved response to environmental challenges in the ECE region by ECE constituencies	(a) (i) Number of regional and subregional measures taken by ECE constituencies in response to existing and emerging environmental challenges (ii) Number of ECE constituencies to which technical assistance and/or advisory services were provided
(b) Strengthened implementation of ECE regional environmental commitments	(b) Increased number of parties reporting progress in implementing legally binding instruments
(c) Strengthened national capacity for environmental monitoring and assessment systems in the countries of Eastern Europe, the Caucasus, Central Asia and South-Eastern Europe	(c) Increased number of countries using the ECE guidelines for applying environmental indicators
(d) Improved environmental performance in countries with economies in transition	(d) Increased number of countries showing progress in environmental performance

Strategy

17.13 The responsibility for the subprogramme is vested in the Environment Division. In line with its objective, the subprogramme will emphasize a country needs-based approach in carrying out its activities. It will focus on building the capacity of the countries of Eastern Europe, the Caucasus and Central Asia and South-Eastern Europe in environmental policy and management, including for the effective implementation of environmental legislation.

17.14 The subprogramme will continue to conduct environmental performance reviews and assist countries to implement the recommendations of their national environmental performance reviews. Furthermore, it will monitor the impact of such recommendations on policy formulation and implementation. The subprogramme will also assist to build capacity for environmental observation and reporting, which will contribute in providing timely and accurate environmental data to improve monitoring and assessment in these countries. The ECE guidelines on the application of environmental indicators will be further promoted for use by member States for environmental monitoring and assessment.

17.15 While taking into account the Millennium Development Goals, the subprogramme will further promote sustainable development in the ECE region and the implementation of the outcomes of regional environment and sustainable development conferences, in particular the outcomes of the Seventh “Environment for Europe” Ministerial Conference (Astana, Kazakhstan, 2011).

17.16 Actions will be taken to further integrate environment into other sectoral policies through intersectoral programmes and projects, including education for sustainable development; transport, health and environment; as well as water and health. Particular attention will be given to activities in the field of green economy. The Commission will also improve cross-border environmental security in cooperation with other regional and international organizations. Cross-sectoral work will also include the promotion of synergies and cooperation between the ECE legally binding instruments.

17.17 Emphasis will be placed on supporting the implementation of regional and subregional agreements and action programmes, as well as multi-stakeholder processes and partnerships resulting from, inter alia, the World Summit on Sustainable Development, the United Nations Conference on Sustainable Development, and the work of the Commission on Sustainable Development.

Subprogramme 2

Transport

Objective of the Organization: To promote the international movement of goods and mobility of persons by inland transport modes and improve traffic safety, environmental performance, energy efficiency and security in the transport sector to levels that contribute effectively to sustainable development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened legal and regulatory framework for international land transport (road, rail, inland waterway and intermodal transport), including transport infrastructure, border-crossing facilitation, transport of dangerous goods, vehicle construction and other transport-related services	(a) (i) Increased share of legal instruments administered by ECE in force relative to the total number of United Nations legal instruments on transport which are administered by ECE (ii) Number of new vehicle regulations and amendments (iii) Number of international legal instruments amended to reflect the latest revised edition of the United Nations Recommendations on the Transport of Dangerous Goods
(b) Greater geographical coverage and more effective implementation of ECE legal instruments and recommendations on transport	(b) (i) Increased number of Contracting Parties to United Nations legal instruments on transport administered by ECE

	(ii) Number of mechanisms in place for monitoring the implementation as agreed by member States
(c) Enhanced capacity in ECE member States, particularly in landlocked developing countries, for the development of the pan-European and transcontinental transport infrastructure and transport facilitation measures	(c) (i) Increased number of Contracting Parties to four key transport infrastructure agreements (ii) Increased number of United Nations Member States participating in ECE subregional transport infrastructure projects
(d) Strengthened capacity to implement relevant ECE legal instruments, norms and standards, in particular in the countries of Eastern and South-Eastern Europe, the Caucasus and Central Asia	(d) (i) Percentage of participants who rated workshops, seminars and other capacity-building activities as useful for their future work (ii) Increased number of ECE member States having established road safety improvement targets

Strategy

17.18 The responsibility for the subprogramme is vested in the Transport Division. The subprogramme will focus on four broad functional areas: (a) further development of legal and regulatory framework for international land transport; (b) improved implementations of the existing legal and regulatory framework; (c) strengthening of the national capacity for the development of pan-European and transcontinental transport infrastructure as well as transport and trade facilitation; and (d) capacity-building activities in Eastern and South-Eastern Europe, the Caucasus and Central Asia.

17.19 Further development of the legal and regulatory framework for international land transport will be achieved through new instruments and recommendations on various transport areas as well as through the updating and improvement of the 58 existing agreements, regulations and recommendations. This will cover all modes of inland transport (road, rail, inland waterway and intermodal), as well as areas of special interest, for example, vehicle regulations and transport of dangerous goods. This will be achieved through active collaboration with member Governments and other stakeholders, consensus building and reaching agreements at relevant ECE intergovernmental meetings on transport, as well as through the work of administrative committees of conventions and agreements.

17.20 The Secretariat will intensify efforts to promote new accessions to the United Nations legal instruments administered by ECE. Their implementation will be promoted and surveyed through improved monitoring mechanisms. To this end, the incorporation of certain United Nations legal instruments (for example, vehicle regulations and transport of dangerous goods) in the European Union Community *acquis* by the European Commission will continue to play an important role.

17.21 To promote pan-European and Euro-Asian economic integration, emphasis will be placed on regional and subregional cooperation activities, particularly in support for the development of transport infrastructure. Development of Euro-Asian Transport Links will be promoted in cooperation with ESCAP, other international organizations and member States. Strengthening of transport links between Europe and Africa and between Europe and the Middle East, including across the Mediterranean, will be promoted in cooperation with the Economic Commission for Africa and the Economic and Social Commission for Western Asia. Transport and trade facilitation will focus on transit and border-crossing facilitation. In particular, it will be mainstreamed, inter alia, through the implementation of the International Convention on the Harmonization of Frontier Controls of Goods, including pilot projects for the measurement of border-crossing performance. The special needs of landlocked transition economies and their transit neighbours will be addressed through technical assistance and analytical work.

17.22 Special attention will be given to further strengthening national capacity of countries in Eastern and South-Eastern Europe, the Caucasus and Central Asia to implement relevant ECE legal instruments, norms and standards through advisory missions, seminars and workshops. Capacity-building activities will be organized in cooperation with interested Governments requesting such assistance, and with the assistance of international experts and staff of the Division.

17.23 Cooperation and partnerships will be strengthened with the European Union and other international organizations active in the field of transport, such as the International Transport Forum. In order to improve global road safety in response to General Assembly resolutions, cooperation will continue with the other regional commissions and with all other partners of the United Nations Road Safety Collaboration. The public-private dialogue will be scaled up through closer cooperation with non-governmental organizations representing transport operators, relevant industries, transport users and consumers.

17.24 The work on new multisectoral projects will continue, with particular attention to improving energy efficiency of road vehicles in response to global warming concerns, while existing projects (inter alia, on transport health and environment, trade and transport facilitation, global supply chains and competitiveness) will be carried out and completed through the work of expert groups, in collaboration with interested member States and other stakeholders.

17.25 The Division will continue to service the Economic and Social Council Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System for the Classification and Labelling of Chemicals and its subsidiary bodies.

Subprogramme 3 Statistics

Objective of the Organization: To improve the quality of official statistics at the national and international levels, and to ensure the coordination of international statistical activities undertaken in the ECE region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Streamlined international statistical work	(a) (i) Number of international organizations regularly reporting their activities to the Database of International Statistical Activities maintained by ECE (ii) Number of statistical areas reviewed in depth by the Bureau of the Conference of European Statisticians
(b) Updated and newly developed standards, methodologies and practices to enhance international comparability of statistics	(b) (i) Number of new or revised international statistical standards and/or recommendations developed with ECE contribution (ii) Number of statistical areas (according to the Database of International Statistical Activities classification) to which ECE makes substantive methodological contribution
(c) Improved national capacities to implement international standards in official statistics, including Millennium Development Goals and gender-sensitive indicators, by ECE member States, particularly by those with less advanced statistical systems	(c) (i) Number of ECE member States which develop and implement national strategies for sustainable development of statistics in line with recommendations of global assessments (ii) Percentage of national experts that express satisfaction with the relevance and quality of ECE advisory services, training courses and workshops
(d) Improved availability in the ECE database of reliable, relevant, timely and comparable statistics, including Millennium Development Goals indicators and gender disaggregated data, to support evidence-based policymaking of ECE member States	(d) (i) Number of statistical data time series available in the ECE database (ii) Percentage of users that express satisfaction with the quality, coverage and timeliness of data contained in the ECE database

Strategy

17.26 The responsibility for the subprogramme is vested in the Statistical Division. The subprogramme aims to improve the quality of official statistics for evidence-based economic, social and environmental policymaking, and for assessing progress towards international development goals.

17.27 Coordinating international statistical activities in the region will remain a central component of the strategy under the subprogramme. The strong involvement of national statistical organizations in setting the priorities will ensure that the work focuses on issues of current concern for countries. Cooperation with the statistical services of other international organizations will continue in the form of joint meetings and working groups to develop methodologies, standards, recommendations and best practices. The subprogramme will maintain a Database of International Statistical Activities as a tool to support coordination.

17.28 The subprogramme will focus on a selected number of subject areas, in particular those where ECE can provide added value and complement the international statistical work. The work will be undertaken in close cooperation with experts from ECE member States and international organizations in the form of expert groups that perform specific tasks within a set time frame. The work will result in the development of methodological and practical guidelines and leading practices in statistics, including training materials available on the Web. Public access to all related documents will ensure transparency and accountability.

17.29 The subprogramme will provide support to the countries of Eastern Europe, the Caucasus and Central Asia as well as South-East Europe regarding existing United Nations standards and best practices and their implementation at the national level. To this end, the subprogramme will promote the Fundamental Principles of Official Statistics and provide advice on institutional frameworks of official statistics, for example, by conducting global assessments of national statistical systems. The advisory work will be demand-driven, focusing on areas where United Nations standards and recommendations exist, such as population censuses, the Millennium Development Goals, national accounts, prices, business statistics, gender disaggregated statistics, environmental indicators and streamlining statistical production.

17.30 The subprogramme will collect and disseminate economic and social data, including on progress towards the achievement of the Millennium Development Goals and gender equality. Data will be accessible to the public on the Internet. A quality framework will ensure the relevance, timeliness and user-friendliness of data dissemination. The data will offer insights into national statistics and help to identify priorities for improvement of the quality and comparability of official statistics.

Subprogramme 4

Economic cooperation and integration

Objective of the Organization: To promote a policy, financial and regulatory environment more conducive to economic growth, innovative development and higher competitiveness of enterprises and economic activities in the ECE region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased knowledge of good practices and policies on financial and regulatory environment conducive to economic growth, innovative development and higher competitiveness of enterprises and economic activities leading to the formulation of related ECE policy recommendations	(a) Number of policy recommendations resulting from the exchange of good practices and policy experience among member States
(b) Enhanced implementation of the aforementioned ECE policy recommendations	(b) Increased number of measures taken by Governments and other stakeholders to implement the policy recommendations
(c) Strengthened national capacity in countries with economies in transition to promote good practices and implement the aforementioned ECE policy recommendations	(c) Increased number of country-level activities resulting from ECE capacity-building events and training materials

Strategy

17.31 The responsibility for the subprogramme is vested in the Economic Cooperation and Integration Division. In order to achieve its objective, the subprogramme will take up key aspects of knowledge-based economic development, economic cooperation and integration and focus mainly on countries with economies in transition. It will facilitate the application of experience gained, lessons learned and good practices conducive to economic growth and innovative development. Building on the normative work carried out within the subprogramme and reflecting the changing needs of member States, recommendations will be drawn aimed at improving policies, as well as developing a sound financial and regulatory environment for economic development, investment and innovation. Drawing on progress achieved during the period 2010-2013, policy advisory services and capacity-building activities to requesting countries will be organized on the basis of the related policy dialogue, exchange of experiences and good practices, as well as guidelines and other policy-related documents. Efforts will be made to raise further the profile of technical cooperation activities under the subprogramme while preserving a balance between policy-oriented normative work and technical cooperation.

17.32 Building, inter alia, on relevant work carried out by other organizations and institutions, as well as contributions mobilized from external experts, advisers and decision makers, in particular those from countries with economies in transition, an enhanced exchange of experience and policy debate among member States and other

stakeholders will be prioritized. Thematic teams of specialists and networks of experts involving representatives of Governments, international organizations, business associations and other stakeholders will provide a platform for the exchange of national policy experience and the identification of good practices. Subsequently, member States are expected to apply these outputs in drawing up relevant policy recommendations, guidelines and other regulatory and normative measures. The results of the subprogramme's work will be broadly disseminated to all interested stakeholders and will serve as the basis for technical cooperation activities organized by the Secretariat in cooperation with Member States, such as policy advisory services and capacity-building workshops, including within the framework of the United Nations Special Programme for the Economies of Central Asia. Drawing on the achievements in policy-oriented normative work and advisory technical cooperation services, wider implementation of policy recommendations developed under the subprogramme will be pursued.

Subprogramme 5

Sustainable energy

Objective of the Organization: To move towards a more sustainable development path for the production and use of energy and the fuller integration of the energy infrastructure and energy markets of the countries in the region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved international dialogue among governments, industry and other stakeholders on sustainable energy issues, in particular, energy security, energy affordability and energy-related environmental impacts	(a) (i) Increased percentage of participants who contribute to policy discussions on securing affordable and sustainable energy (ii) Increased percentage of respondents to a web-based survey on sustainable energy issues who find participation in policy dialogue useful
(b) Improved overall energy efficiency, including energy efficiency market formation across the ECE region	(b) (i) Increased number of energy efficiency investment projects developed under the ECE energy efficiency 21 programmes that have been approved for financing in economies in transition (ii) Increased number of national representatives and experts able to identify, develop and submit project proposals for energy efficiency investments

(c) Strengthened formulation and implementation of ECE recommendations/guidelines, best practices and other normative instruments for sustainable energy development

(c) (i) Increased number of countries that apply the United Nations Framework Classification for Fossil Energy and Mineral Resources in their fossil energy and uranium resources management

(ii) Increased number of capacity-building events to disseminate coal mine methane best practices globally

Strategy

17.33 Responsibility for the subprogramme is vested in the Sustainable Energy Division. The subprogramme will promote cooperation and policy dialogue among governments, energy industries and other stakeholders to foster sustainable energy development in member States. The focus of the subprogramme will be on securing an affordable and sustainable energy supply and enhancing progress towards a sustainable energy future in the region. The subprogramme will engage with all members of the United Nations energy community across the range of its activities, with special attention to global processes and mechanisms. ECE will also engage with other regional commissions to accelerate the uptake of economic energy-efficient technology, to support cost-effective programmes and policies for new and renewable energy sources, to improve the economic productivity of the full energy value chain, and to disseminate knowledge and approaches with global application.

17.34 The subprogramme will work to improve the overall efficiency of the energy system, from source to use, in order to ensure full and fair access to energy services, improve the energy intensity of ECE economies and reduce progressively the carbon intensity of the sector, including, among other things, the cost-effective introduction of new and renewable energy sources. The subprogramme will work to provide, as needed, policy support, capacity-building and performance benchmarking on energy productivity on behalf of member States. It will promote effective energy network systems across the region tailored to optimize operating efficiencies, improve overall regional cooperation and achieve sustained improvements in energy efficiency. ECE will continue to coordinate its activities with other international organizations to ensure the efficient use of resources and avoid duplication. The subprogramme will support projects to reduce greenhouse gas emissions and will promote projects for gas infrastructure and transportation networks. In order to promote energy efficiency improvements and progress with new and renewable energy sources at the global level, ECE will develop a more systematic exchange of experiences on capacity-building, policy reforms, performance benchmarking and investment project finance among countries of other regions, in cooperation with other United Nations regional commissions. The subprogramme will assist member States in integrating their energy economies and infrastructure more fully into the region and the global economy, increasing energy security, reducing greenhouse gas emissions, promoting the cost-effective use of new and renewable energy sources, enhancing the performance of energy industries and contributing to the long-term supply of fossil fuels through the adoption of normative instruments.

17.35 The subprogramme will contribute to the development, extension and implementation of ECE policy recommendations and normative instruments and assist Member States through training programmes, technical assistance, preparation of investment projects, and monitoring and reporting on progress and performance.

Subprogramme 6

Trade

Objective of the Organization: To facilitate trade and trade-related economic cooperation among countries of the ECE region and with the rest of the world

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Adoption and increased implementation by member States of ECE recommendations, norms, standards, guidelines and tools for trade facilitation and electronic business	(a) (i) The number of new and/or revised ECE recommendations, norms, standards and tools for trade facilitation and electronic business approved by member States (ii) The number of downloads of key trade facilitation and electronic business recommendations, norms, standards, guidelines and tools from the ECE Internet site, as a proxy for their use (iii) The number of countries in which ECE took action in response to their requests for assistance in the promotion and implementation of trade facilitation and electronic business instruments
(b) Adoption by member States of ECE recommendations, norms, standards, guidelines and tools for regulatory cooperation	(b) The number of new and/or revised recommendations and tools for regulatory cooperation approved by member States
(c) Adoption and increased implementation by member States of ECE recommendations, norms, standards, guidelines and tools for agricultural quality standards	(c) (i) The number of new and/or revised recommendations and standards on agriculture produce adopted by member States (ii) The total number of implementations of ECE agricultural quality standards by member States (iii) The number of downloads of recommendations and standards on agricultural produce from the ECE Internet site, as a proxy for their use

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| (d) Enhanced national capacity of member States for trade policy development and implementation | (d) (i) The number of national action matrices for trade development agreed upon with countries

(ii) The number of national trade needs assessments with recommendations approved by beneficiary countries |
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Strategy

17.36 The responsibility for the subprogramme is vested in the Trade and Sustainable Land Management Division. The subprogramme supports Millennium Development Goal 8 by contributing to the establishment of an open, rule-based, predictable and non-discriminatory trading system, especially in the less economically developed and landlocked countries of the ECE region. It also takes into account the importance accorded to trade as a key vehicle for economic growth, the elimination of poverty, and greater regional cooperation and stability in other major United Nations outcomes.

17.37 The subprogramme will aim to reduce barriers to trade caused by differences in trade procedures, standards and documents, as well as differences in regulatory approaches and standards for manufactured and agricultural products that hamper market access. More concretely, it will develop and promote:

(a) Simple, transparent and effective processes for global commerce through the development and maintenance of international trade facilitation instruments, especially to support international supply chains and the integration of countries into the global economy. These instruments include global standards and best practices for moving from paper-based to automated electronic processes and for the harmonization and simplification of business practices used in international trade;

(b) A predictable, transparent and harmonized regulatory environment for commerce and business through strengthening of the convergence of regulations, as well as through the promotion of international standards and best practices in areas of regulatory cooperation, conformity assessment and market surveillance;

(c) Trade in agricultural produce through the development of up-to-date agricultural quality standards used by Governments for regulatory purposes and the private sector, as well as through explanatory brochures based on these standards in cooperation with the Organization for Economic Cooperation and Development Scheme for the Application of International Standards for Fruit and Vegetables, and the Codex Alimentarius Committee on Fresh Fruits and Vegetables.

17.38 The subprogramme will also support Governments, with a special emphasis on the less economically developed and landlocked countries of the region, in the national and regional adaptation and implementation of ECE trade-related standards and recommendations, including their integration into national and regional trade facilitation strategies, trade policy and regulatory regimes.

17.39 The subprogramme will draw on the work of its intergovernmental bodies and expert groups and will reinforce cooperation with principal partners, which include international organizations such as the World Trade Organization, the

International Organization for Standardization, the World Customs Organization, the Organization for Economic Cooperation and Development, FAO, the Bank for International Settlements, the World Bank, the United Nations Conference on Trade and Development, and other United Nations regional commissions; subregional groupings and organizations such as the European Commission, the Commonwealth of Independent States, the Eurasian Economic Community, the Eurasian Economic Commission, the Central European Initiative; and a wide variety of private sector organizations.

Subprogramme 7

Forestry and timber

Objective of the Organization: To strengthen the forest sector and its contribution to sustainable development throughout the ECE region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased understanding and better monitoring of the forest sector, to support sustainable forest management	(a) (i) Increased percentage of ECE member States able to provide satisfactory data on qualitative indicators of sustainable forest management (ii) Increased percentage of ECE member States able to provide satisfactory data on quantitative indicators of sustainable forest management (iii) Percentage of ECE member States able to provide satisfactory responses to the ECE/FAO/International Tropical Timber Organization/Eurostat joint forest sector questionnaire (which monitors the sound use of wood) (iv) Percentage of policymakers and other stakeholders who regard selected policy forums and workshops as useful
(b) Increased capacity of countries of Eastern Europe, the Caucasus, Central Asia and South-East Europe to achieve sustainable forest management at the national level	(b) Percentage of participants having used the information provided at capacity-building activities for policymaking

Strategy

17.40 The responsibility for the subprogramme is vested in the Trade and Sustainable Land Management Division. The subprogramme will aim to: develop and apply analytical and monitoring tools for use both on policy issues and on developments on the ground; collect, validate and disseminate information and

analysis; and stimulate the exchange of experience, best practices and joint efforts to measure progress. In addition, the subprogramme will provide a platform for topical discussions, taking into account the changing policy environment, notably as regards climate change and bioenergy. It will promote the role of forests in mitigating and adapting to climate change.

17.41 The subprogramme will promote the sustainable management of forests and the sound and legal use of forest products, for raw material and energy as well as forest services, based on appropriate policies and institutions. Priorities for 2014-2015 will be guided by: (a) the outcomes of work of ECE Timber Committee and European Forestry Commission (FAO); (b) relevant outcomes of the Sixth Ministerial Conference on the Protection of Forests in Europe, which took place in June 2011; (c) continued efforts to address climate change and the transition to a green economy; and (d) the results of the strategic review conducted in 2012-2013.

17.42 While all ECE countries benefit from international cooperation through the subprogramme, special attention will be paid to the countries of Eastern Europe, the Caucasus, Central Asia and the Mediterranean region to implement sustainable forest management through capacity-building activities, and by promoting their involvement in international activities in the region.

17.43 As part of the strategy to implement the subprogramme, ECE will carry out its work in cooperation with FAO and the Ministerial Conference on the Protection of Forests in Europe (Forest Europe), and provide regional input to the United Nations Forum on Forests and the FAO Committee on Forestry.

17.44 To support forest management, including the use of wood and forest products that is ecologically, economically and socially sustainable, it is necessary: (a) to maintain a good balance among these factors, based on a strong consensus among all stakeholders about goals and methods; and (b) to ensure that the strategy is well integrated into the policy framework of other sectors through a cross-sectoral approach. Achieving sustainable forest management is primarily a sovereign national responsibility. However, regional international cooperation and interregional cooperation, through the forestry and timber subprogramme and its partners, will contribute by developing and disseminating concepts and information, through the communication, sharing of experiences and definition of standard measurement tools (criteria and indicators) for sustainable forest management. At the same time, the changing needs of society and the impact of global developments will be guiding factors at the regional level.

Subprogramme 8

Housing, land management and population

Objective of the Organization: To improve the housing, urban and land governance in the region as well as the necessary knowledge base on population issues, by strengthening the formulation and implementation of policies, enhancing social cohesion and developing capacities at the national and local levels

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity for policy formulation and implementation in housing, planning and land administration in the countries of Eastern Europe, the Caucasus and Central Asia, and South-Eastern Europe	(a) (i) Increased number of countries that are engaged in ECE results-oriented assessment of their housing policies and land administration systems (ii) Increased number of countries that report on their measures to improve housing policies and land management practices
(b) Strengthened implementation by countries of ECE guidelines on housing and land management, including on energy efficiency, informal settlements, transparency in land and real estate markets and on improved safety in buildings	(b) Increased number of countries that report on their measures to implement ECE guidelines
(c) Enhanced national policy formulation on population ageing and intergenerational and gender relations	(c) Increased number of countries that have adjusted their policies or introduced new measures for implementing the ECE Regional Strategy on Ageing

17.45 The subprogramme consists of two components, with responsibility vested in two divisions: (a) housing and land management, in the Trade and Sustainable Land Management Division, and (b) population, in the Statistics Division.

17.46 The housing and land management component of the subprogramme works to improve housing, as well as urban and land governance, in the region. It also promotes the implementation of: (a) the ECE strategy for a sustainable quality of life in human settlements in the twenty-first century, and (b) the Ministerial Declaration on Social and Economic Challenges in Distressed Urban Areas in the ECE Region. To achieve the expected results, the subprogramme will provide a forum for policy dialogue and exchange of experience, develop policy guidance and organize capacity-building activities in the areas of housing and land management to promote the implementation of ECE guidance and policy recommendations. This work, in particular, will focus on housing policy formulation and implementation, sustainable, energy-efficient housing, effective maintenance and management of the housing stock, increasing transparency in real estate markets, effective land administration and spatial planning.

17.47 In order to contribute to the efficient and transparent governance and improvement of the urban environment, continued efforts will be made to analyse and review the existing housing situation, including maintenance, renewal and new construction, energy efficiency measures and safety in buildings, legislation and housing finance. This process will lead to the development of policy recommendations and related capacity-building activities.

17.48 The housing and land management component of the subprogramme will also promote the implementation of ECE guidance in the areas of housing, including affordable and energy-efficient housing, informal settlements, climate neutral urban development and transparent real estate markets. In the area of land management, emphasis will be placed on the upgrading of land and real estate systems in order to provide secure ownership in land, ensure other private and public rights in real estate, and encourage investment. These objectives will be promoted through capacity-building activities, while regional model programmes and pilot projects, as well as public-private partnerships, will be encouraged.

17.49 The integration of housing policy with spatial planning, land administration, population and environmental policy will be promoted through policy recommendations and related capacity-building activities, with a special emphasis on such cross-sectoral issues as urban response to climate change, energy efficiency in the housing sector and the housing needs of low-income segments of society.

17.50 The population component of the subprogramme works to ensure the implementation of the ECE Regional Strategy for the Madrid International Plan of Action on Ageing with a view to meeting the challenges arising from demographic change and releasing the unused potential of some population groups, in particular, older persons. It provides a platform for intergovernmental policy debate on matters relating to ageing and facilitates communication between a wider network of experts and non-governmental organizations. It also provides opportunities for exchange of experiences and best practices. It improves evidence-based policymaking and monitoring of the implementation of the Madrid International Plan of Action on Ageing by coordinating data collection and policy-oriented research on population ageing and intergenerational and gender relations.

17.51 The population component of the subprogramme also provides support to the development of national capacities for policy formulation in response to demographic change by providing policy advice on national action plans on ageing as well as capacity-building (training, workshops, seminars to national specialists and government officials).

Legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration
57/144	Follow-up to the outcome of the Millennium Summit
57/253	World Summit on Sustainable Development

57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
60/1	2005 World Summit Outcome
61/16	Strengthening of the Economic and Social Council
61/210	Integration of the economies in transition into the world economy
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
62/277	System-wide coherence
63/11	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
63/14	Cooperation between the United Nations and the Council of Europe
63/15	Cooperation between the United Nations and the Eurasian Economic Community
63/239	Doha Declaration on Financing for Development: outcome document of the Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus
63/281	Climate change and its possible security implications
64/141	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)
64/208	Development cooperation with middle-income countries
64/210	Role of the United Nations in promoting development in the context of globalization and interdependence
64/217	Women in development
64/236	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
65/1	Keeping the promise: united to achieve the Millennium Development Goals
65/10	Sustained, inclusive and equitable economic growth for poverty eradication and achievement of the Millennium Development Goals

- 65/124 Cooperation between the United Nations and the Shanghai Cooperation Organization
- 65/129 Cooperation between the United Nations and the Economic Cooperation Organization
- 65/152 Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
- 65/159 Protection of global climate for present and future generations of humankind
- 65/172 Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
- 65/174 Second United Nations Decade for the Eradication of Poverty (2008-2017)
- 65/185 Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
- 65/285 Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
- 65/313 Follow-up to the Conference on the World Financial and Economic Crisis and Its Impact on Development
- 65/314 Modalities for the fifth High-level Dialogue on Financing for Development

Economic and Social Council resolutions

- 1998/46 Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
- 2006/14 Progress in the implementation of General Assembly resolution 59/250 on the triennial comprehensive policy review of operational activities for development of the United Nations system
- 2006/38 Workplan on reform of the Economic Commission for Europe and revised terms of reference of the Commission
- 2009/12 Mainstreaming a gender perspective into all policies and programmes in the United Nations system

- 2009/28 The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the 2008 substantive session of the Economic and Social Council
- 2009/29 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 light of relevant General Assembly resolutions, including resolution 61/16
- 2010/2 Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
- 2010/22 Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system
- 2010/24 The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to global public health adopted at the high-level segment of the 2009 substantive session of the Economic and Social Council
- 2010/29 Mainstreaming a gender perspective into all policies and programmes in the United Nations system
- 2011/5 The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women
- 2011/6 Mainstreaming a gender perspective into all policies and programmes in the United Nations system
- 2011/12 Europe-Africa fixed link through the Strait of Gibraltar

Economic and Social Council decisions

- 1997/224 Declaration on the Strengthening of Economic Cooperation in Europe and Plan of Action
- 2011/247 Report of the Commission on Population and Development on its forty-fourth session and provisional agenda and documentation for its forty-fifth session

Economic Commission for Europe decisions

- E/ECE/1434/
Rev.1 Work Plan on ECE Reform
- A (64) The Work of the Economic Commission for Europe

Subprogramme 1

Environment

General Assembly resolutions

- 58/217 International Decade for Action, "Water for Life", 2005-2015
- 58/219 United Nations Decade of Education for Sustainable Development, 2005-2014

Economic and Social Council resolution

- 2003/61 Future programme, organization and methods of work of the Commission on Sustainable Development

Economic Commission for Europe decisions

- ECE/AC.21/2002/8 Declaration on the establishment of a Transport, Health and Environment Pan-European Programme (THE PEP) adopted by the Second High-level Meeting on Transport, Health and Environment
- ECE/AC.21/2009/2 Report of the High-level Meeting on Transport, Health and Environment on its third session
- ECE/ASTANA.CONF/2011/2/Add.1 Ministerial Declaration "Save water, grow green!", 2011

Subprogramme 2

Transport

General Assembly resolutions

- 58/9 Global road safety crisis
- 58/201 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
- 63/2 Outcome document of the midterm review of 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
- 64/255 Improving global road safety

Economic and Social Council resolutions

- 1999/65 Reconfiguration of the Committee of Experts on the Transport of Dangerous Goods into a Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals

- 2011/25 Work of the Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals

Economic Commission for Europe decisions

- ECE/AC.21/
2002/8 Declaration on the establishment of a Transport, Health and Environment Pan-European Programme (THE PEP) adopted by the Second High-level Meeting on Transport, Environment and Health
- ECE/AC.21/
2009/2 Report of the High-level Meeting on Transport, Health and Environment on its third session

Subprogramme 3
Statistics

General Assembly resolutions

- 63/155 Intensification of efforts to eliminate all forms of violence against women
- 64/132 Follow-up to the Second World Assembly on Ageing
- 65/170 International migration and development

Economic and Social Council resolutions

- 1993/5 1993 System of National Accounts
- 2006/6 Strengthening statistical capacity
- 2005/13 2010 World Population and Housing Census Programme

Economic Commission for Europe decision

- C (47) The Fundamental Principles of Official Statistics in the Region of the Economic Commission of Europe

United Nations Statistical Commission decisions

- 38/111 Statistical capacity-building
- 39/111 Collection and dissemination of statistics by the United Nations Statistics Division
- 39/112 Common open standards for the exchange and sharing of data and metadata
- 39/114 Development indicators
- 40/105 National accounts
- 40/110 Gender statistics
- 41/106 National accounts
- 42/102 Gender statistics

- 42/107 Short-term economic indicators
- 42/111 Implementation of the Fundamental Principles of Official Statistics

Subprogramme 4
Economic cooperation and integration

General Assembly resolutions

- 63/303 Outcome of the Conference on the World Financial and Economic Crisis and its Impact on Development
- 64/223 Towards global partnerships
- 65/125 Cooperation between the United Nations and the Eurasian Economic Community
- 65/128 Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
- 65/141 Information and communications technologies for development
- 65/168 Role of the United Nations in promoting development in the context of globalization and interdependence

Economic and Social Council resolution

- 2007/30 Follow-up to the International Conference on Financing for Development

Subprogramme 5
Sustainable energy

General Assembly resolutions

- 64/206 Promotion of new and renewable sources of energy
- 65/125 Cooperation between the United Nations and the Eurasian Economic Community

Economic and Social Council resolution

- 2003/61 Future programme, organization and methods of work of the Commission on Sustainable Development

Economic and Social Council decisions

- 1997/226 United Nations International Framework Classification for Energy Reserves/Resources: Solid Fuels and Mineral Commodities
- 2004/233 United Nations Framework Classification for Fossil Energy and Mineral Resources
- 2011/222 Best Practice Guidance for Effective Methane Drainage and Use in Coal Mines

Subprogramme 6**Trade***General Assembly resolutions*

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| 63/2 | Outcome document of the midterm review of 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 |
| 65/140 | Cooperation between the United Nations and the Organization of the Islamic Conference |
| 65/141 | Information and communications technologies for development |
| 65/142 | International trade and development |
| 65/172 | Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and International Financial and Development Institutions on Transit Transport Cooperation |

Economic and Social Council resolutions

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| 1991/76 | Promotion of interregional cooperation in the area of international trade facilitation |
| 2004/64 | International Conference on Financing for Development |
| 2006/46 | Follow-up to the World Summit on the Information Society and review of the Commission on Science and Technology for Development |

Economic and Social Council decision

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| 1997/225 | Economic Commission for Europe Recommendation 25, entitled "Use of the UN/EDIFACT Standard" |
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Subprogramme 7**Forestry and timber***General Assembly resolutions*

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| 54/218 | Implementation of and follow-up to the outcome of the United Nations Conference on Environment and Development and the nineteenth special session of the General Assembly |
| 55/2 | United Nations Millennium Declaration |
| 62/98 | Non-legally binding instrument on all types of forests |

Economic and Social Council resolution

2006/49 Outcome of the sixth session of the United Nations Forum on Forests

Other — United Nations Conference on Environment and Development (Rio de Janeiro, Brazil, 1992)

A/CONF.151/26/Rev.1 Non-Legally Binding Authoritative Statement of Principles for a Global Consensus on the Management, Conservation and Sustainable Development of all Types of Forests

Subprogramme 8**Housing, land management and population***General Assembly resolutions*

57/275 Special session of the General Assembly for an overall review and appraisal of the 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)

64/132 Follow-up to the Second World Assembly on Ageing

64/207 Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)

65/182 Follow-up to the Second World Assembly on Ageing

65/234 Follow-up to the International Conference on Population and Development beyond 2014

Economic and Social Council resolution

2010/14 Future implementation of the Madrid International Plan of Action on Ageing, 2002

United Nations Commission on Population and Development resolutions

2004/2 Follow-up to the Programme of Action of the International Conference on Population and Development

2009/1 The contribution of the Programme of Action of the International Conference on Population and Development to the internationally agreed development goals, including the Millennium Development Goals

United Nations Commission for Social Development resolution

47/3 (2009) First review and appraisal of the Madrid International Plan of Action on Ageing, 2002

Economic Commission for Europe decisions

ECE/AC.23/2002/2/Rev.6 Regional Implementation Strategy of the Madrid International Plan of Action on Ageing, 2002

ECE/AC.30/2007/6 Leon Ministerial Declaration “A Society for all Ages: Challenges and Opportunities”

ECE/HBP/120 Strategy for a sustainable quality of life in human settlements in the twenty-first century, endorsed at a ministerial meeting in 2000

ECE/HBP/142/Add.1 Ministerial Declaration on “Social and Economic Challenges in Distressed Urban Areas in the UNECE Region”, adopted in 2006

Programme 18

Economic and social development in Latin America and the Caribbean

Overall orientation

18.1 The overall purpose of the programme is to promote economic, social and environmentally sustainable development in Latin America and the Caribbean through international cooperation, by undertaking comprehensive research and analyses of development processes and providing the relevant normative, operational and technical cooperation services to member States in support of regional development efforts.

18.2 The mandate for the programme, which falls within the purview of the Economic Commission for Latin America and the Caribbean (ECLAC), derives from resolution 106 (VI) of the Economic and Social Council, by which the Council established the Commission for the purpose of contributing to and coordinating action towards the economic and social development of the region and reinforcing economic relationships among the countries of the region as well as worldwide. In 1996, pursuant to Council resolution 553 (XXVI), the Commission was entrusted, inter alia, with collaborating with member States in analysing the development process of formulating, evaluating and monitoring public policies to provide operational services on specialized information, advisory services, training and support in regional and international cooperation.

18.3 The Commission will continue to pursue key objectives shared by all the regional commissions, to support the development pillar of the United Nations, to foster economic integration at the regional and subregional levels, to promote the implementation of internationally agreed development goals beyond 2015, in continuation of the Millennium Development Goals, and to support sustainable development by helping to bridge economic, social and environmental gaps between and among countries in the region and the industrialized economies.

18.4 To achieve these objectives, ECLAC will continue to respond to the needs of the countries in the region, serving as a regional forum and facilitator in building regional consensus, supporting public policy formulation to meet the challenges facing the region and conducting and promoting multilateral dialogue, sharing knowledge and networking at the global, regional and subregional levels. The Commission will promote intraregional and interregional cooperation among regional commissions and collaborate with other regional organizations, particularly with United Nations entities.

18.5 The overall strategy of the Commission for achieving the objectives of the programme is structured around 14 interdependent and complementary subprogrammes, implemented through an integrated and multidisciplinary approach. In formulating the present biennial programme plan, the strategic framework for the biennium 2014-2015 was drawn from the priorities and agreements stemming from the major United Nations conferences and summits in the economic, social and environmental fields, including those deriving from the United Nations Millennium Declaration, the 2005 World Summit Outcome and the regional and subregional summits. Special efforts have been made to ensure that the gender mainstreaming

strategy of the Commission is reflected throughout the 14 subprogrammes of the present biennial programme plan.

18.6 During the period 2010-2011, the economies of Latin America and the Caribbean continued to recover from the global financial and economic crisis whose fallout spread across the region in the second half of 2008 and in 2009. After contracting in 2009, gross domestic product (GDP) expanded by 5.9 per cent in Latin America and the Caribbean in 2010 and is projected to grow by 4.3 per cent in 2011, lower than the rate in 2010, albeit with the region's hallmark differences in performance from one country to another. The upturn that began late in 2009 and gained unexpected momentum in 2010 developed into a full-blown recovery that was without precedent in the world economy, sustained by the macroeconomic policies implemented by the countries in the region. The recovery carried over into 2011, although economic growth subsided in response to both external and domestic factors. The slowdown in regional growth steepened in the second half of the year, reflecting slackening export growth, falling prices for the main export commodities of the region — which nonetheless remained at historically high levels — and cooling domestic demand. For 2012, regional per capita GDP is projected to grow by 3.7 per cent, notwithstanding the deterioration in external conditions and, on the domestic front, complex policy challenges arising from dilemmas over the direction of certain macroeconomic variables.

18.7 Leading composite indicators show that slower growth in the industrialized countries is starting to act as a drag on the main emerging economies. If these trends continue, regional exports to Europe and the United States will slow down in 2012 and 2013 and export growth in economies where exports depend heavily on those markets would be jeopardized. As growth decelerates in the emerging economies and the industrialized economies show increasing weakness, international commodity prices could fall, adversely affecting the trade and current account balances of net commodity exporters. These circumstances would present a number of risks and difficulties, both in the short term and in the medium and longer terms. Economic turbulence and high unemployment in the industrialized economies may prompt a resurgence of protectionist forces and reduce the margin for new initiatives responding to the challenges of globalization, such as the conclusion of the Doha Round, the discussions on a new international financial architecture and a new framework for globally reducing emissions of greenhouse gases. This augurs great uncertainty for 2012 and thus the Latin American and Caribbean economies will have to strengthen their efforts towards macroeconomic prudence. In these circumstances, regional economies will have to strengthen macroeconomic management, pursue sustainable fiscal and external accounts, reinforce macroprudential measures related to financial flows and steer their policy decisions with reference to the long-term behaviour of their main economic variables. Prudential macroeconomic management must be complemented with a concerted effort on further regional cooperation. Policies should also be put into place to drive productivity to bring countries closer to the international productivity frontier and develop a more dynamic structure that will serve as an engine of growth and learning.

18.8 Under such circumstances, the social gaps in the region are expected to face an ambivalent scenario, combining on the one hand structural backward trends that reinforce them and on the other, more recent, favourable developments that open up new possibilities for moving towards societies that are less unequal, with broader

access to well-being. Poverty and inequality are decreasing, mainly due to active social public policies aimed at protecting employment, rising labour income and increasing public transfers to the most vulnerable sectors. The estimated poverty rate for the region in 2011 was 30.4 per cent, including 12.8 per cent living in extreme poverty or indigence. In absolute terms, these figures translate into 174 million poor people, of whom 73 million were indigent. The figures show that, in the wake of the 2009 crisis, economic recovery has been reflected (at least partially) in the poverty indicators.

18.9 Productivity gaps remain rigid, and there is still little social mobility for specific groups in low-productivity sectors (especially women in lower-income socioeconomic groups) whose income has not increased. Fertility is declining substantially, which can mean greater possibilities for well-being in families with fewer dependants. However, the fertility structure is still stratified by socioeconomic and education levels, which means that poor households have higher levels of reproduction. Furthermore, adolescent fertility has fallen at a much more moderate pace than total fertility. In many of the countries of the region it even rose during the 1990s, while the total fertility rate declined significantly. The inequality in fertility between groups with different education levels is usually particularly marked in the case of adolescent mothers. Governments have increased social spending and social protection in recent years to mitigate the impacts of the 2008-2009 crisis on the most vulnerable sectors. Nonetheless, the social protection systems in the region are far from being inclusive and have gaps that reproduce vulnerability and stratified access to social security. Latin America's weak social protection systems are facing tremendous redistributive challenges, with limited fiscal capacity and relatively rigid, if any, architecture of well-being. Any systemic approach should also draw on the contributory pillar and on targeted policies to link rights with progress towards truly universal and solidarity-based protection systems.

18.10 Lastly, global challenges such as climate change and the need to develop low-carbon economies urgently require the implementation of new strategies to foster adaptation, mitigation and risk reduction, as well as to enhance energy efficiency and jump-start the broad use of renewable energies. In the post-crisis context, the roles of institutions and market regulations need to be revised and the role of the State must be redefined to generate the conditions for sustainable and inclusive development that would bring the region onto a new path of sustainable development with equality. During the period 2014-2015, the challenges will be to implement the agreements derived from the sixteenth and seventeenth sessions of the Conference of the Parties to the United Nations Framework Convention on Climate Change, held in Cancun, Mexico, from 29 November to 10 December 2010 and in Durban, South Africa, from 28 November to 9 December 2011 respectively.

18.11 In 2010, at the thirty-second session of ECLAC, member States adopted a position document entitled "Time for equality: closing gaps, opening trails", which attempts to summarize a revised development agenda for Latin America and the Caribbean. The document puts forward an integrated vision of development in keeping with the times, drawing on historical lessons and entailing far-reaching changes. This vision has laid the groundwork for further discussion of policy content and proposals and is expected to guide the work of the Commission in the coming years. In 2012, ECLAC will present to member States policy proposals to link macroeconomic instruments with productive sustainable development and with equality at the centre.

18.12 Considering the complexity of the reform processes in the region and the rapidly evolving demands from member States, ECLAC will continue to provide timely and relevant analysis and policy recommendations regarding development issues. The Commission will work closely with the Governments in the region and other counterpart institutions to safeguard linkages between individual national experiences and regional perspectives, facilitate data comparability and exchange of good practices, and provide effective technical cooperation services for transboundary issues within its purview.

18.13 To meet the challenges referred to above, ECLAC will focus its programme of work in the biennium 2014-2015 on the following priorities:

- (a) Improving macroeconomic stability and further enhancing policies that reduce vulnerability and mitigate the effects of economic and financial crises;
- (b) Strengthening the region's access to financing for development and enhancing the financial architecture at the global, regional and domestic levels;
- (c) Increasing the productive potential of the region and reducing productivity gaps to achieve convergence with a particular emphasis on innovation and new technologies;
- (d) Improving the position of the region in the international economy through trade, regional integration and cooperation;
- (e) Promoting a social covenant by improving social equality, reducing social risks and reinforcing gender mainstreaming in public policies;
- (f) Promoting sustainable development policies and energy efficiency and addressing the impacts of climate change, taking into account the outcome of the United Nations Conference on Sustainable Development, to be held in Rio de Janeiro, Brazil, from 20 to 22 June 2012, to facilitate implementation, reducing vulnerability in key sectors;
- (g) Strengthening public management to enhance the role of the State in the twenty-first century, particularly through progressive fiscal policies;
- (h) Improving institution-building related to the management of global and transboundary issues and the provision of public goods at the regional level.

18.14 To that end, the Commission will emphasize analytical, normative, advocacy and capacity-building work to strengthen the design of sustainable development strategies and public policies and to facilitate the continuous monitoring of their practical implementation. Operational services in the areas of specialized information, technical cooperation and training will foster cooperation, networking and sharing of good practices at the subregional, regional and international levels, including South-South cooperation.

18.15 ECLAC will continue to work on an integrated and comprehensive follow-up to the world summits from a regional perspective, in particular the region's final progress towards the Millennium Development Goals in 2015, as well as the renovated development agenda for the region, which stems from the reflection on beyond 2015 topics and the United Nations Conference on Sustainable Development in 2012. For that purpose, ECLAC will reinforce its leading role as the convener of the regional coordination mechanism to coordinate the work programme of the specialized agencies, funds and programmes of the United Nations system in the

region, which report to the Economic and Social Council and to the General Assembly. It will continue its active participation to enhance substantive coordination among all participating entities in the Executive Committee on Economic and Social Affairs.

18.16 ECLAC will continue serving as the technical secretariat for various intergovernmental initiatives, such as the Committee of the Whole, the Statistical Conference of the Americas of ECLAC, the Regional Conference on Women in Latin America and the Caribbean, the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), the Committee of High-level Government Experts, the Central American Economic Cooperation Committee, the Caribbean Development and Cooperation Committee, the ECLAC Ad Hoc Committee on Population and Development, and the Regional Plan of Action for the Information Society in Latin America and the Caribbean (eLAC 2007).

18.17 Collaboration will also be continued with the International Monetary Fund (IMF), the World Bank and other inter-American, Ibero-American and Bretton Woods institutions, such as the Organization of American States (OAS), the Ibero-American Secretariat, and the Inter-American Development Bank (IADB).

18.18 Furthermore, ECLAC will collaborate closely with new emerging regional mechanisms, such as the Community of Latin American and Caribbean States and the Union of South American Nations (UNASUR), and reinforce cooperation with the Caribbean Community (CARICOM), the Latin American Integration Association, the Common Southern Market (MERCOSUR) and the Central American Integration System. ECLAC will also strengthen its collaboration with private sector associations, non-governmental organizations, think tanks and the academic sector to promote policy dialogue and to engage them in the implementation of the sustainable development agenda.

18.19 The Commission will also continue to engage with the Executive Committee on Economic and Social Affairs as a key global mechanism for ensuring coherence on common thematic areas among entities of the United Nations Secretariat working in the social and economic sectors.

Subprogramme 1

Linkages with the global economy, regional integration and cooperation

Objective of the Organization: To enhance regional integration and global cooperation to strengthen the role of Latin America and the Caribbean region in the global economy

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of Latin American and Caribbean countries to participate effectively in global and regional trade flows and value-chains	(a) (i) Increased number of countries in the region formulating and/or adopting trade and integration policies and measures to participate effectively in global and regional trade flows and value chains in line with ECLAC recommendations

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| <p>(b) Strengthened capacity of regional stakeholders to assess the impact and potential contribution of trade policy to sustainable development, including poverty reduction, gender equality and mitigation of climate change</p> | <p>(ii) Increased percentage of readers acknowledging the benefit of the analysis and policy recommendations on trade policies and export development strategies contained in the publication <i>Latin America and the Caribbean in the World Economy</i> and other selected publications</p> |
| <p>(b) (i) Increased number of countries in the region formulating/adopting policies and measures in line with ECLAC recommendations to assess the impact on and contribution of trade to sustainable development</p> | <p>(ii) Increased number of public institutions and private organizations acknowledging that they benefited from ECLAC technical cooperation services to improve their capacities in relation to trade and sustainable development</p> |
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Strategy

18.20 Substantive responsibility for this subprogramme rests with the International Trade and Integration Division, in collaboration with the Commission offices in Washington, D.C., and Brasilia. Given the cross-cutting nature of the themes concerned, the Division will collaborate with other ECLAC subprogrammes for the implementation of this programme of work. The strategy will take special account of the relevant provisions relating to the goals and targets deriving from the Millennium Declaration, in particular those related to the empowerment of women, as part of the incorporation of the gender perspective in the work of the subprogramme, poverty reduction and the global partnership for development.

18.21 The subprogramme is oriented towards strengthening the role of Latin American and Caribbean countries in world trade and the global economy by strengthening their capacity to formulate and implement trade policies and export development strategies. Through analysis and the preparation of recommendations, it will help stakeholders to face new challenges in international trade, trade negotiations, regional integration and international economic relations. The activities under the subprogramme will promote policy discussion and consensus-building. As a platform for dissemination of knowledge, preparation of policy proposals and generation of information and databases, the subprogramme will provide advisory and technical cooperation services to support countries of the region in their efforts to improve their international role and trade performance.

18.22 The subprogramme will cover nine areas of work, namely:

- (a) Adjustment of trade policy to the new challenges of the twenty-first century: innovation and technological progress, services, global value chains and

internationalization of enterprises, private standards, climate change mitigation, and links with new emerging issues such as security, labour markets, poverty and corporate social responsibility;

(b) Negotiation, implementation and administration of trade agreements and multilateral rules;

(c) Regional integration and cooperation in the new stage of global development: convergence of agreements, areas of cooperation, internationalization of companies and links to other developing countries;

(d) South-South trade and investment, including the role of Brazil, the Russian Federation, India and China (the so-called BRIC countries) and other emerging economies;

(e) Monitoring of developments in the Asia-Pacific region and the trade and integration strategy of Latin America and the Caribbean vis-à-vis that region;

(f) Promotion and diversification of exports: inter-agency coordination and public-private cooperation, institutional modernization, trade facilitation and aid initiatives for trade and international best practices;

(g) Links between trade and social issues such as gender studies, poverty reduction, income distribution and job creation;

(h) Establishment of public-private partnerships for export development and issues related to corporate social responsibility;

(i) Training activities to improve the region's participation in regional and global supply and production chains.

18.23 The subprogramme will respond to the needs of stakeholders by providing updated information, analysis and policy recommendations to policymakers in the countries in the region and private sector institutions and other organizations at the local, subregional and regional levels. The subprogramme will continue to coordinate and cooperate with the United Nations Conference on Trade and Development (UNCTAD), the World Trade Organization (WTO), the International Labour Organization (ILO), the World Bank, the Organization for Economic Cooperation and Development (OECD), the Latin American Economic System, IADB, OAS, the United Nations regional commissions, regional development banks, the secretariats of the various regional integration organizations, and governmental and private entities with responsibilities in the areas of trade and integration.

18.24 The outputs of the subprogramme will include the publication of several documents; organization of and participation in seminars, workshops and meetings; and the provision of technical cooperation services to relevant stakeholders in cooperation with other programmes, agencies and funds of the United Nations and other international organizations.

18.25 Lastly, the work and achievements of the subprogramme will be broadly shared with its beneficiaries through the continuous updating and development of the Commission website and databases, wide dissemination of its main publications and findings in international events and key forums, involving relevant policymakers, academia and other stakeholders, both within and outside the region.

Subprogramme 2

Production and innovation

Objective of the Organization: To foster productivity convergence and innovation in Latin America and the Caribbean, with due consideration of sustainable development and the linkages with the global economy

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of Latin American and Caribbean Governments to formulate policies and strategies to transform the production structure with a focus on the most innovative sectors and the creation of linkages between firms as well as between sectors	<p>(a) (i) Increased number of policies or measures adopted by countries of the region aimed at transforming their production structures in line with ECLAC recommendations</p> <p>(ii) Increased number of government authorities and public institutions acknowledging that they have benefited from ECLAC technical cooperation services or analytical inputs to intergovernmental meetings aimed at the transformation of their production structures</p>
(b) Strengthened institutional knowledge and capabilities of Latin American and Caribbean countries to foster productivity convergence, encourage innovation and support the incorporation of new technologies into productive and management processes	<p>(b) (i) Increased percentage of participants in seminars, workshops or training courses of the subprogramme acknowledging that they have benefited from ECLAC technical cooperation services to improve their capacities to foster productivity convergence, encourage innovation and support the incorporation of new technologies</p> <p>(ii) Increased percentage of readers acknowledging that they have benefited from the analysis and policy recommendations on investment patterns, competitiveness and agricultural and rural development contained in the publications <i>Foreign Direct Investment in Latin America and the Caribbean</i>, <i>The Outlook for Agriculture and Rural Development in the Americas</i> and other selected publications of the subprogramme</p>

Strategy

18.26 The Division of Production, Productivity and Management, which has recently been restructured along the thematic lines to be addressed, will be

responsible for the implementation of the subprogramme. Work will be carried out in close coordination with other ECLAC divisions and offices, in particular the International Trade and Integration Division and the national offices of the Commission in Buenos Aires and Montevideo in areas related to the internationalization of small and medium-sized enterprises, productive development policies and analysis of specific productive sectors. The Division will also continue to gradually incorporate a gender perspective into the work of the subprogramme and consolidate the new area of work on information and communications technology (ICT) and gender which will be developed for the twelfth session of the Regional Conference on Women in Latin America and the Caribbean to be held in 2013. The strategy to be followed will take special account of the relevant provisions relating to the goals and targets deriving from the Millennium Declaration, particularly those concerned with reducing extreme poverty and hunger by promoting productive employment, the global partnership for development, a commitment to good governance, development and poverty reduction and the dissemination of the benefits of new technologies, especially ICT.

18.27 Emphasis will be placed on the following areas: new technologies (ICT, biotechnologies for health, industry and agriculture, new energy sources and nanotechnologies), information systems, promotion of policies for small and medium-sized enterprises and productive development policies.

18.28 The subprogramme will produce economic analyses and applied research based on the generation, processing and analysis of information and indicators in various databases, disseminate the results and offer policy recommendations to Governments and other relevant stakeholders. It will promote policy advocacy and the exchange of experiences and good practices with respect to the dynamics of productive development among stakeholders at the regional, national and local levels through meetings, seminars and electronic forums. In addition, the creation and operation of networks will be supported to generate, update and disseminate knowledge. The strategy will also include the provision of technical cooperation services such as specific training courses and workshops.

18.29 In order to achieve the expected accomplishments, strategic partnerships will be established with Governments and institutions, at the national and local levels and in the various subregions (Southern Cone, Central America, Andean countries and the Caribbean).

18.30 The main beneficiaries of the subprogramme will be government authorities and public officials of the countries in the region, as well as a variety of civil society organizations, academic and private sector institutions, and local, regional and subregional organizations. The subprogramme will continue to carry out consultations and work in close collaboration with high-level authorities responsible for innovation, agricultural and industrial development, investment and the promotion of small and medium-sized enterprises, and with the specialized agencies, funds and programmes of the United Nations system.

18.31 Member States will also benefit from increased visibility of the work of the subprogramme through the continuous updating and development of the Commission's website and databases and wide dissemination of its main publications and findings among policymakers, academics and other stakeholders at international events and key forums, both within and outside the region.

Subprogramme 3

Macroeconomic policies and growth

Objective of the Organization: To achieve economically sustainable growth in Latin American and Caribbean countries by enhancing the design and implementation of suitable macroeconomic policies

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased awareness and understanding among policymakers and other stakeholders in Latin America and the Caribbean of current and emerging macroeconomic issues in a highly volatile environment	<p>(a) (i) Percentage of readers who report that they have benefited from the analysis of macroeconomic issues contained in the publications <i>Economic Survey of Latin America and the Caribbean</i>, <i>Preliminary Overview of the Economies of Latin America and the Caribbean</i> and other selected publications</p> <p>(ii) Number of references to the publications and activities of the subprogramme included in publications from central banks, ministries, legislative bodies and other official sources</p>
(b) Increased capacity of policymakers of Latin America and the Caribbean to analyse, design and implement macroeconomic policies that strengthen long-term economic growth and improve its impact on key social variables	<p>(b) (i) Percentage of participants in networks organized by the subprogramme that consider the work of the forums and their policy recommendations on macroeconomic issues and long-term growth-enhancing policies as “useful” or “very useful” for their work</p> <p>(ii) Number of actions, steps or measures taken by national Governments in the area of macroeconomic policy that take ECLAC recommendations into account</p>

Strategy

18.32 Substantive responsibility for the execution of the subprogramme rests with the Economic Development Division, which will work in close collaboration with the ECLAC subregional headquarters in Mexico City and Port of Spain and the national offices in Buenos Aires, Brasilia, Bogota, Montevideo and Washington, D.C.

18.33 Under the subprogramme, applied research on the macroeconomic performance and policies of Latin American and Caribbean countries will be conducted, as well as for the region as a whole; the forecasting capacities of the Division will continue to be strengthened; and timely and accurate information, analyses and policy options and recommendations will be provided through its recurrent and specialized publications, workshops and seminars. The subprogramme

will also support the establishment and operation of networks for sharing experiences and good practices and provide technical cooperation activities and advisory services as requested.

18.34 To ensure accuracy of information, relevance of its publications and contribution to policy dialogues, the Division will collaborate closely with its national counterparts, namely ministries of finance, central banks and other stakeholders concerned with macroeconomic policies, which will also be the main direct beneficiaries of the subprogramme. Other beneficiaries will include academia and research institutes, the private sector and civil society. Collaboration with other regional and subregional institutions, as well as other entities of the United Nations, such as the Department of Economic and Social Affairs and ILO, will be pursued.

18.35 Lastly, member States will benefit from increased visibility of the work of the subprogramme through the continuous updating and development of the Commission website and databases and wide dissemination of its main publications and findings among policymakers, academics and other stakeholders at international events and key forums, both within and outside the region.

Subprogramme 4

Financing for development

Objective of the Organization: To foster an efficient generation and allocation of financial resources in Latin America and the Caribbean to support development and equality

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of Latin American and Caribbean policymakers to formulate and implement financial policies to generate and allocate domestic resources and mobilize foreign resources for development	(a) (i) Increased number of policies, programmes and plans adopted by countries of the region related to the generation and allocation of domestic resources and the mobilization of foreign resources, as well as prudential macroregulation in line with ECLAC recommendations and methodologies (ii) Increased percentage of readers who report that they have benefited from ECLAC analysis and policy recommendations on relevant issues relating to financing for development contained in the recurrent publications
(b) Strengthened capacity of Latin American and Caribbean policymakers and other stakeholders to contribute to the debate on reshaping the global and regional financial architecture related to middle-income countries, official development assistance and innovative financing mechanisms	(b) Increased number of countries and regional institutions making contributions and proposals in global, regional and national debate forums to improve the financial architecture at the global and regional levels in line with ECLAC recommendations

Strategy

18.36 The Division will collaborate with other ECLAC substantive divisions, subregional headquarters and national offices to deliver its mandates.

18.37 The subprogramme will focus on financing for development policies, including macroregulation at both the local and international levels; the development of inclusive financial systems for the promotion of small and medium-sized enterprises and the financing of social protection schemes; as well as the international financial system and architecture and integration and financial cooperation. In this context, the subprogramme will provide analysis and recommendations on the challenges faced by middle-income countries and financing sources such as official development assistance and innovative financing mechanisms related to social protection schemes and the development of microfinance.

18.38 The Division will provide research and analyses on policy options and recommendations for action in the area of financing for development. It will disseminate results through its recurrent and specialized publications and databases, organize meetings and seminars, support the establishment and operation of a specialized community of practice for the sharing of experiences and good practices, and provide technical cooperation activities and advisory services as requested.

18.39 The main beneficiaries of the activities under the subprogramme will include central banks, ministries of finance, regional and subregional development banks, private financial intermediaries, health and pension fund authorities, government institutions dealing with regional integration and academic institutions. The subprogramme will work in close collaboration with institutions such as the World Bank, IMF, OECD and the Bank for International Settlements, and with other United Nations bodies, in particular the Department of Economic and Social Affairs and UNCTAD. Regional partner institutions will include the Andean Development Bank, the Central American Bank for Economic Integration, IADB, the Caribbean Development Bank, the Bank of the South and the Latin American Reserve Fund.

18.40 Finally, the work and achievements under the subprogramme will be broadly shared with its beneficiaries through the continuous updating and development of the Commission website and databases, wide dissemination of its main publications and findings in international events and key forums involving relevant policymakers, academia and other stakeholders, both within and outside the region.

Subprogramme 5

Social development and equality

Objective of the Organization: To accelerate poverty reduction, reduce social vulnerability and promote social equality in the region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of Latin American and Caribbean Governments to formulate policies and programmes that address the structural and emerging social risks affecting various socioeconomic groups, with an approach based on human rights and equality	<p>(a) (i) Increased number of social policies, programmes and plans adopted by countries of the region to address the structural and emerging social risks, in line with ECLAC inputs and recommendations</p> <p>(ii) Increased percentage of respondents who acknowledge that they have benefited from the analysis and recommendations on social policies and programmes contained in the publication <i>Social Panorama of Latin America</i> and other selected publications</p>
(b) Strengthened technical capacity of social policy institutions to reinforce the redistributive impact of public action, improve synergies among social policies and generate proactive articulations with other governmental entities and stakeholders regarding broadening of social protection networks and the reduction of poverty and inequality	<p>(b) (i) Increased number of social policy institutions adopting programmes in line with ECLAC recommendations regarding institutional innovation in the social sector and new forms of networking among governmental entities and stakeholders</p> <p>(ii) Increased number of stakeholders acknowledging that they have benefited from ECLAC technical cooperation services and thematic networks to enhance dialogue and strengthen their capacity to improve the social impact of public action</p>

Strategy

18.41 The Social Development Division will be responsible for the implementation of this subprogramme. It will work in close collaboration with other ECLAC divisions, with ECLAC subregional headquarters and national offices and with other agencies of the United Nations system. The strategy will take into account the internationally agreed development goals stemming from the major United Nations conferences in the economic and social fields, including those deriving from the Millennium Declaration. In particular, technical cooperation services will be provided to the countries of the region to follow up on the plans of action adopted by the United Nations international conferences and summits in the social sphere.

18.42 The subprogramme will place emphasis on the following thematic issues:

(a) The implementation of social protection systems with an approach based on rights, gender and equality, promoting broadening access and integral solidarity frameworks, aimed at a progressive impact on welfare and productive inclusion among different societal groups mainly focusing on the poor and vulnerable, women, youth, children and people with disabilities;

(b) Reform of educational systems aiming for progressive equality in attainments and learning among children and youngsters from different socioeconomic, territorial and ethnic origins, with an overall goal of efficiently tackling the intergenerational reproduction of poverty and inequality;

(c) The efficient use of public resources and ICT to implement broad-based social policies, with an emphasis on capacity development, health services, the empowerment of women and the employability of family members of working age, aimed at reducing gaps in learning, health, labour and productivity;

(d) Social institution-building to guide public and private efforts to cut off the intra- and intergenerational transmission of poverty and inequality, and to harmonize the role of the State, the market and families in reconciling paid and non-paid work, as well as diverse social services;

(e) The promotion of new social approaches and the development of comprehensive programmes to support progress for all societal groups, with a special emphasis on women, children, youth, ethnic minorities and people with disabilities;

(f) The promotion of social covenants which provide political legitimacy and feasibility for carrying out the reforms and policies mentioned in the points above.

18.43 The strategy will consist of developing applied research, generating analyses, disseminating results and formulating policy recommendations to strengthen the capacity of stakeholders to make sound diagnoses of social issues for application in policies and programmes. Another important element of the strategy will be to strengthen existing networks to generate, update and disseminate relevant information and facilitate the exchange of experiences and good practices among policymakers, scholars and other stakeholders. The main beneficiaries of the subprogramme will be government authorities and officials of the countries of the region, especially those concerned with the formulation, implementation and management of social policies, programmes and projects, as well as regional and subregional organizations, universities and other academic institutions, research centres and non-governmental organizations.

18.44 The subprogramme will also serve as a forum and catalyst for policy dialogue in relation to the regional agenda for poverty eradication, social protection systems with a human rights and gender approach, and reduction of inequalities. Member States will benefit from increased visibility of the subprogramme through the continuous updating and development of the Commission website and databases and wide dissemination of its main publications and findings among policymakers, academics and other stakeholders, both within and outside the region.

18.45 Lastly, the subprogramme's work and achievements will be broadly shared with its beneficiaries through the continuous updating and development of the Commission's website and databases, wide dissemination of its main publications and findings in international events and key forums involving relevant policymakers,

academia and other stakeholders at international events and key forums, both within and outside the region.

Subprogramme 6

Mainstreaming the gender perspective in regional development

Objective of the Organization: To achieve the mainstreaming of a gender perspective into sustainable and inclusive development strategies of the Latin American and Caribbean countries

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of countries in the region to implement gender equality policies in line with international agreements on women's human rights	(a) Increased number of policy actions in priority areas included in the Gender Equality Observatory for Latin America and the Caribbean in line with international agreements on women's human rights
(b) Strengthened capacity of countries in the region to implement the agreements of the twelfth session of the Regional Conference on Women in Latin America and the Caribbean, especially in relation to the economic empowerment of women, recognition of women's unpaid work and women's participation in the information society	<p>(b) (i) Increased number of policy actions adopted by the countries of the region in response to the agreements of the twelfth session of the Regional Conference on Women in Latin America and the Caribbean, especially in relation to the economic empowerment of women, recognition of women's unpaid work and women's participation in the information society</p> <p>(ii) Increased number of policy actions that utilize or have resulted from the application of time-use measurements or indicators proposed by ECLAC, particularly on the promotion of women's economic empowerment</p> <p>(iii) Increased number of stakeholders reporting that they have benefited from technical cooperation from ECLAC and from participating in horizontal South-South technical cooperation facilitated by ECLAC to support the implementation of the agreements from the twelfth Regional Conference on Women in Latin America and the Caribbean, especially in relation to the economic empowerment of women, recognition of women's unpaid work and women's participation in the information society</p>

Strategy

18.46 The Division for Gender Affairs will be responsible for the implementation of the subprogramme. In light of the interdisciplinary nature of mainstreaming the gender perspective in regional development, the Division will work in close coordination with and provide support to ECLAC divisions, subregional and national offices as requested, as part of the implementation of the gender mainstreaming strategy of the Commission. This implies incorporating the gender perspective into the different programmes of work of the organization. The objectives will be pursued within the framework of the internationally agreed instruments and mandates.

18.47 The subprogramme will support the activities of member States of the Regional Conference on Women in Latin America and the Caribbean and of the presiding officers of the Conference in their efforts to generate new knowledge on gender indicators and statistics, and contribute to strengthening the capacity of countries in the region for developing and collecting gender statistics to inform decision-making, in particular with regard to women's economic empowerment. It will also support Governments in building evidence-based policies for gender equality.

18.48 Under the subprogramme, the Division will collaborate with the countries of the region to develop strategies for mainstreaming the gender perspective in national policies, including their formulation, implementation and monitoring, using statistics and gender indicators.

18.49 In particular, the Division will seek to strengthen relations between producers and users of gender statistics through increased knowledge-sharing to shed light on the nature of current regional problems. Research findings and indicators will be used to construct public policies for the economic empowerment of women.

18.50 Lastly, member States will benefit from the use of the Gender Equality Observatory for Latin America and the Caribbean and from the wide dissemination of the main publications and findings of the subprogramme among policymakers, academics and other stakeholders at international events and key forums, both within and outside the region.

Subprogramme 7 Population and development

Objective of the Organization: To improve the integration of population issues into development policies and programmes in the countries of Latin America and the Caribbean

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of Latin American and Caribbean stakeholders concerned with population and development issues to monitor population trends and address population and development issues for use in sociodemographic policies and programmes	(a) (i) Increased number of Latin American and Caribbean stakeholders concerned with population and development issues using demographic knowledge, methodologies and tools and information on population and development generated by ECLAC

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| <p>(b) Increased technical capacity of Latin American and Caribbean countries to monitor and implement the recommendations and goals of the Programme of Action of the International Conference on Population and Development and other international agreements related to those issues</p> | <p>(ii) Increased percentage of participants in seminars, workshops, training courses or technical cooperation activities acknowledging that they have benefited from ECLAC technical cooperation services in the area of monitoring population trends and tackling population and development issues for use in sociodemographic policies and programmes</p> <p>(b) Increased number of new or additional actions taken by Latin American and Caribbean countries to monitor and implement the goals and recommendations of main international agreements related to the field of population and development</p> |
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Strategy

18.51 The Latin American and Caribbean Demographic Centre (CELADE), the Population Division of ECLAC, will be responsible for the implementation of the subprogramme. It will work in close collaboration with other ECLAC divisions, in particular the Social Development Division (providing inputs and drafting sections of the flagship publication *Social Panorama*); the Division for Gender Affairs (providing inputs for the Gender Observatory and carrying out joint studies); the Statistics Division (supporting the Statistical Conference of the Americas, liaising for the maintenance of relevant information on the CEPALSTAT website and carrying out joint studies with the social statistics section); the Division for Sustainable Development and Human Settlements (providing inputs for studies and publications on human settlements and the linkages between population issues and sustainable development) and the subregional office in Port of Spain (supporting population activities in the Caribbean, particularly those related to census taking, REDATAM (REtrieval of DATa for small Areas by Microcomputer) development, ageing and international migration).

18.52 Its strategy will be:

- (a) To continue to serve as technical secretariat for the Ad Hoc Committee on Population and Development;
- (b) To provide training on demography and population studies to technical staff in national institutions in order to enhance the capacity of countries in the region to monitor population trends and tackle population and development issues;
- (c) To provide support to the countries of the region in the follow-up to the Programme of Action of the International Conference on Population and Development, in fulfilment of the Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing and in

monitoring the goals and objectives deriving from the Millennium Declaration and other relevant international conference outcomes related to population issues.

18.53 In order to help the region to tackle these challenges, specialized advisory and technical cooperation services will be provided and workshops and seminars will be held to facilitate horizontal cooperation, networking and sharing of successful experiences in the design of intervention activities tailored to the individual needs of each country. In addition, applied research and analysis, including recommendations on how to reduce inequalities, will be developed and disseminated through publications serving as reference material for countries. ICT will be used to disseminate sociodemographic data widely in order to make the outputs of the subprogramme available as a public good.

18.54 The main users of the outputs will be government authorities and officials and national statistical offices of the countries of the region, particularly those working on issues related to population in the ministries of planning, social programming, health, education, gender and housing. Other users will include public, private and civil society entities responsible for the design and management of programmes, policies and projects at the national and local levels in various areas related to population, as well as universities and other academic institutions.

18.55 The subprogramme will work closely in coordination with the Population and Statistics Divisions of the Department of Economic and Social Affairs of the United Nations and the other entities of the Executive Committee on Economic and Social Affairs that participate in the population cluster, and with specialized bodies such as the United Nations Population Fund, the Pan-American Health Organization (PAHO), the World Health Organization, the United Nations Children's Fund, ILO, the United Nations Entity for Gender Equality and the Empowerment of Women, the Food and Agriculture Organization of the United Nations, the United Nations Educational, Scientific and Cultural Organization, the United Nations Development Programme (UNDP) and the United Nations Human Settlements Programme (UN-Habitat), and with intergovernmental organizations such as OAS, the International Organization for Migration, the World Bank, the Ibero-American Youth Organization, IADB and the Ibero-American General Secretariat. Part of the inter-institutional collaboration will focus on sharing, refining and harmonizing methodologies for population estimates and projections, as well as child mortality and maternal mortality estimations. CELADE will continue to be the lead entity in Latin America and the Caribbean in the inter-agency working group on international migration.

18.56 Finally, the work and achievements of the subprogramme will be broadly shared with its beneficiaries through the continuous provision of sociodemographic data as a regional public good by means of updating and development of the CELADE website and databases, wide dissemination of its main publications and findings in international events and key forums involving relevant policymakers, academia and other stakeholders, both within and outside the region.

Subprogramme 8

Sustainable development and human settlements

Objective of the Organization: To improve the integration of environmental and urban management issues into economic, social and land-use policies in the framework of sustainable development and climate change

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of Latin American and Caribbean countries to integrate sustainability criteria into development policies and measures, including human settlements policies	(a) (i) Increased number of policies and measures adopted by countries of the region integrating sustainability criteria, in line with ECLAC recommendations (ii) Increased number of stakeholders acknowledging that they have benefited from ECLAC technical cooperation services on sustainable development and human settlements issues
(b) Enhanced capacity of the Governments of the region and other stakeholders to follow up on and make progress in the implementation of international agreements relating to sustainable development and urban development	(b) Increased number of Governments of the region and other stakeholders that follow up on and make progress in the implementation of international agreements relating to sustainable development, including urban development, in line with ECLAC recommendations
(c) Increased capacity of Latin American and Caribbean countries to implement climate change adaptation and mitigation measures, particularly through investment and fiscal policies	(c) (i) Increased number of policies and measures explored or adopted by countries in the region in line with ECLAC recommendations on climate change mitigation, adaptation and risk reduction (ii) Percentage of readers acknowledging that they have benefited from the analysis and policy recommendations on climate change adaptation, mitigation and risk reduction contained in selected publications of the subprogramme

Strategy

18.57 The Sustainable Development and Human Settlements Division will be responsible for the implementation of the subprogramme and will work in close coordination with other ECLAC divisions and offices in order to mainstream the comprehensive approach to sustainable development in the work programme of the Commission, in particular with respect to climate change and Goal 7 of the Millennium Development Goals (Ensure environmental sustainability). Regarding interdivisional cooperation, the many linkages and joint activities with other ECLAC

divisions include fiscal policy with the Economic Development Division and ILPES; low-carbon economies (including urban transport and energy) with the Natural Resources and Infrastructure Division; and climate change linked to land-use change, deforestation and food security with the Division of Production, Productivity and Management. In the framework of the new strategy on gender mainstreaming, new low-carbon economic activities, such as those linked to the care economy, will be explored with the Division for Gender Affairs and carbon footprint issues with the International Trade and Integration Division. Cooperation with ECLAC subregional and national offices will mainly focus on climate change issues, such as the economics of climate change and risk reduction.

18.58 Key milestones in the process at the political and institutional levels will be the regional implementation forum on sustainable development, to be jointly organized by ECLAC and the Commission on Sustainable Development, or an equivalent forum based on the institutional reforms to be agreed upon at the United Nations Conference on Sustainable Development; the processes of the United Nations Framework Convention on Climate Change; and the follow-up to the agreements under the regional plan of action of the Regional Meeting of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean and the Forum of Ministers of the Environment of Latin America and the Caribbean.

18.59 At the operational level, lines of work will reflect synergies between different types of activities, namely the preparation of national case studies, the provision of technical assistance and training courses, the organization of regional and subregional discussion forums, and the promotion of political dialogue at the country level. The scope of the subprogramme will encompass the integration of public policies and institution-building for environmental management, including urban and land-use issues. Climate change will serve as the pivotal element of the subprogramme around which most of the activities will be structured. Lastly, the efficient execution of the subprogramme will require a relatively high degree of flexibility for addressing the changing environment in which activities take place.

18.60 The main beneficiaries of the subprogramme will be the decision-making authorities responsible for sustainable development and those responsible for human settlements. Economic and sectoral authorities are an important target group for mainstreaming sustainable development and climate change issues into areas that extend beyond environmental institutions. Other beneficiaries include regional and subregional organizations, universities, academic research centres and business sectors and non-governmental organizations with an interest in the aforementioned areas. The strategy will also include creating networks with a wide range of stakeholders in the environmental sphere and the economic and social sectors relating to climate change, including government institutions, civil society organizations, private sector representatives and relevant sectoral bodies.

18.61 In implementing the subprogramme, the Division will continue to hold consultations and undertake joint actions with the specialized agencies, programmes and funds of the United Nations system, including UNDP, the United Nations Environment Programme and UN-Habitat, as well as with regional and subregional development banks that deal with environmental issues. These linkages will guarantee coordination with United Nations bodies and joint actions.

18.62 Lastly, member States will benefit from the increased visibility of the work of the subprogramme through the continuous updating and development of the Commission website and databases, and wide dissemination of its main publications and findings among policymakers, academics and other stakeholders at international events and key forums, both within and outside the region.

Subprogramme 9

Natural resources and infrastructure

Objective of the Organization: To foster competitiveness and socioeconomic development through the sustainable management of natural resources and infrastructure services in Latin American and Caribbean countries

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened institutional capacity in the countries of the region to formulate and implement public policies and regulatory frameworks to increase efficiency in the sustainable management of natural resources and in the provision of public utilities and infrastructure services	(a) (i) Increased number of new policy measures adopted by countries of the region in the areas of sustainable management of natural resources and the provision of public utilities and infrastructure services in line with ECLAC recommendations (ii) Increased number of stakeholders acknowledging that they have benefited from ECLAC technical cooperation services to improve their work in the area of sustainable management of natural resources and the provision of public utilities and infrastructure services
(b) Enhanced policy harmonization and coordination and sharing of best practices at the subregional and regional levels on the sustainable management of natural resources and the provision of public utilities and infrastructure services	(b) Increased number of public, academic, regional and business institutions taking action to harmonize or coordinate policies for the management of natural resources and/or the provision of public utilities and infrastructure services in line with ECLAC recommendations

Strategy

18.63 The Natural Resources and Infrastructure Division will be responsible for implementing this subprogramme, in close coordination with other ECLAC divisions and subregional and national offices, in particular the Division of International Trade and Integration, the Financing for Development Division, the Sustainable Development and Human Settlements Division, the Division of Production, Productivity and Management and the subregional headquarters in Mexico. In particular, the Natural Resources and Infrastructure Division will cooperate with the Division of International Trade and Integration on issues concerning obstacles to international transport and trade logistics affecting transport

and trade facilitation, and with the Financing for Development Division on studies for closing the infrastructural gap in the region.

18.64 The joint work with the Sustainable Development and Human Settlements Division will be undertaken through the discussion and preparation of studies and events relating to low-carbon economies and climate change impact assessment in the countries of the region. The work of the subprogramme will also involve coordinating with the Division for Gender Affairs to gradually include a gender perspective, building on existing efforts.

18.65 The strategy will include providing stakeholders of the region with analytical studies and systematized information and data on the regulation and management of natural resources and the provision of public utility and infrastructure services in the context of the Millennium Development Goals.

18.66 Priority will be given to the provision of technical assistance services to countries, at their request, in the spheres of regulation and management of energy and mineral and water resources, with particular emphasis on the economic and social impacts of climate change, environmental and energy sustainability and regulation of public utility and infrastructure services delivery. Support will be given to discussion forums to disseminate new policy options and the functioning of knowledge networks for sharing good practices and lessons learned. The subprogramme will also include training activities for decision makers, public officials and experts in the above-mentioned areas.

18.67 The main users of this subprogramme will be government authorities and officials of countries in the region, especially those concerned with management for the sustainable development of natural resources, energy issues, infrastructure and transport services. Other users will include regional and subregional organizations, universities, academic research centres and technical and professional, labour and business organizations. Under the subprogramme, the Division will continue to consult and work in close collaboration with United Nations specialized agencies, programmes and funds which participate in the Commission on Sustainable Development and other organizations concerned with the areas of mining, energy and water resources, including the Latin American Energy Organization, the Latin American Organization for Mining, the Latin American Parliament, UNASUR, MERCOSUR, the Initiative for the Regional Integration of the Infrastructure in South America, the OAS Committee on Ports, the International Association of Maritime Economists, the Central American Commission on Maritime Transport and bilateral and multilateral organizations such as the World Bank, IADB, the Andean Development Corporation and the Fund for the Plata Watershed, the Water Regulators' Association of the Americas, CARICOM and the Mesoamerica Project (formerly known as the Puebla-Panama Plan), among others.

18.68 Lastly, the Division will ensure broad visibility of its work and major achievements through the continuous updating and development of its website and databases, wide dissemination of its main publications and findings in international events and relevant conferences, as well as participation in key forums involving relevant policymakers, academia and other stakeholders, both within and outside the region.

Subprogramme 10

Planning of public administration

Objective of the Organization: To improve public sector management in the countries of the region with regard to economic and social planning, budgeting and local development strategies

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of Latin American and Caribbean countries to adopt new approaches and address emerging issues regarding development planning at the national and subnational levels, results-based budgeting and public administration	<p>(a) (i) Increased number of public agencies and other public entities in the region (at the national or subnational levels) receiving technical cooperation services that have considered policies and measures in line with ECLAC recommendations in the areas of development planning, budgeting and public administration</p> <p>(ii) Increased number of participants acknowledging that they have benefited from the training activities of the subprogramme to improve their work in development planning, public administration and budgeting</p> <p>(iii) Percentage of users acknowledging that they have benefited from the analysis and policy recommendations contained in <i>Public Management and Development in Latin America and the Caribbean</i> and other selected publications of the subprogramme</p>
(b) Enhanced coordination, sharing of best practices and benchmarking among stakeholders and Governments in the region at the national and subnational levels regarding public management of development strategies, with an emphasis on planning, budgeting and evaluation	<p>(b) (i) Increased number of public agencies and other key stakeholders in the region (at national or subnational levels) participating in networks and seminars organized under the subprogramme, in which ECLAC recommendations on development planning, budgeting and public administration are disseminated</p> <p>(ii) Increased percentage of participants in forums organized under the subprogramme who acknowledge that they have benefited from its activities and recommendations to improve their work in development planning, fiscal management and public administration, at both the national and subnational levels of government</p>

Strategy

18.69 Responsibility for the implementation of the subprogramme rests with ILPES, which acts as the Commission training centre. Consequently, ILPES will work in close coordination with other ECLAC divisions, subregional and national offices, considering the reduction of inequalities in its various dimensions in the region as a guiding, articulating principle. The subprogramme will coordinate with the Division for Gender Affairs to include a gender perspective in its work, particularly in development policies, building on existing advances.

18.70 The strategy to be followed will take into account the emerging demands from member countries and in particular the relevant provisions of the internationally agreed development goals, including those set forth in the outcomes of the major United Nations conferences and summits in the economic and social fields and those deriving from the Millennium Declaration and the 2005 World Summit Outcome.

18.71 The activities to be implemented by ILPES will include comprehensive training and technical cooperation services for Governments and other relevant stakeholders, applied research and the development of knowledge networks among stakeholders, particularly those relating to public sector performance in the region. ILPES will undertake significant new initiatives in order to consolidate its position as the principal training centre in planning and public management in the region. Training beneficiaries and network membership will increase as a result of a more extensive use of e-learning techniques and technology. In addition, the subprogramme will provide policy advice and proposals on development strategies and public sector economics, foster improved performance of public policies, programmes and projects, and strengthen and capitalize knowledge networks in these substantive areas.

18.72 The subprogramme will continue to promote and support the setting up of new instruments for budgetary policymaking and evaluation and will disseminate sound results-based management practices in order to incorporate them into the public policy cycle. The Institute will continue to provide technical cooperation services to countries of the region on relevant issues and to promote the exchange of experiences and South-South cooperation. Similarly, ILPES will provide advisory services to local government bodies with regard to their development strategies and the training needs of their officials and will promote horizontal cooperation and exchange at the subnational level. Technological and pedagogical innovations will also be introduced to improve the quality of training and student access to instruction materials and information on the network. The extended use of the e-learning platform will strengthen the capacity of ILPES to expand its training activities and will further collaboration with other ECLAC divisions.

18.73 The main beneficiaries of the subprogramme are policymakers, officials and practitioners from public authorities of the countries of the region, especially those concerned with planning and fiscal management functions within government at both national and subnational levels. The outputs of the subprogramme will also be used by civil society institutions and business and professional organizations, as well as universities and other academic and research institutions. Efforts will also be made to develop and strengthen key partnerships with relevant multilateral development agencies in the region.

18.74 Lastly, member States will benefit from the increased visibility of the work of the subprogramme through the continuous updating and development of the Commission website and databases, and wide dissemination of its main publications and findings among policymakers, academics and other stakeholders at international events and key forums, both within and outside the region. A new scheme to follow up and evaluate the impact of ILPES training will be operative in the biennium.

Subprogramme 11

Statistics

Objective of the Organization: To improve the production, dissemination and use of quality and timely statistics for evidenced-based decision-making in the economic, social and environmental fields in the region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Progress in the implementation of the Strategic Plan 2005-2015 of the Statistical Conference of the Americas	(a) (i) Increased percentage of compliance by countries of the region with the 1993 and 2008 System of National Accounts and incorporated satellite accounts, in accordance with international recommendations and their own requirements, after receiving relevant technical support from ECLAC (ii) Increased number of guidelines or recommendations developed by the working groups of the Statistical Conference of the Americas, with the support of ECLAC
(b) Increased technical capacity of Latin American and Caribbean countries to monitor economic, social and environmental trends and to formulate evidence-based policies	(b) (i) Increased number of actions taken by countries to implement ECLAC recommendations to monitor economic, social and environmental trends (ii) Increased number of downloads from the Statistical Yearbook and CEPALSTAT, the ECLAC consolidated online repository of economic, social and environmental databases in the region (iii) Percentage of users that acknowledge benefiting from the information contained in CEPALSTAT

Strategy

18.75 The Statistics and Economic Projections Division will be responsible for the implementation of the subprogramme. Given the interdisciplinary nature of statistics, the Statistics and Economic Projections Division will work in close collaboration with all other ECLAC offices and divisions.

18.76 The strategy for reaching the established objective will be based on three main lines of activities. The first is the promotion of best practices and the dissemination and use of internationally comparable methodologies. Seminars, courses and meetings will be organized and technical documentation will be prepared and disseminated. Secondly, specialized advisory and technical cooperation services will be provided under the subprogramme to strengthen the technical and institutional capacities of countries in the statistical field. Meetings and seminars will be organized to facilitate the sharing of experiences and promote horizontal cooperation. Support will also be given for the development of networks to strengthen the harmonization and coordination of statistical data and initiatives among countries. Lastly, the subprogramme will include activities aimed at increasing the methodological development and awareness of statistics in the region and at promoting initiatives leading to the development of region-specific indicators. The main direct beneficiaries of the subprogramme will be national statistics institutions, central banks and specialized governmental agencies in Latin American and Caribbean countries. Moreover, it is expected that the subprogramme will reach a broader audience in the private sector, academia and civil society.

18.77 Two important features of the subprogramme strategy should be stressed. On the one hand, activities will be carried out in close coordination with the Statistical Conference of the Americas of ECLAC. The activities of the subprogramme reflect the thematic priorities identified by the Conference, as it considers national accounts, economic and environmental statistics, the Millennium Development Goal indicators and social indicators. Each area includes conventional statistical development activities, as well as new methodologies demanded by Governments and civil society for addressing emerging issues. The activities under the subprogramme will be coordinated and harmonized with those of the Conference working groups. The subprogramme will act as coordinator of statistical activities at the regional and global levels, including joint activities with the Department of Economic and Social Affairs. Collaboration with other international agencies, including ILO, IMF, WTO and PAHO, as well as international expert groups, such as the Intersecretariat Working Group on National Accounts, and other regional commissions, is also envisaged. Furthermore, by actively participating in global events (especially, but not limited to, those of the United Nations Statistical Commission), the Division will convey the experience, special features and positions of the region to global forums.

18.78 The subprogramme also involves placing the pool of statistical and methodological information at the disposal of a wide range of stakeholders: government agencies of Latin America and the Caribbean, as well as business and labour organizations, technical and professional institutions with links to productive sectors, universities, research centres, regional and subregional integration bodies and other public or private entities that require comparable information on the countries of the region. In addition, the subprogramme seeks to disseminate

economic, social and environmental data and indicators on a comparable basis and support other ECLAC divisions in the provision and analysis of statistics and data.

18.79 As regards the joint work with other ECLAC divisions, special attention will be paid to the implementation of gender-sensitive indicators in collaboration with the Division for Gender Affairs; support in the use of economic indicators in collaboration with the Economic Development Division; provision of data from household surveys and other social indicators to the Social Development Division; development of a broader range of statistical information on Caribbean countries in collaboration with the ECLAC office in the Caribbean; development of environmental indicators in collaboration with the Sustainable Development and Natural Resources Division; and the provision of relevant information to monitor the progress of the region towards achievement of the Millennium Development Goals.

18.80 Emphasis will also be placed on promoting the adoption of the new recommendations relating to the System of National Accounts in the region; improving basic economic statistics; facilitating the participation of countries in the international comparison programme; enhancing the systematization of environmental statistics; and developing poverty and social cohesion indicators.

18.81 Lastly, member States will benefit from increased visibility of the work of the subprogramme through the continuous updating and development of the Commission website and its online economic, social and environmental statistics and indicators database, CEPALSTAT. The main publications and findings will also be widely disseminated among policymakers, academics and other stakeholders at international events and key forums, both within and outside the region.

Subprogramme 12

Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico

Objective of the Organization: To achieve dynamic growth and sustainable, inclusive and equitable development within a robust and democratic institutional framework and to fulfil the internationally agreed development goals, including those set forth in the Millennium Declaration

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened institutional capacity of the countries in the subregion to address economic and social issues, particularly regarding equality and poverty reduction	(a) (i) Increased number of governmental, private sector and academic institutions in the subregion that formulate policies and measures in the areas of social and economic development, taking into account ECLAC analysis and policy recommendations, particularly regarding equality and poverty reduction

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| <p>(b) Increased technical capacity of the countries in the subregion to design and evaluate policies and measures in the areas of economic development and structural change, trade and integration and sustainable development, including energy, agriculture and climate change</p> | <p>(ii) Increased number of key stakeholders acknowledging that they have benefited from ECLAC outputs and services for economic and social policymaking, particularly regarding equality and poverty reduction</p> |
| <p>(b) Increased technical capacity of the countries in the subregion to design and evaluate policies and measures in the areas of economic development and structural change, trade and integration and sustainable development, including energy, agriculture and climate change</p> | <p>(b) (i) Increased number of institutions in the subregion that formulate policies and measures for economic development and structural change, trade and integration and sustainable development, including energy, agriculture and climate change, taking into account ECLAC analysis and policy recommendations</p> <p>(ii) Increased number of key stakeholders acknowledging that they have benefited from ECLAC products and services in the areas of economic development and structural change, trade and integration and sustainable development, including energy, agriculture and climate change</p> |
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Strategy

18.82 This subprogramme, which focuses on the countries of the Central American isthmus, Cuba, the Dominican Republic, Haiti and Mexico, will be executed by the ECLAC subregional headquarters in Mexico in close coordination with other ECLAC divisions and offices. The strategy to be followed will take special account of the relevant provisions of internationally agreed development goals, including those deriving from the Millennium Declaration, in particular regarding the eradication of extreme poverty and hunger, the promotion of gender equality and women's empowerment, ensuring environmental sustainability and building a global partnership for development.

18.83 The subprogramme strategy will consist of continued efforts targeted at strengthening the capacity of countries to formulate strategies and policies which promote subregional and regional cooperation. It will focus on the generation, dissemination and application of innovative and sound approaches to tackling the development challenges of the subregion. Analytical work will also be undertaken under the subprogramme and recommendations of policy options for consideration by member States will be made, taking into account their different national contexts. The subprogramme will further strengthen multisectoral and interdisciplinary analysis, the processing and systematization of data for the maintenance and updating of relevant databases and the development of analytical models with quantitative and qualitative tools. The subregional headquarters will continue to work in close collaboration with national stakeholders and regional integration institutions in order to strengthen their capacities through the provision of advisory

services, training and internships, and the organization and promotion of forums to facilitate policy dialogue and the exchange of best practices and lessons learned.

18.84 The main beneficiaries of this subprogramme will be government authorities and officials of the countries of the region, civil society entities and academic and private sector institutions, and subregional and regional entities, such as those involved in the Central American integration scheme.

18.85 Emphasis will also be placed on the following areas: a Central American long-term energy development strategy; trade facilitation within the Dominican Republic-Central America-United States Free Trade Agreement; promoting the social benefits of trade; industrial policies, competitiveness and competition policies; macroeconomic modelling for planning in central banks; extreme natural phenomena and adaptation to climate change; in-depth country analysis and technical advice (especially for Haiti).

18.86 Lastly, member States will benefit from the increased visibility of the work of the subprogramme through the continuous updating and development of the Commission website and databases and wide dissemination of its main publications and findings among policymakers, academics and other stakeholders at international events and key forums, both within and outside the region.

Subprogramme 13

Subregional activities in the Caribbean

Objective of the Organization: To strengthen the development process in the economic, social and environmental fields in the Caribbean and enhance the cooperation of the subregion with Latin America

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of countries in the subregion to address economic, social and environmental development issues	<p>(a) (i) Increased number of policy measures in the areas of economic, social and environmental development formulated or adopted by countries of the subregion, in line with ECLAC analyses and recommendations</p> <p>(ii) Increased number of government institutions, policymakers and other stakeholders acknowledging that they have benefited from ECLAC products and services to promote economic, social and environmental development</p>
(b) Improved institutional capacity in countries of the subregion to follow up on the major international agreements in the economic, social and environmental fields	(b) Increased number of policies, programmes and measures adopted to follow up on the major international agreements in the economic, social and environmental fields, in line with ECLAC analyses and recommendations

(c) Enhanced regional dialogue, cooperation and collaboration in the Caribbean to address economic, social and environmental development issues

(c) (i) Increased number of Caribbean institutions and Governments actively engaged in regional dialogue and/or cooperation and collaboration mechanisms coordinated by ECLAC

(ii) Increased number of regional initiatives adopted to promote regional cooperation and integration resulting from ECLAC advice

Strategy

18.87 Responsibility for the implementation of the subprogramme rests with the ECLAC subregional headquarters for the Caribbean, in close coordination with the rest of the ECLAC system. The strategy applied under the subprogramme will be focused on continuing to provide technical secretariat services and support to the Caribbean Development and Cooperation Committee, as a subsidiary body of ECLAC, in enhancing its relevance and role and in guiding its work in the region. The efforts under the subprogramme will also facilitate the active engagement of countries of the subregion in the follow-up to global conferences in terms of monitoring, evaluating and reporting on progress made on internationally agreed development goals, including those deriving from the Millennium Declaration.

18.88 The subprogramme will provide substantive programmatic assistance to support policymaking and action by Caribbean member States to enhance their response to a range of development challenges, including pressing economic, social and environmental issues, and to strengthen their resilience to external shocks.

18.89 To this end, the activities conducted under the subprogramme will:

(a) Focus on issues regarding financing for development, support for the development of capacity for market diversification and integration and trade opportunities to facilitate more effective assimilation of the Caribbean economies into the global economy;

(b) Facilitate a review of progress achieved on the implementation of the Millennium Development Goals, the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States and other important platforms for action;

(c) Support member States in the application of technology and innovation through knowledge management to enhance the development process;

(d) Support the enhancement of statistical capacity for more effective evidence-based policymaking in the Caribbean.

18.90 In order to achieve this, the ECLAC subregional headquarters will continue to undertake research and analysis of emerging issues and challenges facing the Caribbean subregion, with a view to facilitating the search for appropriate policy solutions. Specialized advisory and technical cooperation services will also be provided and workshops and seminars organized. These will strengthen capacity for national responses, while promoting regional collaboration and coordination among

all stakeholders and facilitating horizontal cooperation, networking and the sharing of experiences.

18.91 The main users of the outputs of the subprogramme will be the representatives of the Governments of member States and technical staff from public institutions in the Caribbean subregion. Other users will include public, private and civil society bodies responsible for the design and implementation of development programmes, policies and projects.

18.92 Those responsible for the subprogramme will work closely with the CARICOM secretariat, the Caribbean Development Bank, the Caribbean Community Climate Change Centre and the secretariat of the Organization of Eastern Caribbean States, among others. The subprogramme will provide a more effective interface for member States and the United Nations system by strengthening the Caribbean Development and Cooperation Committee as a regional intergovernmental forum. The activities under the subprogramme will strengthen the role of the Committee in coordinating collaboration within the subregion among the specialized agencies, programmes and funds of the United Nations, in addition to other interested parties, in order to ensure enhanced efficiency and effectiveness of the delivery of services and development support to the subregion. Collaboration with other bilateral and multilateral cooperation partners will also be enhanced to provide additional resources to the subprogramme to strengthen the implementation of its programme of work and maximize its impact in beneficiary countries.

18.93 Lastly, those responsible for the subprogramme will seek to ensure improved visibility of its work and major achievements through a dynamic programme of outreach, including more active engagement with the member States, continuous updating and development of its website and databases, wide dissemination of its main publications and findings in international events and relevant conferences, as well as participation in key forums involving relevant policymakers, academia and other stakeholders, both within and outside the region.

Subprogramme 14

Support to regional and subregional integration and cooperation processes and organizations

Objective of the Organization: To strengthen regional and subregional integration processes, their convergence and the participation of Latin America and the Caribbean in interregional and global political dialogues

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of regional and subregional mechanisms to deepen their integration processes and promote their convergence	(a) (i) Increased number of instances in which ECLAC technical and substantive inputs are used to facilitate regional debate and consensus-building on social, economic and sustainable development issues at the request of regional and subregional mechanisms

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| <p>(b) Enhanced political dialogue of regional and subregional schemes with third parties and extraregional actors</p> | <p>(ii) Increased number of joint activities or initiatives in which various regional and subregional schemes and mechanisms participate to share knowledge and experiences, with technical and logistical support from ECLAC</p> <p>(i) Increased number of instances in which ECLAC technical and substantive inputs are used to facilitate regional dialogue with third parties, including extraregional partners or mechanisms, on social, economic and sustainable development issues at the request of regional and subregional mechanisms</p> <p>(ii) Increased number of instances in which regionally agreed positions are presented in global forums or summits, with technical support from ECLAC</p> |
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Strategy

18.94 Responsibility for the implementation of the subprogramme rests with the Office of the Executive Secretary and the Secretary of the Commission, in close coordination with the rest of the substantive divisions of ECLAC and its subregional and national offices, given its multidisciplinary approach.

18.95 The strategy applied under the subprogramme will focus on providing technical and logistical support to the Latin American and Caribbean integration and cooperation organizations, mechanisms and coordination schemes, in support of their own agendas, in their convergence efforts and initiatives and in the external interactions with third parties.

18.96 The main characteristic of the subprogramme is the dynamic demand of the actors to whom services are provided, upon request, in the areas of data, statistics, indicators, analytical and normative work through conference and position papers, development of methodologies for various purposes and logistical support. In comparison with subprogramme 1, which focuses on trade policies and the negotiation of agreements within the framework of the issues under the purview of the World Trade Organization, this subprogramme focuses on strengthening the political action of subregional and regional integration mechanisms and platforms in their internal as well as external agendas.

18.97 The subprogramme is oriented towards strengthening Latin American and Caribbean regional and subregional groups and schemes by providing technical support, updated, timely and relevant cutting-edge information, statistics and indicators, analytical work and logistical support to meetings and summits. Through analysis and the preparation of recommendations, it will help those organizations to build consensus to face new challenges in regional integration and cooperation in areas related to the social, economic and sustainable development of the region and in further enhancing their political dialogue with third parties. Assistance will also

be provided to strengthen the follow-up of agreements and their respective implementation mechanisms. Furthermore, advisory and technical cooperation services will be provided to support those regional and subregional mechanisms in improving regional integration and cooperation through South-South and triangular cooperation modalities.

18.98 ECLAC will work closely with the Community of Latin American and Caribbean States, the Union of South American Nations, the Andean Community, the Caribbean Community, the Latin American Integration Association, the Southern Common Market, the Bolivarian Alliance for the Peoples of Our America and the Central American Integration System. Collaboration with other bilateral and multilateral cooperation partners will also be enhanced to provide additional resources to the subprogramme to strengthen the implementation of its programme of work and maximize its impact in beneficiary countries.

18.99 Collaboration with the Community of Latin American and Caribbean States was specifically requested by Heads of State and Government of Latin American and Caribbean countries through the 2012 Caracas Action Plan, whereby they requested the cooperation of ECLAC in activities envisaged to address the international financial crisis and the new financial architecture. In that document, they also requested that ECLAC provide support in the area of complementarity and cooperation between regional and subregional integration mechanisms by facilitating the discussion and the exchange of experiences on regional economic policies.

18.100 The main beneficiaries of this subprogramme will be the Governments of the region, officials involved with all the integration processes in the economic, social and political spheres and other stakeholders of the business and civil society sectors concerned with all relevant aspects of integration and the associated political dialogue.

18.101 The outputs under the subprogramme include the publication of several documents and technical materials, the organization of and participation in meetings and summits and the provision of technical cooperation services to relevant stakeholders in cooperation with other programmes, agencies and funds of the United Nations and other international organizations.

18.102 Lastly, ECLAC will seek to ensure the visibility of its work and major achievements through a dynamic programme of outreach, including active engagement with member States, the wide dissemination of publications and findings at international events and relevant conferences and participation in key forums involving relevant policymakers, academia and other stakeholders both within and outside the region.

Legislative mandates (all subprogrammes)

General Assembly resolutions

55/2	United Nations Millennium Declaration
57/144	Follow-up to the outcome of the Millennium Summit
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields

58/220	Economic and technical cooperation among developing countries
58/230	Follow-up to the implementation of the outcome of the International Conference on Financing for Development
58/269	Strengthening of the United Nations: an agenda for further change
59/57	A Fair Globalization: Creating Opportunities for All — report of the World Commission on the Social Dimension of Globalization
60/1	2005 World Summit Outcome
60/4	Global Agenda for Dialogue among Civilizations
60/188	Follow-up to and implementation of the outcome of the International Conference on Financing for Development
60/265	Follow-up to the development outcome of the 2005 World Summit, including the Millennium Development Goals and the other internationally agreed development goals
61/16	Strengthening of the Economic and Social Council
62/165	Strengthening United Nations action in the field of human rights through the promotion of international cooperation and the importance of non selectivity, impartiality and objectivity
62/199	Globalization and interdependence
62/203	Third United Nations Conference on the Least Developed Countries
62/209	South-South cooperation
62/211	Towards global partnerships
63/12	Cooperation between the United Nations and the Latin American Economic System
63/222	Role of the United Nations in promoting development in the context of globalization and interdependence
63/228	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
63/232	Operational activities for development
63/260	Development-related activities
64/1	High-level United Nations Conference on South-South Cooperation
64/158	Strengthening United Nations action in the field of human rights through the promotion of international cooperation and the importance of non selectivity, impartiality and objectivity

64/172	The right to development
64/184	Organization of the High-level Plenary Meeting of the sixty-fifth session of the General Assembly
64/208	Development cooperation with middle-income countries
64/210	Role of the United Nations in promoting development in the context of globalization and interdependence
64/213	Fourth United Nations Conference on the Least Developed Countries
64/216	Second United Nations Decade for the Eradication of Poverty (2008-2017)
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation
64/223	Towards global partnerships
64/289	System-wide coherence
65/120	The role of the United Nations in promoting a new global human order
65/152	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
65/168	Role of the United Nations in promoting development in the context of globalization and interdependence
65/172	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
65/177	Operational activities for development of the United Nations system
65/214	Human rights and extreme poverty
65/216	Globalization and its impact on the full enjoyment of all human rights
66/71	International cooperation in the peaceful uses of outer space
66/84	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations

- 66/89 B Questions of American Samoa, Anguilla, Bermuda, the British Virgin Islands, the Cayman Islands, Guam, Montserrat, Pitcairn, Saint Helena, the Turks and Caicos Islands and the United States Virgin Islands
- 66/101 Report of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization
- 66/124 High-level Meeting of the General Assembly on the realization of the Millennium Development Goals and other internationally agreed development goals for persons with disabilities
- 66/125 Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
- 66/126 Preparations for and observance of the twentieth anniversary of the International Year of the Family
- 66/155 The right to development
- 66/157 Strengthening United Nations action in the field of human rights through the promotion of international cooperation and the importance of non selectivity, impartiality and objectivity
- 66/161 Globalization and its impact on the full enjoyment of all human rights
- 66/182 United Nations African Institute for the Prevention of Crime and the Treatment of Offenders
- 66/183 International cooperation against the world drug problem
- 66/191 Follow-up to the International Conference on Financing for Development
- 66/197 Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
- 66/210 Role of the United Nations in promoting development in the context of globalization and interdependence
- 66/212 Development cooperation with middle-income countries
- 66/213 Fourth United Nations Conference on the Least Developed Countries
- 66/214 Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
- 66/218 Operational activities for development of the United Nations system

- 66/219 South-South cooperation
- 66/223 Towards global partnerships

Economic and Social Council resolutions and decisions

- 2004/45 San Juan resolution on productive development in open economies
- 2004/246 Regional cooperation
- 2004/310 Implementation of and follow-up to major United Nations conferences and summits
- 2006/39 Admission of Japan as a member of the Economic Commission for Latin America and the Caribbean
- 2006/44 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
- 2007/5 Admission of the Republic of Korea as a member State of the Economic Commission for Latin America and the Caribbean
- 2008/29 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
- 2008/37 Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
- 2011/216 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

Economic and Social Council agreed conclusions

- 2002/1 Agreed conclusions on strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role assigned to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration
- 2009/28 The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the 2008 substantive session of the Economic and Social Council
- 2009/29 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

Subprogramme 1**Linkages with the global economy, regional integration and cooperation***General Assembly resolutions*

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| 61/210 | Integration of the economies in transition into the world economy |
| 62/185 | International financial system and development |
| 62/186 | External debt and development: towards a durable solution to the debt problems of developing countries |
| 63/121 | Legislative Guide on Secured Transactions of the United Nations Commission on International Trade Law |
| 63/199 | International Labour Organization Declaration on Social Justice for a Fair Globalization |
| 63/206 | External debt and development: towards a durable solution to the debt problems of developing countries |
| 63/222 | Role of the United Nations in promoting development in the context of globalization and interdependence |
| 63/227 | Implementation of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010 |
| 63/228 | Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation |
| 63/239 | Doha Declaration on Financing for Development: outcome document of the Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus |
| 63/277 | Organization of the United Nations conference at the highest level on the world financial and economic crisis and its impact on development |
| 64/190 | International financial system and development |
| 64/210 | Role of the United Nations in promoting development in the context of globalization and interdependence |
| 65/142 | International trade and development |
| 65/143 | International financial system and development |
| 65/168 | Role of the United Nations in promoting development in the context of globalization and interdependence |

- 65/172 Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
- 66/185 International trade and development
- 66/187 International financial system and development
- 66/189 External debt sustainability and development
- 66/210 Role of the United Nations in promoting development in the context of globalization and interdependence

Economic Commission for Latin America and the Caribbean resolutions

- 552 (XXVI) Strengthening sustainable development in Latin America and the Caribbean
- 608 (XXX) Promotion of coordination in studies and activities concerning South America

Subprogramme 2
Production and innovation

General Assembly resolutions

- 56/182 Science and technology for development
- 58/207 Human resources development
- 59/243 Integration of the economies in transition into the world economy
- 60/252 World Summit on the Information Society
- 61/188 External debt crisis and development
- 61/210 Integration of the economies in transition into the world economy
- 62/182 Information and communication technologies for development
- 62/185 International financial system and development
- 63/199 International Labour Organization Declaration on Social Justice for a Fair Globalization
- 63/222 Role of the United Nations in promoting development in the context of globalization and interdependence
- 63/239 Doha Declaration on Financing for Development: outcome document of the Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus

63/277	Organization of the United Nations conference at the highest level on the world financial and economic crisis and its impact on development
64/140	Improvement of the situation of women in rural areas
64/187	Information and communication technologies for development
64/190	International financial system and development
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)
64/197	Agricultural technology for development
64/210	Role of the United Nations in promoting development in the context of globalization and interdependence
64/212	Science and technology for development
64/218	Human resources development
64/224	Agriculture development and food security
65/141	Information and communications technologies for development
65/143	International financial system and development
65/168	Role of the United Nations in promoting development in the context of globalization and interdependence
65/175	Industrial development cooperation
66/184	Information and communications technologies for development
66/187	International financial system and development
66/189	External debt sustainability and development
66/195	Agricultural technology for development
66/210	Role of the United Nations in promoting development in the context of globalization and interdependence
66/211	Science and technology for development
66/217	Human resources development
66/220	Agriculture development and food security

Economic and Social Council resolutions and decisions

2003/19	World Summit on the Information Society
2004/296	Information and communication technologies for development

2007/8	Flow of information for the follow-up to the World Summit on the Information Society
2007/36	United Nations Public-Private Alliance for Rural Development
2008/3	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2008/18	Promoting full employment and decent work for all
2009/5	Recovering from the crisis: a Global Jobs Pact
2009/7	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2009/220	Report of the Secretary-General on enhanced cooperation on public policy issues pertaining to the Internet
2010/2	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2010/3	Science and technology for development

Economic Commission for Latin America and the Caribbean resolutions

549 (XXV)	Coordination for development
552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean
608 (XXX)	Promotion of coordination in studies and activities concerning South America
610 (XXX)	Follow-up to the World Summit on the Information Society
633 (XXXII)	Santo Domingo Resolution
653 (XXXIII)	Follow-up to the Plan of Action for the Information Society in Latin America and the Caribbean

Subprogramme 3
Macroeconomic policies and growth

General Assembly resolutions

61/188	External debt crisis and development
62/186	External debt and development: towards a durable solution to the debt problems of developing countries
63/199	International Labour Organization Declaration on Social Justice for a Fair Globalization

- 63/206 External debt and development: towards a durable solution to the debt problems of developing countries
- 63/277 Organization of the United Nations conference at the highest level on the world financial and economic crisis and its impact on development
- 63/303 Outcome of the Conference on the World Financial and Economic Crisis and its Impact on Development
- 63/305 Establishment of an ad hoc open-ended working group of the General Assembly to follow up on the issues contained in the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development
- 65/142 International trade and development
- 65/167 Towards a New International Economic Order
- 65/185 Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
- 66/125 Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
- 66/185 International trade and development
- 66/189 External debt sustainability and development

Economic and Social Council resolutions

- 2008/18 Promoting full employment and decent work for all
- 2009/5 Recovering from the crisis: a Global Jobs Pact
- 2011/23 Committee of Experts on International Cooperation in Tax Matters

Economic Commission for Latin America and the Caribbean resolutions

- 552 (XXVI) Strengthening sustainable development in Latin America and the Caribbean
- 564 (XXVII) Aruba resolution on the fiscal covenant: strengths, weaknesses, challenges
- 571 (XXVII) Poverty, population and fiscal expenditures
- 608 (XXX) Promotion of coordination in studies and activities concerning South America

Subprogramme 4
Financing for development

General Assembly resolutions

- | | |
|--------|--|
| 60/35 | Enhancing capacity-building in global public health |
| 61/188 | External debt crisis and development |
| 62/185 | International financial system and development |
| 62/186 | External debt and development: towards a durable solution to the debt problems of developing countries |
| 62/187 | Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus |
| 63/206 | External debt and development: towards a durable solution to the debt problems of developing countries |
| 63/222 | Role of the United Nations in promoting development in the context of globalization and interdependence |
| 63/229 | Role of microcredit and microfinance in the eradication of poverty |
| 63/239 | Doha Declaration on Financing for Development: outcome document of the Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus |
| 63/277 | Organization of the United Nations conference at the highest level on the world financial and economic crisis and its impact on development |
| 63/303 | Outcome of the Conference on the World Financial and Economic Crisis and its Impact on Development |
| 64/190 | International financial system and development |
| 64/193 | Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development) |
| 64/208 | Development cooperation with middle-income countries |
| 64/210 | Role of the United Nations in promoting development in the context of globalization and interdependence |
| 65/143 | International financial system and development |
| 65/168 | Role of the United Nations in promoting development in the context of globalization and interdependence |
| 65/185 | Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly |

- 66/125 Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
- 66/187 International financial system and development
- 66/189 External debt sustainability and development
- 66/210 Role of the United Nations in promoting development in the context of globalization and interdependence
- 66/212 Development cooperation with middle-income countries

Economic and Social Council resolutions

- 2007/30 Follow-up to the International Conference on Financing for Development
- 2009/29 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
- 2009/30 A strengthened and more effective intergovernmental inclusive process to carry out the financing for development follow-up
- 2011/216 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
- 2011/23 Committee of Experts on International Cooperation in Tax Matters
- 2011/38 Follow-up to the International Conference on Financing for Development

Economic Commission for Latin America and the Caribbean resolutions

- 552 (XXVI) Strengthening sustainable development in Latin America and the Caribbean
- 564 (XXVII) Aruba resolution on the fiscal covenant: strengths, weaknesses, challenges
- 571 (XXVII) Poverty, population and fiscal expenditures
- 608 (XXX) Promotion of coordination in studies and activities concerning South America

Subprogramme 5
Social development and equality

General Assembly resolutions

58/132	Implementation of the World Programme of Action concerning Disabled Persons: towards a society for all in the twenty-first century
58/207	Human resources development
59/148	Policies and programmes involving youth: tenth anniversary of the World Programme of Action for Youth to the Year 2000 and Beyond
59/174	Second International Decade of the World's Indigenous People
59/241	International migration and development
60/2	Policies and programmes involving youth
60/35	Enhancing capacity-building in global public health
60/131	Implementation of the World Programme of Action Concerning Disabled Persons: realizing the Millennium Development Goals for persons with disabilities
60/141	The girl child
60/142	Programme of Action for the Second International Decade of the World's Indigenous People
61/106	Convention on the Rights of Persons with Disabilities
61/161	Elimination of all forms of intolerance and other discrimination based on religion and belief
61/208	International migration and development
61/295	United Nations Declaration on the Rights of Indigenous People
62/127	Implementation of the World Programme of Action concerning Disabled Persons: realizing the Millennium Development Goals for persons with disabilities
62/132	Violence against women migrant workers
62/141	Rights of the child
62/156	Protection of migrants
63/174	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
63/188	Respect for the right to universal freedom to travel and the vital importance of family reunification

63/199	International Labour Organization Declaration on Social Justice for a Fair Globalization
63/229	Role of microcredit and microfinance in the eradication of poverty
63/241	Rights of the child
63/243	International Convention on the Elimination of All Forms of Racial Discrimination
64/130	Policies and programmes involving youth
64/131	Realizing the Millennium Development Goals for persons with disabilities
64/133	Follow-up to the tenth anniversary of the International Year of the Family and beyond
64/134	Proclamation of 2010 as International Year of Youth: Dialogue and Mutual Understanding
64/139	Violence against women migrant workers
64/141	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
64/145	The girl child
64/146	Rights of the child
64/154	Convention on the Rights of Persons with Disabilities
64/159	The right to food
64/164	Elimination of all forms of intolerance and of discrimination based on religion or belief
64/215	Legal empowerment of the poor and eradication of poverty
64/218	Human resources development
65/170	International migration and development
65/182	Follow-up to the Second World Assembly on Ageing
65/183	United Nations Literacy Decade: education for all
65/191	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
65/197	Rights of the child

65/199	Inadmissibility of certain practices that contribute to fuelling contemporary forms of racism, racial discrimination, xenophobia and related intolerance
65/211	Elimination of all forms of intolerance and of discrimination based on religion or belief
65/212	Protection of migrants
65/214	Human rights and extreme poverty
65/240	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
66/121	Policies and programmes involving youth
66/123	Cooperatives in social development
66/124	High-level Meeting of the General Assembly on the realization of the Millennium Development Goals and other internationally agreed development goals for persons with disabilities
66/125	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
66/126	Preparations for and observance of the twentieth anniversary of the International Year of the Family
66/127	Follow-up to the Second World Assembly on Ageing
66/128	Violence against women migrant workers
66/132	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
66/140	The girl child
66/141	Rights of the child
66/143	Inadmissibility of certain practices that contribute to fuelling contemporary forms of racism, racial discrimination, xenophobia and related intolerance
66/144	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
66/150	Torture and other cruel, inhuman or degrading treatment or punishment

66/158	The right to food
66/160	International Convention for the Protection of All Persons from Enforced Disappearance
66/164	Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms
66/165	Protection of and assistance to internally displaced persons
66/166	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
66/168	Elimination of all forms of intolerance and of discrimination based on religion or belief
66/172	Protection of migrants
66/173	Follow-up to the International Year of Human Rights Learning
66/217	Human resources development

Economic and Social Council resolutions

2003/11	Policies and programmes involving youth
2006/4	Sustained economic growth for social development, including the eradication of poverty and hunger
2006/15	Promoting youth employment
2006/16	Comprehensive and integral international convention to protect and promote the rights and dignity of persons with disabilities
2006/27	Strengthening international cooperation in preventing and combating trafficking in persons and protecting victims of such trafficking
2006/29	Crime prevention and criminal justice responses to violence against women and girls
2007/2	The role of the United Nations system in providing full and productive employment and decent work for all
2008/18	Promoting full employment and decent work for all
2008/28	The role of the United Nations system in implementing the ministerial declaration on strengthening efforts to eradicate poverty and hunger, including through the global partnership for development, adopted at the high-level segment of the substantive session of 2007 of the Economic and Social Council
2009/5	Recovering from the crisis: a Global Jobs Pact
2011/23	Committee of Experts on International Cooperation in Tax Matters

Economic Commission for Latin America and the Caribbean resolutions

- 564 (XXVII) Aruba resolution on the fiscal covenant: strengths, weaknesses, challenges
- 571 (XXVII) Poverty, population and fiscal expenditures
- 608 (XXX) Promotion of coordination in studies and activities concerning South America
- 609 (XXX) Financing and management of education
- 615 (XXXI) International migration
- 657 (XXXIII) Ad hoc committee on Population and Development of the Economic Commission for Latin America and the Caribbean

Subprogramme 6**Mainstreaming the gender perspective in regional development***General Assembly resolutions*

- 58/207 Human resources development
- 59/174 Second International Decade of the World's Indigenous People
- 59/248 World survey on the role of women in development
- 60/35 Enhancing capacity-building in global public health
- 60/136 In-depth study on all forms of violence against women
- 60/139 Violence against women migrant workers
- 60/142 Programme of Action for the Second International Decade of the World's Indigenous People
- 61/144 Trafficking in women and girls
- 62/132 Violence against women migrant workers
- 62/134 Eliminating rape and other forms of sexual violence in all their manifestations, including in conflict and related situations
- 62/135 United Nations Development Fund for Women
- 63/157 Future operation of the International Research and Training Institute for the Advancement of Women
- 63/174 Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
- 64/138 Convention on the Elimination of All Forms of Discrimination against Women
- 64/139 Violence against women migrant workers

64/141	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
64/145	The girl child
64/216	Second United Nations Decade for the Eradication of Poverty (2008-2017)
64/217	Women in development
64/218	Human resources development
65/187	Intensification of efforts to eliminate all forms of violence against women
65/190	Trafficking in women and girls
65/191	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
65/212	Protection of migrants
66/125	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
66/128	Violence against women migrant workers
66/131	Convention on the Elimination of All Forms of Discrimination against Women
66/132	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
66/140	The girl child
66/164	Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms
66/165	Protection of and assistance to internally displaced persons
66/166	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
66/172	Protection of migrants
66/173	Follow-up to the International Year of Human Rights Learning

66/215 Second United Nations Decade for the Eradication of Poverty (2008-2017)

66/216 Women in development

66/217 Human resources development

Economic and Social Council resolutions

2001/5 Agreed conclusions of the Commission on the Status of Women on thematic issues

2002/5 Agreed conclusions of the Commission on the Status of Women on thematic issues

2003/44 Agreed conclusions of the Commission on the Status of Women on participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women

2004/4 Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system

2006/9 Future organization and methods of work of the Commission on the Status of Women

2006/29 Crime prevention and criminal justice responses to violence against women and girls

2008/33 Strengthening coordination of the United Nations and other efforts in fighting trafficking in persons

2008/34 Mainstreaming a gender perspective into all policies and programmes in the United Nations system

2009/12 Mainstreaming a gender perspective into all policies and programmes in the United Nations system

2009/15 Future organization and methods of work of the Commission on the Status of Women

2009/16 Working Group on Communications on the Status of Women of the Commission on the Status of Women

Economic Commission for Latin America and the Caribbean resolutions

558 (XXVI) Regional Programme of Action for the Women of Latin America and the Caribbean, 1995-2001

571 (XXVII) Poverty, population and fiscal expenditures

608 (XXX) Promotion of coordination in studies and activities concerning South America

615 (XXXI) International migration

657 (XXXIII) Ad hoc committee on Population and Development of the Economic Commission for Latin America and the Caribbean

658 (XXXIII) Regional Conferences on Women in Latin America and the Caribbean

Subprogramme 7
Population and development

General Assembly resolutions

- S-21/2 Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development
- 59/174 Second International Decade of the World's Indigenous People
- 59/241 International migration and development
- 60/135 Follow-up to the Second World Assembly on Ageing
- 60/142 Programme of Action for the Second International Decade of the World's Indigenous People
- 61/208 International migration and development
- 61/295 United Nations Declaration on the Rights of Indigenous People
- 62/220 Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
- 63/174 Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
- 64/132 Follow-up to the Second World Assembly on Ageing
- 64/139 Violence against women migrant workers
- 64/141 Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
- 64/148 Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
- 65/170 International migration and development
- 65/191 Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

65/198	Indigenous issues
65/212	Protection of migrants
65/240	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
66/125	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
66/127	Follow-up to the Second World Assembly on Ageing
66/128	Violence against women migrant workers
66/132	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
66/144	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
66/166	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
66/172	Protection of migrants

Economic and Social Council resolution and decision

2005/13	2010 World Population and Housing Census Programme
2009/239	Report of the Commission on Population and Development on its forty-second session and provisional agenda for its forty-third session

Economic Commission for Latin America and the Caribbean resolutions

555 (XXVI)	Latin American Demographic Centre
556 (XXVI)	Latin American and Caribbean Regional Plan of Action on Population and Development
569 (XXVII)	Latin American and Caribbean Demographic Centre — Population Division of ECLAC
571 (XXVII)	Poverty, population and fiscal expenditures
608 (XXX)	Promotion of coordination in studies and activities concerning South America
615 (XXXI)	International migration

- 644 (XXXII) Population and Development: Priority activities for the period 2008-2010
- 657 (XXXIII) Ad hoc committee on Population and Development of the Economic Commission for Latin America and the Caribbean

Subprogramme 8
Sustainable development and human settlements

General Assembly resolutions

- 59/237 United Nations Decade of Education for Sustainable Development
- 60/200 International Year of Deserts and Desertification, 2006
- 60/220 Humanitarian assistance and rehabilitation for El Salvador and Guatemala
- 62/86 Protection of global climate for present and future generations of mankind
- 62/98 Non-legally binding instrument on all types of forests
- 62/215 Oceans and the law of the sea
- 63/210 Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation
- 63/217 Natural disasters and vulnerability
- 63/281 Climate change and its possible security implications
- 64/71 Oceans and the law of the sea
- 64/73 Protection of global climate for present and future generations of humankind
- 64/199 Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
- 64/204 Report of the Governing Council of the United Nations Environment Programme on its 25th session
- 64/205 Sustainable mountain development
- 64/206 Promotion of new and renewable sources of energy
- 64/207 Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
- 65/152 Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development

65/155	Towards the sustainable development of the Caribbean Sea for present and future generations
65/157	International Strategy for Disaster Reduction
65/158	International cooperation to reduce the impact of the El Niño phenomenon
65/159	Protection of global climate for present and future generations of mankind
65/160	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
65/161	Convention on Biological Diversity
65/163	United Nations Decade of Education for Sustainable Development (2005-2014)
65/165	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
66/197	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
66/198	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
66/199	International Strategy for Disaster Reduction
66/200	Protection of global climate for present and future generations of humankind
66/201	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
66/202	Convention on Biological Diversity
66/203	Report of the Governing Council of the United Nations Environment Programme on its twenty-sixth session
66/205	Sustainable mountain development
66/206	Promotion of new and renewable sources of energy
66/207	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
66/231	Oceans and the law of the sea

Economic and Social Council resolutions

- 2006/49 Outcome of the sixth session of the United Nations Forum on Forests
- 2009/28 The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the 2008 substantive session of the Economic and Social Council

Economic Commission for Latin America and the Caribbean resolutions

- 552 (XXVI) Strengthening sustainable development in Latin America and the Caribbean
- 594 (XXIX) World Summit on Sustainable Development
- 602 (XXX) Monitoring sustainable development in Latin America and the Caribbean
- 608 (XXX) Promotion of coordination in studies and activities concerning South America

Subprogramme 9**Natural resources and infrastructure***General Assembly resolutions*

- 59/228 Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources
- 62/86 Protection of global climate for present and future generations of mankind
- 62/98 Non-legally binding instrument on all types of forests
- 63/2 Outcome document of the midterm review of 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
- 63/210 Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation
- 63/228 Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

64/73	Protection of global climate for present and future generations of humankind
64/198	Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Life", 2005-2015
64/204	Report of the Governing Council of the United Nations Environment Programme on its 25th session
64/205	Sustainable mountain development
64/206	Promotion of new and renewable sources of energy
64/214	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
64/255	Improving global road safety
65/152	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
65/159	Protection of global climate for present and future generations of mankind
65/160	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
66/197	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
66/200	Protection of global climate for present and future generations of humankind
66/201	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
66/203	Report of the Governing Council of the United Nations Environment Programme on its twenty-sixth session
66/205	Sustainable mountain development
66/206	Promotion of new and renewable sources of energy

- 66/214 Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

Economic and Social Council resolutions and decision

- 2003/61 Future programme, organization and methods of work of the Commission on Sustainable Development (subprogrammes 8 and 9)
- 2004/233 United Nations Framework Classification for Fossil Energy and Mineral Resources
- 2006/49 Outcome of the sixth session of the United Nations Forum on Forests

Economic Commission for Latin America and the Caribbean resolutions

- 552 (XXVI) Strengthening sustainable development in Latin America and the Caribbean
- 564 (XXVII) Aruba resolution on the fiscal covenant: strengths, weaknesses, challenges
- 602 (XXX) Monitoring sustainable development in Latin America and the Caribbean
- 608 (XXX) Promotion of coordination in studies and activities concerning South America
- 648 (XXXIII) Programme of Work of the Economic Commission for the 2012-2013 Biennium

Subprogramme 10

Planning of public administration

General Assembly resolutions

- 59/55 Public administration and development
- 60/34 Public administration and development

Economic and Social Council resolutions and decision

- 2004/233 United Nations Framework Classification for Fossil Energy and Mineral Resources
- 2009/18 Report of the Committee of Experts on Public Administration on its eighth session
- 2011/22 Report of the Committee of Experts on Public Administration on its tenth session

Economic Commission for Latin America and the Caribbean resolutions

- 340 (AC.66) Eighth extraordinary session of the Committee of the Whole of ECLAC
- 552 (XXVI) Strengthening sustainable development in Latin America and the Caribbean
- 564 (XXVII) Aruba resolution on the fiscal covenant: strengths, weaknesses, challenges
- 608 (XXX) Promotion of coordination in studies and activities concerning South America
- 648 (XXXIII) Programme of Work of the Economic Commission for the 2012-2013 Biennium
- 652 (XXXIII) Support for the work of the Latin American and Caribbean Institute for Economic and Social Planning

Subprogramme 11
Statistics

General Assembly resolutions

- 60/131 Implementation of the World Programme of Action concerning Disabled Persons: realizing the Millennium Development Goals for persons with disabilities
- 62/127 Implementation of the World Programme of Action concerning Disabled Persons: realizing the Millennium Development Goals for persons with disabilities
- 64/141 Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
- 65/191 Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
- 66/132 Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

Economic and Social Council resolutions and decision

- 2000/7 Establishment of the Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean
- 2005/13 2010 World Population and Housing Census Programme

- 2006/6 Strengthening statistical capacity
- 2009/237 Report of the Statistical Commission on its fortieth session and provisional agenda and dates for the forty-first session of the Commission

Economic Commission for Latin America and the Caribbean resolutions

- 580 (XXVIII) Establishment of the statistical conference of the Americas of the Economic Commission for Latin America and the Caribbean
- 649 (XXXIII) Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean

Subprogramme 12

Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico

General Assembly resolutions

- 58/117 International assistance to and cooperation with the Alliance for the Sustainable Development of Central America
- 58/207 Human resources development
- 59/174 Second International Decade of the World's Indigenous People
- 60/220 Humanitarian assistance and rehabilitation for El Salvador and Guatemala
- 61/198 International Strategy for Disaster Management
- 62/86 Protection of global climate for present and future generations of mankind
- 62/182 Information and communication technologies for development
- 62/205 Second United Nations Decade for the Eradication of Poverty (2008-2017)
- 62/215 Oceans and the law of the sea
- 63/19 The situation in Central America: progress in fashioning a region of peace, freedom, democracy and development
- 63/217 Natural disasters and vulnerability
- 63/281 Climate change and its possible security implications
- 64/71 Oceans and the law of the sea
- 64/73 Protection of global climate for present and future generations of humankind
- 64/138 Convention on the Elimination of All Forms of Discrimination against Women

64/187	Information and communication technologies for development
64/206	Promotion of new and renewable sources of energy
64/207	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
64/212	Science and technology for development
64/217	Women in development
64/218	Human resources development
65/141	Information and communications technologies for development
65/152	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
65/157	International Strategy for Disaster Reduction
65/158	International cooperation to reduce the impact of the El Niño phenomenon
65/159	Protection of global climate for present and future generations of mankind
65/161	Convention on Biological Diversity
65/165	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
65/170	International migration and development
65/171	Fourth United Nations Conference on the Least Developed Countries
65/187	Intensification of efforts to eliminate all forms of violence against women
65/191	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
65/212	Protection of migrants
65/247	Human resources management
66/125	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly

66/131	Convention on the Elimination of All Forms of Discrimination against Women
66/132	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
66/172	Protection of migrants
66/184	Information and communications technologies for development
66/197	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
66/199	International Strategy for Disaster Reduction
66/200	Protection of global climate for present and future generations of humankind
66/202	Convention on Biological Diversity
66/206	Promotion of new and renewable sources of energy
66/207	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
66/211	Science and technology for development
66/213	Fourth United Nations Conference on the Least Developed Countries
66/215	Second United Nations Decade for the Eradication of Poverty (2008-2017)
66/216	Women in development
66/217	Human resources development
66/231	Oceans and the law of the sea
66/234	Human resources management

Economic and Social Council resolutions

2004/52	Long-term programme of support for Haiti
2009/4	Ad Hoc Advisory Group on Haiti
2009/28	The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the 2008 substantive session of the Economic and Social Council

2010/3	Science and technology for development
2010/12	Promoting social integration
2010/25	Recovering from the world financial and economic crisis: a Global Jobs Pact
2010/28	Ad Hoc Advisory Group on Haiti
2010/29	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean
606 (XXX)	Support for the United Nations Stabilization Mission in Haiti
615 (XXXI)	International migration
622 (XXXI)	Central American Economic Cooperation Committee
624 (XXXI)	Support for the United Nations Stabilization Mission in Haiti
637 (XXXII)	Follow-up to the Plan of Action for the Information Society in Latin America and the Caribbean
647 (XXXIII)	South-South Cooperation
653 (XXXIII)	Follow-up to the Plan of Action for the Information Society in Latin America and the Caribbean
654 (XXXIII)	Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals and implementation of the outcomes of the major United Nations conferences and summits in the economic, social and related fields

Subprogramme 13

Subregional activities in the Caribbean

General Assembly resolutions

S-22/2	Declaration and state of progress and initiatives for the future implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
59/230	Promoting an integrated management approach to the Caribbean Sea area in the context of sustainable development
61/198	International Strategy for Disaster Management
62/86	Protection of global climate for present and future generations of mankind

62/182	Information and communication technologies for development
62/205	Second United Nations Decade for the Eradication of Poverty
62/215	Oceans and the law of the sea
63/217	Natural disasters and vulnerability
64/71	Oceans and the law of the sea
64/73	Protection of global climate for present and future generations of humankind
64/137	Intensification of efforts to eliminate all forms of violence against women
64/140	Improvement of the situation of women in rural areas
64/141	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
64/187	Information and communication technologies for development
64/199	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
64/204	Report of the Governing Council of the United Nations Environment Programme on its 25th session
64/206	Promotion of new and renewable sources of energy
64/207	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
64/212	Science and technology for development
64/217	Women in development
65/141	Information and communications technologies for development
65/152	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
65/155	Towards the sustainable development of the Caribbean Sea for present and future generations
65/157	International Strategy for Disaster Reduction
65/158	International cooperation to reduce the impact of the El Niño phenomenon

65/159	Protection of global climate for present and future generations of mankind
65/161	Convention on Biological Diversity
65/165	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
65/191	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
65/242	Cooperation between the United Nations and the Caribbean Community
66/125	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
66/129	Improvement of the situation of women in rural areas
66/132	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
66/184	Information and communications technologies for development
66/197	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
66/198	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
66/199	International Strategy for Disaster Reduction
66/200	Protection of global climate for present and future generations of humankind
66/202	Convention on Biological Diversity
66/203	Report of the Governing Council of the United Nations Environment Programme on its twenty-sixth session
66/206	Promotion of new and renewable sources of energy
66/207	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
66/211	Science and technology for development

66/215 Second United Nations Decade for the Eradication of Poverty (2008-2017)

66/216 Women in development

66/231 Oceans and the law of the sea

Economic and Social Council resolutions

2004/46 Support for the United Nations Stabilization Mission in Haiti

2004/52 Long-term programme of support for Haiti

2004/53 Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations

2004/68 Science and technology for development

2009/17 Review of United Nations support for small island developing States

2009/28 The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the 2008 substantive session of the Economic and Social Council

2010/3 Science and technology for development

2010/28 Ad Hoc Advisory Group on Haiti

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI) Strengthening sustainable development in Latin America and the Caribbean

574 (XXVII) Participation of ECLAC associate member countries in the follow-up to United Nations world conferences and in the work of the Economic and Social Council

615 (XXXI) International migration

624 (XXXI) Support for the United Nations Stabilization Mission in Haiti

653 (XXXIII) Follow-up to the Plan of Action for the Information Society in Latin America and the Caribbean

654 (XXXIII) Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals and implementation of the outcomes of the major United Nations conferences and summits in the economic, social and related fields

655 (XXXIII) Caribbean Development and Cooperation Committee

Subprogramme 14
Support to regional and subregional integration and cooperation processes
and organizations

General Assembly resolutions

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| 62/208 | Triennial comprehensive policy review of operational activities for development of the United Nations system |
| 63/12 | Cooperation between the United Nations and the Latin American and Caribbean Economic System |
| 63/222 | Role of the United Nations in promoting development in the context of globalization and interdependence |
| 64/210 | Role of the United Nations in promoting development in the context of globalization and interdependence |
| 64/222 | Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation |
| 65/168 | Role of the United Nations in promoting development in the context of globalization and interdependence |
| 65/177 | Operational activities for development of the United Nations system |
| 65/242 | Cooperation between the United Nations and the Caribbean Community |
| 66/210 | Role of the United Nations in promoting development in the context of globalization and interdependence |
| 66/223 | Towards global partnerships |

Economic Commission for Latin America and the Caribbean resolutions

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| 608 (XXX) | Promotion of coordination in studies and activities concerning South America |
| 625 (XXXI) | Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals |
| 633 (XXXII) | Santo Domingo resolution |
| 639 (XXXII) | Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals and implementation of the outcomes of the major United Nations conferences and summits in the economic, social and related fields |
| 642 (XXXII) | South-South cooperation |
| 647 (XXXIII) | South-South cooperation |

Programme 19

Economic and social development in Western Asia

Overall orientation

19.1 The overall orientation of the programme is to foster comprehensive, equitable, integrated and sustainable development through effective economic and social cooperation in the region, and to maintain and strengthen economic relations between the member countries of the Economic and Social Commission for Western Asia (ESCWA) and with other countries, paying special consideration to least developed and conflict-stricken countries. ESCWA is responsible for the implementation of the programme.

19.2 Policy direction for the programme is provided in Economic and Social Council resolutions 1818 (LV) and 1985/69, establishing ESCWA and amending its terms of reference in order to underscore the social functions of the Commission. Further direction is provided in Economic and Social Council resolution 2005/50, in which ESCWA was requested to provide support to member countries in realizing the Millennium Development Goals, including by building capacities to formulate policies, monitor the progress made, measure its impact and prepare regional reports. In addition, in its resolution 269 (XXIV), the Commission requested its Executive Secretary to increase coherence and synergy with other regional United Nations organizations and, through the Commission's lead role in the Regional Coordination Group, foster partnerships and cooperation with those organizations.

19.3 As a regional arm of the United Nations, ESCWA will continue to foster economic integration at the subregional and regional levels, to promote the regional implementation of internationally agreed development goals, including the Millennium Development Goals, and to support regional sustainable development by contributing to bridging economic, social and environmental policy gaps in its member countries. To achieve these objectives, ESCWA, through its convening power, will continue to advance multilateral dialogue, knowledge-sharing and networking at the regional level, and will work with the other regional commissions to promote intraregional and interregional cooperation, both between themselves and through collaboration with other subregional and regional organizations.

19.4 Since late 2010, the political landscape of the ESCWA region has experienced dramatic transformations. ESCWA will play a crucial and unique role in facilitating Governments' responses to meet the needs of their citizens by assisting member countries in addressing current policy weaknesses and enhancing their capacities effectively to address inequalities, and by using its convening power to provide a forum for member countries to discuss and share views on overall economic, social and sustainable development issues in the region.

19.5 It should be noted that the proposed strategic framework for the period 2014-2015 takes into consideration the impending deadline for the attainment of the Millennium Development Goals, and therefore efforts to support member countries to fast-track their commitments, in particular in line with the Global Action Plan adopted at the High-level Plenary Meeting of the General Assembly on the Millennium Development Goals are emphasized throughout.

19.6 In the light of the challenges highlighted above and to capitalize on the opportunities presented by the movement towards a more expansive social and political horizon and exploit its capacity to the fullest, ESCWA engaged in an extensive process of consultation within and outside the Commission in relation to the proposed strategic framework to ensure that the needs of both member countries and the citizens of the region were captured.

19.7 The purpose of this exercise is to establish a medium-term plan (lasting between two and four years) up to the target date for the achievement of the Millennium Development Goals; to provide a framework for integrating the work of the Commission more effectively around three institutionally defined strategic pillars; to streamline planning processes and ensure greater coherence between the objectives and strategies on the one hand, and the activities, outputs and performance measures on the other; and to show how work under each subprogramme will affect the region's economic and social development challenges. This will increase the impact of ESCWA activities and facilitate evaluation and review with a view to measuring impact at the institutional level.

19.8 ESCWA will focus its work on inclusive and sustainable development in the region. The programme comprises seven interdependent subprogrammes that focus on three strategic pillars. These pillars serve as mainstays for work to be implemented in 12 priority areas, and are underpinned by three cross-cutting issues. Specifically, ESCWA is expanding its integrated planning approach so that several or all of its subprogrammes play a joint role in contributing to the impacts that it is to achieve, meaning that there will be no strategic pillars that are solely the purview of any single subprogramme. The proposed strategic framework for the period 2014-2015 thus not only reflects the activities of individual work units but also deals with those of ESCWA as a fully integrated body.

19.9 The three strategic pillars of ESCWA are: equitable growth and sustainability; regional integration; and good governance and resilience. Using these pillars, ESCWA is building fully integrated workplans within those priority areas in which more than one subprogramme is focused. Throughout its work, ESCWA will achieve more than simply implementing the programmed outputs. It will target predetermined and measurable outcomes under each priority area, paying particular attention to changes in practice by member countries in line with the objectives set under each subprogramme. To this end, ESCWA will shift the focus of its monitoring and implementation efforts from the individual outputs or workplans of each subprogramme to their overall contribution to the outcomes established for each priority area and strategic pillar.

19.10 Through its work on equitable growth and sustainability, ESCWA will increase member countries' capacity to formulate and/or implement policies that promote equitable, resilient and sustainable development as a critical tool for broadening opportunities for human development through equitable and sustainable growth. It will focus on three priority areas: equity, inclusion and employment; competitive knowledge-based economies; and sustainable natural resource management.

19.11 In its work on equity, inclusion and employment, ESCWA will focus on strengthening its member countries' capacity to develop and increase inclusive and equitable socioeconomic conditions through integrated workplans under subprogrammes 1 to 3 on the development of rights-based social policies that

promote social integration, social protection, the provision of adequate social services and employment generation; pro-poor growth policies focused on employment generation and inclusive and equitable financial policies; and increasing the productivity of small and medium-sized enterprises for employment creation and economic diversification.

19.12 In the area of competitive knowledge-based economies, ESCWA will build integrated workplans under subprogrammes 3 and 4 focusing on enhancing member countries' capacity to develop and make fully operational knowledge-based economies for sustainable economic growth and poverty alleviation through effective macroeconomic management, in addition to promoting economic diversification and competitiveness for decent job creation. In terms of sustainable natural resource management, ESCWA, under subprogramme 1, will enhance member countries' capacity to develop and implement national, subregional and regional policies, strategies and action plans for the sustainable management of water, energy and land in line with agreements reached at major United Nations conferences on sustainable development and provisions of relevant multilateral environmental agreements.

19.13 Under the regional integration strategic pillar, ESCWA will enhance regional prosperity through strengthened regional cooperation, focusing on five priority areas: knowledge and technology management; sustainable infrastructure; socioeconomic policy coordination; food, water and energy security; and gender-sensitive policies and integration.

19.14 In terms of knowledge and technology management, ESCWA, under subprogramme 4, will expand the realization of an inclusive, people-centred and development-oriented information society in the region. Where sustainable infrastructure is concerned, ESCWA, under subprogramme 3, will enhance regional integration of member countries by developing and harmonizing physical and legislative infrastructure in the region, including frameworks associated with the Integrated Transport System in the Arab Mashreq. As to social and economic policy coordination, ESCWA will promote regionally coordinated social and economic policies, and ensure the implementation of regional economic agreements to realize the potential for intraregional integration and build a harmonized policy framework for the legislation required to govern e-commerce, e-service, e-trade and e-business between Arab countries. This effort will require integrated work under subprogrammes 3 and 4, including the full contribution of the ESCWA Technology Centre. Under subprogramme 1, ESCWA will work to enhance the food, water and energy security of the Arab region for its sustained long-term development and to preserve achievements in poverty alleviation and human development by promoting regional cooperation on shared water resources, energy networks and land management. Through subprogramme 6, it will also promote regional integration by supporting the adoption of gender-sensitive policies and legislation in order to attain equal rights of women in line with international conventions, conferences and internationally agreed development goals.

19.15 Under the good governance and resilience strategic pillar, ESCWA will strengthen member countries' capacity to build engagement between Governments and their citizens, to identify and respond to potential conflict and other vulnerabilities, and to formulate resilience measures to mitigate the negative impacts of such conflicts and other vulnerabilities. To accomplish these objectives,

ESCWA will focus on four priority areas: participation and citizenship; social and economic impacts of conflict and occupation; institutional development; and resilience to natural and human-made crises.

19.16 Through its work on participation and citizenship, ESCWA will encourage the adoption and implementation of participatory and inclusive governance and national development policies based on the equal participation of men and women, with a particular focus on enhancing the position of women in democratic decision-making processes, in addition to ensuring the participation of civil society and other stakeholders in public policy formulation, implementation and monitoring. This priority area will require integrated workplans under subprogrammes 2, 6 and 7.

19.17 Under the priority area on social and economic impacts of conflict and occupation, ESCWA, under subprogramme 7, will support member countries in mitigating the negative impact of occupation, the ramifications of conflict and their spillover effects on human development in the region, particularly on Arab least developed countries. Under the priority area on institutional development, through integrated work under subprogrammes 3, 6 and 7, ESCWA will support public institutions to create an enabling environment for development, pre-empting conflicts and achieving reconciliation and peace through nationally led and owned good governance practices for the implementation of enhanced macroeconomic management; promoting efficient, transparent and accountable civil service including effective public service delivery as tools to pre-empt conflicts and achieve reconciliation and peace; and using institutional development and good governance structures to promote the adoption of legislation and national action plans to combat gender-based violence.

19.18 Through its work on resilience to natural and human-made crises, ESCWA, through subprogramme 1, will support member countries in building their capacity to absorb and respond to the impact of crises through the development of sound policies, including the creation of subregional and regional mechanisms to ensure a coordinated response to climate change and natural crises.

19.19 The ESCWA programme of work will be guided by three cross-cutting issues — partnerships, knowledge management and gender — on which the workplan of subprogramme 5 (statistics for evidence-based policymaking) is focused.

19.20 Taking into account the new strategic pillars and the relatively limited human and financial resources, it becomes vital to develop holistic strategic partnerships with other regional stakeholders, which in turn should contribute to the fulfilment of the objectives of ESCWA.

19.21 ESCWA is reviewing each priority area to identify the relevant actors from United Nations bodies, civil society organizations and the private sector, among others, with which it would be strategically opportune to forge relationships in order to maximize success in implementing the workplans. Identification of the activities and the implementing partners will provide a framework for comprehensive memorandums of understanding to take advantage of the opportunities and benefits that these arrangements will bring for ESCWA and the region as a whole. Principally, ESCWA will complete a five-year comprehensive agreement with the League of Arab States that will cement the relationship between the two organizations and ensure that the synergies and complementarities between them are fully exploited.

19.22 ESCWA will focus in particular on promoting South-South cooperation between its member countries and with other developing countries through the regional commissions as a catalyst for improving capacity-development efforts and to identify opportunities for intraregional activities.

19.23 The nature of ESCWA work demands that it become a leading knowledge-based institution, meaning that knowledge-sharing requires greater attention throughout its work. This applies to the internal processes of the ESCWA secretariat, the Commission's relationship to member countries and partners and the work of subsidiary intergovernmental, technical and expert bodies.

19.24 The convening power of ESCWA has significant potential to disseminate knowledge that has yet to be fully tapped. A core role of intergovernmental processes is to facilitate exchange of experience between experts from countries in the region and accelerate the development of technical skills, decision-making, governance, management and implementation of new policy options through peer-to-peer learning. In particular, ESCWA will focus on follow-up to technical and expert meetings, workshops and seminars, maintaining and moderating networks of experts and stimulating a productive exchange of information.

19.25 Through subprogramme 5, on statistics for evidence-based analysis and decision-making, ESCWA has taken the lead in coordinating statistical information in the region. Work under this subprogramme will improve the provision of statistical data about member countries through collection and dissemination of official statistics and indicators to support informed policymaking; enhance national capacity in line with the Fundamental Principles of Official Statistics to produce relevant, timely, reliable and comparable official statistics; and strengthen a regional statistical system in support of regional integration.

19.26 ESCWA will use its leadership of the Task Force on Statistical Coordination of the Regional Coordination Mechanism to promote coordination of statistics between national and international organizations active in the region. It has also put in place an internal coordination mechanism for statistical activities.

19.27 Gender is a cross-cutting issue deeply influencing all ESCWA work. Men and women have different needs and priorities in the development process, just as the way in which they gain access to and control resources differs. Accordingly, each ESCWA intervention must have a gender perspective.

19.28 ESCWA work in gender mainstreaming has two components. The first is to assist member countries to promote gender equality and the advancement of women, and the second to integrate a gender perspective into the ESCWA programme of work. ESCWA will continue to lead United Nations entities in the implementation of the action plan for the implementation of the United Nations system-wide policy on gender equality and the empowerment of women endorsed by the United Nations System Chief Executives Board for Coordination in October 2006 (CEB/2006/2 and Corr.1, annex).

19.29 ESCWA will continue to carry out analytical and normative work and also provide technical cooperation support in line with its member countries' needs. It will facilitate exchange of knowledge and information by providing a forum for networking and multilateral dialogue on regional and global development issues, while giving due consideration to the advancement of South-South cooperation. Special attention will be paid to the promotion of gender mainstreaming in ESCWA

in the light of the programme of work of the Organization, in accordance with the global priorities of the United Nations. Similarly, lessons learned from evaluation exercises will be consolidated to improve the design and performance of programmes, in view of the United Nations commitment to encouraging and supporting evaluation practices to enhance learning and accountability.

19.30 It is anticipated that the consultations that have taken place between the thematic clusters of the Executive Committee on Economic and Social Affairs will contribute to enhanced coordination and collaboration in major common work areas of the Secretariat dealing with economic and social development. Moreover, through its leadership of the Regional Coordination Mechanism, ESCWA will facilitate consultation processes among the United Nations entities concerned, leading to the identification of priority areas where collective support for development interventions could be provided, whether at the level of the ESCWA region or in the broader context of the Arab region.

19.31 The indicators of achievement used below are intended to measure direct impacts of ESCWA work and to show a link between the implementation of the ESCWA work programme and the expected accomplishments.

Subprogramme 1

Integrated management of natural resources for sustainable development

Objective of the Organization: To achieve sustainable development in the region through integrated natural resource management

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened national capacity to develop and increase inclusive and equitable socio-economic opportunities by increasing the productivity of small and medium-sized enterprises for employment creation and economic diversification	(a) (i) Increased number of measures on small and medium-sized enterprises formulated by line ministries, chambers of commerce and other actors, to increase the productivity of small and medium-sized enterprises (ii) Increased number of institutions involved in creating opportunities for generating employment through small and medium-sized enterprises
(b) Enhanced capacities of member countries to develop and implement national, subregional and regional policies, strategies and action plans for the sustainable management of water, energy and land	(b) (i) Increased number of policies, plans and strategies adopted by relevant ministries in member countries addressing water, energy and land needs (ii) Increased number of interventions to improve access to and efficiency of water and energy services

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| <p>(c) Enhanced food, water and energy security of the Arab region to sustain long-term development and preserve the achievements in poverty alleviation and human development by promoting regional cooperation on shared water resources, energy networks and land management</p> | <p>(c) Increased number of intergovernmental recommendations adopted on regional cooperative initiatives related to water, energy and food security</p> |
| <p>(d) Enhanced resilience and crisis management capacities of member countries to absorb and respond to the impact of crises, including the development of subregional and regional mechanisms, for a coordinated response to climate change and natural crises</p> | <p>(d) Increased number of recommendations adopted by member countries that aim at coordinated responses to climate change and natural crises</p> |
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Strategy

19.32 The responsibility for implementing the subprogramme lies with the Sustainable Development and Productivity Division. The interrelated and complex challenges facing the region and the current social and political tensions have wide-ranging consequences that provide an appropriate opportunity for concerted efforts to strengthen the interlinkages between the economic, social and environmental pillars of sustainable development and to galvanize action at the national and regional levels. The regional challenges include increasing population pressure and the related rise in demand for water and energy services; rising unemployment, particularly among young people; unsustainable production and consumption patterns; the need to ensure water, energy and food security; the disparity between urban and rural development; low agricultural productivity; traffic congestion and unsustainable transport systems; and climate change and its impact on water resources, desertification and land management.

19.33 To enhance the impact of ESCWA work and improve its services to the countries of the region, work under the subprogramme will focus on providing support to such countries to tackle the above-mentioned challenges and to move towards a more sustainable development pathway.

19.34 The subprogramme will undertake or continue:

(a) To advocate and raise awareness of the countries of the region of global commitments, particularly the Millennium Development Goals, and the outcomes of major United Nations conferences on sustainable development, especially the United Nations Conference on Sustainable Development, to be held in 2012, and to monitor and support follow-up actions;

(b) To serve as a forum for promoting policy dialogue on sustainable development issues and priorities for forging regional positions and perspectives based on the exchange of information, lessons learned and best practices;

(c) To support member countries in their efforts to improve the efficient use of renewable and non-renewable water, energy and land resources, including the application of appropriate environment-friendly technologies, and to encourage the integrated management of water, energy and land to achieve sustainable development;

(d) To facilitate regional cooperation and coordination on water, energy and land as the means to enhance food, water and energy security;

(e) To contribute to national and regional capacity-building, especially on water, energy (including renewable energy) and agricultural issues;

(f) To support the development of national or regional mechanisms for the integration of the economic, social and environmental pillars of sustainable development;

(g) To support the development of national or regional mechanisms to deal with the impacts of climate change;

(h) To support member countries' efforts to strengthen small and medium-sized enterprises with a view to job creation and economic diversification.

19.35 This will be achieved by providing services to intergovernmental bodies; conducting high-quality research and analytical work; organizing intergovernmental and expert meetings; providing advisory services; implementing field projects, including extrabudgetary and United Nations Development Account projects; building capacity through workshops and other technical assistance activities; and issuing technical materials to raise awareness of key sustainable development issues and challenges targeted for global and regional action in 2014 and 2015.

19.36 Work under the subprogramme will strive to maximize synergies through collaboration with United Nations agencies and organizations, including the United Nations Environment Programme, the United Nations Industrial Development Organization, the United Nations Educational, Scientific and Cultural Organization, the International Fund for Agricultural Development and the Food and Agriculture Organization of the United Nations, and through participation in the United Nations inter-agency coordination mechanisms on water resources and energy (UN-Water and UN-Energy), and the Regional Coordination Mechanism. It will continue to cooperate with the League of Arab States and its associated bodies, particularly the Council of Arab Ministers Responsible for the Environment, the Arab Ministerial Council for Water and the Arab Ministerial Council for Electricity, in addition to other regional mechanisms for coordination on sustainable development.

Subprogramme 2 Social development

Objective of the Organization: To enhance the capacity of member countries to adopt social policies and institutional mechanisms that lead to an equitable and inclusive process of socioeconomic development, taking into consideration regional specificities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened national capacity to develop a rights-based social policy that promotes social integration, social protection, the provision of adequate social services and employment generation	(a) (i) Increased number of new policies, programmes and measures developed that aim at expanding social protection, improving the provision of social services and generating employment

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| <p>(b) Enhanced capacity of member countries to adopt social development policies and programmes based on the participation of the civil society and other stakeholders, in public policy formulation, implementation and monitoring</p> | <p>(ii) Increased number of policies and programmes that are formulated or enhanced to ensure the integration of key sociodemographic groups, including youth, older persons, persons with disabilities and migrants in national development processes</p> |
| | <p>(b) (i) Increased number of instances in which Governments, civil society organizations and other stakeholders participate in developing, implementing and monitoring social development policies and programmes</p> <p>(ii) Increased number of committees and joint ventures between representatives of Governments, civil society organizations and other stakeholders entrusted with the formulation, implementation and monitoring of social policies and programmes</p> |
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Strategy

19.37 The responsibility for implementing the subprogramme lies with the Social Development Division. The subprogramme will build on the experience gained in previous bienniums and will continue to advocate equity, social justice, inclusion and participation as the guiding social development principles.

19.38 During the biennium 2014-2015, particular attention will be paid to promoting social development through a rights-based approach to social policy and protection; social integration; special focus on key sociodemographic groups, such as youth, older persons and migrants; employment generation; and participatory development.

19.39 Inclusive societies that successfully integrate all social groups into the national development process are better equipped to maintain social cohesion during times of crisis and to avoid sociopolitical upheaval. In this context, there is an urgent need to promote social integration, employment generation and civil society participation in the formulation, implementation and monitoring of public policies, involving three types of activities: the identification of citizens' priorities over alternative social development outcomes; the formulation and implementation of policies based on those priorities; and the monitoring of the impact of such policies on the lives of those affected.

19.40 Work under the subprogramme will seek to build member countries' capacity to mainstream social equity concerns in their public policymaking and will assist them to implement internationally agreed plans of action and recommendations, including the Millennium Development Goals in the run-up to the 2015 target date for their implementation.

19.41 Both normative and technical cooperation activities will be carried out under the subprogramme. The former will include research into and analysis of social development issues, the preparation of substantive reports and the organization of expert group meetings, while the latter will include the provision of advisory services, the organization of capacity-development workshops and the launching of field projects, notably in the areas of youth development, social protection and civil society participation.

19.42 Partnerships will be further strengthened with other regional commissions, United Nations entities, international and regional organizations and civil society groups. In the process, the subprogramme will act as a regional platform for exchanging experiences, good practices and lessons learned in the field of social development, and for increased interaction between Western Asia and other regions.

Subprogramme 3

Economic development and integration

Objective of the Organization: To achieve a decent standard of living through sustained economic development and integration

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened national capacity to develop inclusive and equitable socioeconomic conditions through pro-poor growth policies focused on employment generation and inclusive and equitable financial policies	(a) (i) Increased number of member countries adopting an inclusive and fair macroeconomic framework (ii) Increased number of policies and measures adopted by member countries to implement the Monterrey Consensus of the International Conference on Financing for Development
(b) Enhanced capacity of member countries to develop knowledge-based economies with a view to sustainable economic growth and poverty alleviation through effective macroeconomics as well as promoting economic diversification and competitiveness for decent job creation	(b) Increased number of member countries that request and receive ESCWA support in developing national strategies for knowledge-based economies and competitiveness
(c) Enhanced capacity of member countries to coordinate their social and economic policies, and ensure the implementation of regional economic agreements to achieve the potential for intraregional integration	(c) (i) Increased number of agreements between member countries on macroeconomic policy coordination (ii) Increased number of member countries implementing regional agreements
(d) Enhanced regional integration of member countries by developing and harmonizing the physical and legislative regional infrastructure	(d) Increased number of countries adopting transport agreements and/or establishing national transport and trade committees

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| <p>(e) Enhanced capacity of public institutions to create an enabling environment for development through nationally led and owned good governance practices for the implementation of enhanced macroeconomic management with the full engagement of civil society organizations and the private sector</p> | <p>(e) Increased number of member countries requesting and receiving ESCWA support in governance reforms in line with macroeconomic changes</p> |
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Strategy

19.43 The responsibility for implementing this subprogramme lies with the Economic Development and Globalization Division. The Millennium Development Goals, the revised Damascus Declaration on responding to the International Financial Crisis in the ESCWA Region, the Monterrey Consensus, the Doha Declaration on Financing for Development, the Doha Development Agenda, the Integrated Transport System in the Arab Mashreq, and the relevant General Assembly and ESCWA resolutions provide the legislative authority for the subprogramme.

19.44 During the biennium 2014-2015, particular attention will be paid to promoting economic development by taking an inclusive and equitable approach to fostering economic development, and developing sound development policies and strategies taking the region's specific challenges into account; promoting regional integration to benefit all people in the region; implementing innovative approaches to financing for development; and working towards enhancing economic diversification to increase resilience to shocks.

19.45 Inclusive economic growth and more equitable distribution of income, being at the core of demands by the region's population, will be the main guiding principles of the subprogramme in 2014-2015. In this context, there is an urgent need to promote and support the implementation of effective regional economic development policies and strategies to accelerate the achievement of internationally agreed development goals, such as the Millennium Development Goals, by 2015. Efforts to promote regional integration include integrated transport systems, intraregional and international trade, implementation and monitoring of the Monterrey Consensus and follow-up to the International Conference on Financing for Development, taking into consideration the consequences of the global economic and financial crisis. To achieve the objectives, various types of activities will be used: development and use of economic analysis and forecasting tools such as macroeconomic models, which in turn enable sound policy recommendations based on short-term and long-term projections; sound macroeconomic and microeconomic research leading to reference and flagship publications, such as the proposed Arab economic outlook report; and technical assistance and capacity-building targeting member countries' individual needs, such as monitoring policy impact on the economic development.

19.46 The main objective and the five major expected accomplishments of the subprogramme will be achieved by developing and delivering innovative research, multidisciplinary integrated policy advice, capacity-building and support implementation, in addition to monitoring and evaluation.

19.47 Work under the subprogramme will be conducted in close cooperation with all relevant stakeholders in member countries, such as Governments, development partners (including international financial institutions), civil society organizations and the private sector. Existing and emerging partnerships with other regional commissions, United Nations entities, international and regional organizations and civil society groups will be further strengthened.

Subprogramme 4

Information and communications technology for regional integration

Objective of the Organization: To accelerate bridging the digital divide and building, by member countries, an inclusive, people-centred and development-oriented information society and knowledge-based economy for sustainable economic growth and poverty alleviation

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member countries to develop and benefit from knowledge-based economies for sustainable economic growth and poverty alleviation	(a) (i) Increased number of member countries implementing information and communications technology (ICT) policies, strategies and plans of action that emphasize the development of knowledge-based economies (ii) Increased number of member countries showing progress in the implementation of internationally agreed indicators on knowledge-based economy (iii) Increased number of partnerships and technology-based projects and programmes launched and implemented in the region by the ESCWA Technology Centre
(b) Enhanced competitiveness of the ICT sector in the region on the production and service delivery levels with special focus on partnerships, research, development and innovation	(b) (i) Increased number of regional initiatives for the development of information and knowledge societies through partnerships, research development and innovation, and information and communications technology applications (ii) Increased number of member countries using the Core ICT Indicators developed by the Partnership on Measuring ICT for Development to measure the information society

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| (c) Enhanced capacities of member countries to ensure the coordination of their socioeconomic policies, fully achieve the potential for intraregional integration and build a harmonized policy framework for Internet governance and the legislation required | (c) (i) Increased number of member countries joining regional or global initiatives or frameworks related to Internet governance and/or cybersafety

(ii) Increased number of policymaking and legislative initiatives encouraging the use of cyberspace and e-commerce or e services in the ESCWA region |
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Strategy

19.48 The responsibility for implementing the subprogramme lies with the Information and Communication Technology Division. Regional and global changes are taking place at the economic, social, cultural and political levels, with information and knowledge playing a major role in the move towards the information and knowledge society. The accelerating development in knowledge during the past decades has modified the principles of economic growth with the move towards a knowledge-based economy affecting all sectors of the economy. Countries' capacity to adapt to changes in technology and knowledge varies significantly. With continued monitoring of activities pertaining to the World Summit on the Information Society Geneva Plan of Action and Tunis Agenda for the Information Society and the efforts made to implement the ESCWA Regional Plan of Action for Building the Information Society, in harmonization with the Arab Information and Communications Technology Strategy of the League of Arab States, work under the subprogramme will strive to adapt the Summit outcomes better to serve the region and fine-tune plans of action to build an inclusive, people-centred information society based on productive national information and communications technology sectors.

19.49 Work under the subprogramme, to meet member countries' needs, will consist of performing analytical studies, convening meetings and providing advisory services to support that endeavour, acting as a catalyst for changes in policymaking in member countries and promoting the adoption of a more comprehensive set of information and communications technology measurements and indicators that will help strategic decision-making to identify priority areas of policy action and measure the impact of information and communications technology on socioeconomic development. It will also involve assessing and revising plans of action based on feedback from ESCWA member countries, monitoring progress, evaluating impacts and benchmarking national development with other countries based on international indices, with a view to improving the productivity and competitiveness of the information and communications technology sector in the region towards building a knowledge-based economy.

19.50 To enhance national capacity (in particular in terms of human resources development) and to take advantage of the digital opportunities pertaining to socioeconomic development in the region, field projects will incorporate a social dimension through the active involvement of local communities, with a focus on employment of young people and the empowerment of women, so as to build a people-centred and development-oriented information and knowledge society.

19.51 Work under the subprogramme will be focused on promoting an enabling environment and harnessing the development of thematic applications of information and communications technology, including e-services, e-government, digital content in Arabic and social media. In addition, emphasis will be laid on leveraging information and communications technology for the development of knowledge-based economies in the region.

19.52 The ESCWA Technology Centre will assist ESCWA member countries and public and private organizations to acquire the tools and capabilities necessary to spark socioeconomic development. This will permit the attainment of technological parity with other countries and regions and result in member countries' economies relying more on scientific and technological knowledge by strengthening their capacity to develop and manage national innovation systems; to develop, transfer, adapt and apply technology; to improve the terms of technology transfer; and to identify and promote the development and transfer of technologies relevant to the region. In doing so, the Centre will use the resources and know-how available in other ESCWA divisions and centres and provide for large-scale networking efforts.

19.53 Work under the subprogramme will enhance regional collaboration and partnerships in activities that will contribute to efforts aimed at harnessing research and development in science and technology, particularly information and communications technology, for socioeconomic development. In the same context, work will continue with regional and global partners to enhance integrating infrastructure, regional backbones and broadband strategies for more affordable technology access throughout the region.

Subprogramme 5

Statistics for evidence-based policymaking

Objective of the Organization: To enhance the regional statistical system through statistical capacity development of member countries, in order to produce comparable, reliable, impartial and relevant national data for evidence-based policymaking and research

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved provision of statistical data about member countries through collection and dissemination of official statistics and indicators	(a) (i) Increased number of member countries that provide at least 60 per cent of core socioeconomic indicators (ii) Increased number of database queries to online ESCWA statistical databases
(b) Improved national capacity for official statistics of member countries in line with the Fundamental Principles of Official Statistics	(b) Increased number of member countries adopting new or revised international statistical standards, including the System of National Accounts, foundational socioeconomic classifications and compliance with the Fundamental Principles of Official Statistics

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| (c) Strengthened regional statistical system in support of regional integration, with an active coordination among major players, including regional and international organizations, and a more active participation by member countries | (c) (i) Increased number of joint statistical capacity-building activities that are coordinated with regional partners

(ii) Increased number of tangible outputs of statistical coordination (harmonized databases, joint questionnaires, joint data products) produced in the region |
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Strategy

19.54 The responsibility for implementing the subprogramme lies with the Statistics Division. There is a continued need to align the production and dissemination of statistics in the region with emerging social changes caused by the latest developments in the Arab region, improving the relevance and comparability of statistics at the regional level in social, economic and cross-cutting issues. Addressing those challenges will strengthen the role of statistics in evidence-based policymaking and in monitoring and evaluating the impact of development policies.

19.55 ESCWA will seek partnerships with organizations within and outside the United Nations that are active in statistical work in the region. It will coordinate statistical capacity development so as to achieve higher efficiency, and will share data and harmonize questionnaires so as to obtain more consistent data, decrease the reporting burden and better use the resources available for data work in each organization. To this end, ESCWA will primarily use the Regional Coordination Mechanism and, in particular, the Task Force on Statistical Coordination. It will also strengthen its internal coordination mechanism for statistical activities.

19.56 During the biennium 2014-2015, work under the subprogramme will concentrate on three main roles: collection and dissemination of data, statistical capacity development, and coordination of statistical activities with regional and international players in official statistics active in the region.

19.57 The priority areas for data collection, processing and dissemination include foundational demographic, social, economic and sectoral statistics that form the basis of official statistics. Data collection will focus on gathering data directly from member countries and on sharing them with other partners active in statistical work in the region. Due attention will be paid to communicating statistics to the media and the public.

19.58 Statistics about the region can be improved only when the methodological and quality issues are tackled at the source: national statistical offices and other national producers of official statistics. As statistical capacity development at the national level is at the core of efforts for better coverage, relevance, timeliness and comparability of data, efforts in this regard will focus on identifying gaps and discrepancies and undertaking capacity-development programmes. Work under the subprogramme will advocate the importance of full adherence to the Fundamental Principles of Official Statistics, especially those dealing with the importance of impartiality of official statistics and their availability to the public; the use of appropriate methods and procedures for the collection, processing, storage and presentation of statistical data;

and the presentation of information on sources and methods according to internationally agreed standards.

19.59 ESCWA will take an active role in ensuring that major players in official statistics coordinate their activities in the region. The quality of statistical data, particularly in terms of consistency, timeliness and international comparability, is of primary concern to all producers and users of statistics. In this regard, it is important to ensure that reporting burdens on member countries are minimized and that data are shared among international organizations to the extent possible. To this end, ESCWA will coordinate statistics among national and international organizations active in the region with the above objectives in mind, while respecting each organization's needs and specifics.

19.60 To accomplish this strategy, activities under the subprogramme will concentrate on efforts to act as a centre of excellence for and a forum to exchange views on statistical issues for member countries, and focus on training at the national, subregional and regional levels. Work will also be carried out, in close and/or direct cooperation and coordination with professional staff in national statistical offices of member countries, on data quality assurance and the implementation of international classifications and recommendations. Efforts will also focus on responding to requests for technical assistance from member countries; assisting in exchange of expertise between member countries; and building trust with national-level counterparts.

Subprogramme 6

Advancement of women

Objective of the Organization: To reduce gender imbalances, encourage exchange of lessons learned among member countries and contribute to increased respect for the rights of women in line with international conventions and conferences

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member countries to adopt gender-sensitive policies, legislation and budgets in order to attain equal rights of women	(a) (i) Increased number of strategies, policies and programmes for the advancement of women, designed by national machineries for women, are adopted and implemented at the national level (ii) Increased number of national machineries for women showing improved reporting on periodical reports submitted to the Committee on the Elimination of Discrimination against Women

(b) Enhanced capacity of member countries to combat gender-based violence through enactment of legislation and development of national action plans	(b) (i) Increased number of national strategies to combat gender-based violence (ii) Increased amount of legislation enacted to protect women from gender-based violence
(c) Enhanced capacity of member countries to adopt and implement participatory governance and national development policies based on the equal participation of individuals, men and women, with a particular focus on enhancing the position of women in democratic decision-making processes	(c) (i) Increased number of national action plans adopting a participatory approach, with special attention to the participation of women (ii) Increased number of civil society organizations dealing with the advancement of women that participate in public policy formulation, implementation, monitoring and evaluation processes

Strategy

19.61 The responsibility for implementing the subprogramme lies with the ESCWA Centre for Women. The progress accomplished by member countries towards the advancement of women notwithstanding, the economic participation of women and their representation at the economic and political decision-making levels continue to be lower than in other regions. Combating violence against women remains a serious challenge in the region, especially in conflict-stricken areas. Moreover, current popular movements represent a risk, as they may result in the reversal of acquired gains in women's rights. There is therefore a need to foster greater participation of civil society, especially young people, in public policy formulation and active dialogue with Governments.

19.62 Building on the experience gained in past bienniums, work under the subprogramme will consist of stepping up efforts to enhance the institutional capacity of national mechanisms and other stakeholders, such as members of parliament, the judiciary, the media and civil society organizations, through regular dissemination of new knowledge on gender issues, the provision of advocacy tools and research methodologies and the development of in-house training, knowledge and skills. The subprogramme will also provide forums in which national mechanisms in the ESCWA and other regions can actively share knowledge and experiences of gender mainstreaming and implementation of international instruments pertaining to women.

19.63 Work under the subprogramme will focus on building the capacity of member countries and other stakeholders to combat gender-based violence through the enactment of special laws to protect women from violence and end impunity for this crime. In line with this endeavour, due attention will be paid to national mechanisms in conflict-stricken countries to address the particular needs of women living in those areas.

19.64 Work will also focus on ensuring that men and women are actively engaged in policy dialogue with Governments. In this context, emphasis will be laid on building the capacity of civil society organizations in public policy formulation, implementation, monitoring and evaluation processes through the organization of capacity-building workshops and dissemination of normative and analytical work. The subprogramme will act as a regional forum for joint governmental and non-governmental discussions on gender issues.

19.65 The subprogramme has been active in fostering relationships between Government bodies dealing with the empowerment and advancement of women and civil society organizations by holding meetings to analyse and discuss the situation of women at the regional level. Work will continue closely with other United Nations entities and regional organizations, including the United Nations Entity for Gender Equality and the Empowerment of Women, the United Nations Population Fund, the United Nations Development Programme Subregional Resource Facility for Arab States, the Office of the United Nations High Commissioner for Human Rights, the International Labour Organization, the League of Arab States, the Arab Women Organization and the Center for Arab Women Training and Research, in order to consolidate and enhance the impact of development support in the area of the advancement of women in the region.

Subprogramme 7

Conflict mitigation and development

Objective of the Organization: To mitigate the impact of conflict and its spillover effects on people and development in the ESCWA region through strengthening dialogue, peacebuilding, governance and public sector modernization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member countries affected by conflict to adopt and implement participatory and inclusive governance and national development policies	<p>(a) (i) Increased number of national State-building initiatives and regulatory frameworks for enhancing national identity and strengthening resilience to conflict</p> <p>(ii) Increased percentage of participants in forums organized under the subprogramme who acknowledge having benefited from ESCWA activities and recommendations</p> <p>(iii) Increased number of member countries who seek and receive technical or substantive assistance under the subprogramme for enhancing national identity and citizenship</p>

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| <p>(b) Enhanced capacity of member countries to mitigate the negative impact of occupation, the ramifications of conflict and their spillover effects on human development in the region, particularly on Arab least developed countries</p> | <p>(b) (i) Increased percentage of Government representatives acknowledging that they have benefited from the analysis and policy recommendations contained in the publications under the subprogramme on conflict and its ramifications</p> <p>(ii) Increased number of policies and measures adopted by member countries to implement decisions made as part of the Programme of Action for the Least Developed Countries for the Decade 2011-2020</p> <p>(iii) Increased percentage of participants in forums organized under the subprogramme who acknowledge having benefited from its activities and recommendations</p> |
| <p>(c) Enhanced capacity of public institutions of member countries to create an enabling environment for development, pre-empting conflicts</p> | <p>(c) (i) Increased number of public institutions and civil society organizations applying nationally led and owned good governance practices for strengthening the institutional and organizational capacity of civil services for improved quality of public service delivery</p> <p>(ii) Increased percentage of participants in forums organized under the subprogramme who acknowledge having benefited from the activities and recommendations</p> <p>(iii) Increased number of member countries who seek and receive technical or substantive assistance under the subprogramme for improving quality of public service delivery</p> |
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Strategy

19.66 The responsibility for implementing the subprogramme lies with the Section for Emerging and Conflict-related Issues. The ESCWA region development process has mostly been characterized by limited, poor-quality indicators of governance and socioeconomic development, particularly in conflict-afflicted countries. This has been further exacerbated by rentierism and limited citizen participation in policymaking or decision-making. The events of 2011, however, have indicated a popular will demanding change in developmental governance, including a strong demand for transparency, accountability and participation. ESCWA is increasingly expected to play a role in enhancing member countries' capacity to adopt and

implement good governance practices and inclusive approaches. It will aim to enhance peacebuilding and national identity, which will be the implicit outcome of a more effective public sector, accessible to all citizens and catering to national development priorities.

19.67 ESCWA assistance to member countries in enhancing their capacity to mitigate the negative impact of conflict, including tension between communities, the lack of proper resource distribution and limited participation, will be translated through the provision of policies and programmes that aim to strengthen State institutions to overcome the adverse effects of conflict and lead national reconciliation processes.

19.68 To achieve its expected accomplishments under the good governance and resilience strategic pillar, work under the subprogramme will focus on three main areas: the promotion of peacebuilding and inclusive governance; the identification and analysis of trends and suggestion of mitigation measures and increasing awareness; and institutional development and civil service advancement with the aim of improving service delivery.

19.69 The promotion of peacebuilding and inclusive governance will be achieved by identifying and promoting inclusive governance practices within State and non-State entities to secure citizen engagement in decision-making processes, and enhancing resource management capacities between tiers of government with the aim of securing a more efficient and equitable distribution of services. To this end, work under the subprogramme will be aimed at engaging relevant stakeholders (Governments, civil society organizations, academic institutions and citizens) through meetings and staff missions so that their perspective and knowledge can be considered and included when formulating research, policy recommendations and capacity-building programmes.

19.70 The identification and analysis of trends and suggestion of mitigation measures and increasing awareness will be realized through the provision of cutting-edge research into the root causes of conflict, its impact and spillover effects. The subprogramme will also provide, through its regular annual publication, an analysis of the socioeconomic impact of the Israeli occupation of the Occupied Palestinian Territory and will enhance awareness of the negative repercussions of such occupation. This focus area will be supported by studies, reports based on field assessments and analysis of trends.

19.71 Institutional development and civil service advancement with the aim of improving service delivery will be realized through capacity development and knowledge-building in the form of meetings, advisory services and staff missions, and research into institutional development strategies to strengthen public sector performance, in addition to the provision of high-quality policy options and sharing of best practices. To this end, work under the subprogramme will focus on promoting the establishment of mechanisms for exchange of information and best practices among decision makers throughout the region, particularly on the topics of public service delivery, support for the region's least developed countries and good governance.

Legislative mandates*General Assembly resolutions*

55/2	United Nations Millennium Declaration
57/270 A and B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
60/1	2005 World Summit Outcome
61/16	Strengthening of the Economic and Social Council
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations
63/232	Operational activities for development
64/1	High-level United Nations Conference on South-South Cooperation
64/210	Role of the United Nations in promoting development in the context of globalization and interdependence
64/221	South-South cooperation
64/223	Towards global partnerships
65/126	Cooperation between the United Nations and the League of Arab States
65/140	Cooperation between the United Nations and the Organization of the Islamic Conference
65/171	Fourth United Nations Conference on the Least Developed Countries
65/174	Second United Nations Decade for the Eradication of Poverty (2008-2017)
65/191	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
65/214	Human rights and extreme poverty
65/311	Multilingualism
66/155	The right to development

Economic and Social Council resolutions

1818 (LV)	Establishment of an economic commission for Western Asia
1985/69	Amendment of the terms of reference of the Economic Commission for Western Asia: change of name of the Commission

1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
2005/50	The Damascus Declaration and the role of the Economic and Social Commission for Western Asia in the achievement of the internationally agreed development goals, including those contained in the Millennium Declaration
2008/8	Admission of the Sudan as a member of the Economic and Social Commission for Western Asia
2008/21	Mainstreaming disability in the development agenda
2009/29	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 light of relevant General Assembly resolutions, including resolution 61/16
2010/13	Mainstreaming disability in the development agenda
2010/22	Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system
2010/27	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
2010/38	The need to harmonize and improve United Nations informatics systems for optimal utilization and accessibility by all States
2011/2	Report of the Committee of Experts on Public Administration on its ninth session
2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women
2011/6	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

Economic and Social Commission for Western Asia resolutions

258 (XXIII)	Strengthening technical cooperation in the Economic and Social Commission for Western Asia
260 (XXIII)	Development and regional cooperation under unstable conditions
261 (XXIII)	Strengthening the cooperation between ESCWA and the League of Arab States in the field of Economic and Social Development
263 (XXIII)	Promoting partnership and resource mobilization
268 (XXIII)	Adoption of the Final Reports of the Subsidiary Bodies of the Economic and Social Commission for Western Asia

- 269 (XXIV) The role of ESCWA in light of the 2005 World Summit Outcome Document and the subsequent change process
- 272 (XXIV) Youth employment in ESCWA member countries
- 286 (XXV) Gender statistics for equality and empowerment
- 289 (XXV) Supporting the comprehensive development effort of Yemen
- 300 (XXVI) Adoption of session reports of the subsidiary bodies of the Economic and Social Commission for Western Asia
- 301 (XXVI) Adoption of the draft strategic framework for the biennium 2012-2013

Subprogramme 1**Integrated management of natural resources for sustainable development***General Assembly resolutions*

- 57/253 World Summit on Sustainable Development
- 63/217 Natural disasters and vulnerability
- 63/281 Climate change and its possible security implications
- 64/197 Agricultural technology for development
- 64/198 Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Life", 2005-2015
- 64/201 United Nations Decade for Deserts and the Fight against Desertification (2010-2020)
- 64/206 Promotion of new and renewable sources of energy
- 65/151 International Year of Sustainable Energy for All
- 65/152 Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
- 65/153 Follow-up to the International Year of Sanitation, 2008
- 65/154 International Year of Water Cooperation, 2013
- 65/157 International Strategy for Disaster Reduction
- 65/160 Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
- 65/178 Agriculture development and food security

Economic and Social Council resolutions

- 2006/49 Outcome of the sixth session of the United Nations Forum on Forests
- 2009/28 The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the 2008 substantive session of the Economic and Social Council in 2008

Economic and Social Commission for Western Asia resolutions

- 269 (XXIV) The role of ESCWA in the light of the 2005 World Summit Outcome Document and the subsequent changes process
- 281 (XXV) Addressing climate change issues in the Arab region

Subprogramme 2
Social development

General Assembly resolutions

- 64/154 Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto
- 64/166 Protection of migrants
- 65/170 International migration and development
- 65/186 Realizing the Millennium Development Goals for persons with disabilities towards 2015 and beyond
- 65/312 Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding
- 66/121 Policies and programmes involving youth
- 66/122 Promoting social integration through social inclusion
- 66/124 High-level Meeting of the General Assembly on the realization of the Millennium Development Goals and other internationally agreed development goals for persons with disabilities
- 66/125 Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
- 66/126 Preparations for and observance of the twentieth anniversary of the International Year of the Family
- 66/127 Follow-up to the Second World Assembly on Ageing

Economic and Social Council resolutions

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| 2006/4 | Sustained economic growth for social development, including the eradication of poverty and hunger |
| 2006/15 | Promoting youth employment |
| 2006/16 | Comprehensive and integral international convention to protect and promote the rights and dignity of persons with disabilities |
| 2006/18 | Future organization of the work of the Commission on Social Development |
| 2007/2 | The role of the United Nations System in providing full and productive employment and decent work for all |
| 2008/18 | Promoting full employment and decent work for all |
| 2010/12 | Promoting social integration |
| 2010/13 | Mainstreaming disability in the development agenda |
| 2010/14 | Future implementation of the Madrid International Plan of Action on Ageing, 2002 |
| 2011/5 | The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women |
| 2011/27 | Further promotion of equalization of opportunities by, for and with persons with disabilities and mainstreaming disability in the development agenda |
| 2011/28 | Modalities for the second review and appraisal of the Madrid International Plan of Action on Ageing, 2002 |

Economic and Social Commission for Western Asia resolutions

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| 285 (XXV) | Integrated social policy |
| 295 (XXVI) | Guiding Declaration of the Economic and Social Commission for Western Asia on giving greater attention to Youth Policies: An Opportunity for Development |
| 298 (XXVI) | Social development |

Subprogramme 3**Economic development and integration***General Assembly resolutions*

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| 64/188 | International trade and development |
| 64/191 | External debt sustainability and development |
| 64/255 | Improving global road safety |

- 65/10 Sustained, inclusive and equitable economic growth for poverty eradication and achievement of the Millennium Development Goals
- 65/145 Follow-up to the International Conference on Financing for Development
- 65/178 Agriculture development and food security

Economic and Social Council resolutions

- 2006/4 Sustained economic growth for social development, including the eradication of poverty and hunger
- 2007/36 United Nations Public-Private Alliance for Rural Development
- 2008/18 Promoting full employment and decent work for all
- 2009/30 A strengthened and more effective intergovernmental inclusive process to carry out the financing for development follow-up
- 2011/38 Follow-up to the International Conference on Financing for Development

Economic and Social Commission for Western Asia resolutions

- 270 (XXIV) Macroeconomic policy for financial stability
- 279 (XXIV) Follow-up to implementation of components of the Integrated Transport System in the Arab Mashreq
- 290 (XXV) Call for regional action to accelerate implementation of the Monterrey Consensus in Western Asia
- 296 (XXVI) Enhancing public sector institutions and resources to attain national development goals

Subprogramme 4

Information and communications technology for regional integration

General Assembly resolutions

- 60/252 World Summit on Information Society
- 64/130 Policies and programmes involving youth
- 64/212 Science and technology for development
- 65/141 Information and communications technologies for development

Economic and Social Council resolutions

- 2007/8 Flow of information for the follow-up to the World Summit on the Information Society
- 2009/8 Science and technology for development

- 2010/5 Establishment of the Economic and Social Commission for Western Asia Technology Centre
- 2011/16 Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society

Economic and Social Commission for Western Asia resolutions

- 273 (XXIV) Follow-up to the development of the Information Society in Western Asia
- 294 (XXVI) Establishment of the ESCWA technology centre

Subprogramme 5
Statistics for evidence-based policymaking

General Assembly resolutions

- 64/137 Intensification of efforts to eliminate all forms of violence against women
- 64/139 Violence against women migrant workers
- 64/217 Women in development
- 65/170 International migration and development
- 65/186 Realizing the Millennium Development Goals for persons with disabilities towards 2015 and beyond
- 66/127 Follow-up to the Second World Assembly on Ageing

Economic and Social Council resolutions

- 2006/6 Strengthening statistical capacity
- 2011/5 The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women
- 2011/27 Further promotion of equalization of opportunities by, for and with persons with disabilities and mainstreaming disability in the development agenda

Economic and Social Commission for Western Asia resolutions

- 276 (XXIV) Strengthening statistical capacities in the ESCWA region
- 283 (XXV) ESCWA member country compliance with international standards for enhancing national statistical systems
- 287 (XXV) Strengthening statistical capacities for evidence-based policymaking

295 (XXVI) Guiding Declaration of the Economic and Social Commission for Western Asia on giving greater attention to Youth Policies: An Opportunity for Development

297 (XXVI) Arab MDG monitor for societal progress

Subprogramme 6
Advancement of women

General Assembly resolutions

64/137 Intensification of efforts to eliminate all forms of violence against women

64/217 Women in development

66/131 Convention on the Elimination of All Forms of Discrimination against Women

66/132 Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

Economic and Social Council resolution

2011/18 Situation of and assistance to Palestinian women

Economic and Social Commission for Western Asia resolutions

278 (XXIV) Increasing the role of women in decision-making with respect to conflict prevention and peace building

293 (XXVI) Upgrading the ESCWA Centre for Women to the level of a division and follow-up to the implementation of the Beijing Platform for Action in the Arab countries after fifteen years: Beijing + 15

Subprogramme 7
Conflict mitigation and development

General Assembly resolutions

66/118 Assistance to the Palestinian people

66/146 The right of the Palestinian people to self-determination

66/225 Permanent sovereignty of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and of the Arab population in the occupied Syrian Golan over their natural resources

Economic and Social Council resolutions

2011/2 Report of the Committee of Experts on Public Administration on its ninth session

- 2011/22 Report of the Committee of Experts on Public Administration on its tenth session
- 2011/41 Economic and social repercussions of the Israeli occupation on the living conditions of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and the Arab population in the occupied Syrian Golan

Security Council resolutions

- 1645 (2005) Post-conflict peacebuilding
- 1947 (2010) Post-conflict peacebuilding

Economic and Social Commission for Western Asia resolutions

- 271 (XXIV) Strengthening the role of ESCWA in addressing the impact of conflict and instability within the context of social and economic development
- 282 (XXV) Mitigating the impact on development of conflict, occupation and instability in ESCWA member countries
- 292 (XXVI) Upgrading the Section for Emerging and Conflict-Related Issues to the level of a division and establishing a governmental committee on emerging issues and development in conflict settings
- 296 (XXVI) Enhancing public sector institutions and resources to attain national development goals

Programme 20

Human rights

Overall orientation

20.1 The overarching objective of the United Nations human rights programme is to promote and protect the effective enjoyment by all of all human rights. Its mandate derives from Articles 1, 13, 55 and 62 of the Charter of the United Nations; the Vienna Declaration and Programme of Action, including its principles and recommendations, adopted by the World Conference on Human Rights and subsequently endorsed by the General Assembly in its resolution 48/121; Assembly resolution 48/141 establishing the post of the United Nations High Commissioner for Human Rights; international human rights instruments adopted by the United Nations; the outcomes of relevant United Nations conferences and summits; and the resolutions and decisions of policymaking bodies, including, in particular, Assembly resolutions 55/2 and 65/1 on the United Nations Millennium Declaration, 57/300 on strengthening of the United Nations: an agenda for further change, 60/1 on the 2005 World Summit Outcome and 60/251 and 65/281 on the Human Rights Council and its review. The Office of the United Nations High Commissioner for Human Rights (OHCHR) will also be guided by international humanitarian law, as applicable.

20.2 The programme is guided by the principles of universality, objectivity, impartiality, indivisibility and non-selectivity in removing obstacles to the full realization of all human rights and in preventing the continuation of human rights violations, including with relevant parties. It undertakes to give practical effect to the will and resolve of the world community, as expressed through the United Nations, including in the Millennium Declaration, the 2005 World Summit Outcome and the 2010 High-level Plenary Meeting of the General Assembly on the Millennium Development Goals, which acknowledged peace and security, development and human rights as interlinked and mutually reinforcing pillars of the United Nations system, providing foundations for collective security and well-being, and recognized that the respect for and promotion and protection of human rights is an integral part of effective work towards achieving the Millennium Development Goals. The United Nations human rights programme has a role in making development equitable, sustainable and responsive to the needs of people and in relation to conflict prevention and resolution.

20.3 The programme falls under the leadership of the High Commissioner for Human Rights, entrusted with the principal responsibility for the human rights activities of the Organization, under the direction and authority of the Secretary-General and within the framework of the overall competence, authority and decisions of the General Assembly and the Human Rights Council. The Office of the United Nations High Commissioner for Human Rights acts as the central supportive structure for the programme.

20.4 Priority will continue to be given to emphasizing the importance of human rights on international and national agendas, combating poverty and countering discrimination on all internationally recognized grounds, including race, sex, language or religion, advancing the rights of children and women, raising awareness of human rights at all levels of education, responding to the needs of the vulnerable for protection and addressing situations of international concern, in particular gross

and systematic violations of human rights, as identified by the Human Rights Council and other relevant United Nations organs.

20.5 The continued engagement of OHCHR with countries in all regions is essential to the realization of the programme in the framework of the enhanced partnerships at the national, regional and international levels. Increased support for human rights implementation will continue to be provided to requesting Member States through mutually agreed bilateral frameworks, outlining, inter alia, assistance to national systems of human rights protection, national capacity-building, technical cooperation, human rights education and learning and other relevant activities. The programme will continue to take gender issues fully into account in the development and application of norms and procedures so that violations against women and girls are clearly identified and addressed.

20.6 Strengthened and consolidated organizational support will be provided to the Human Rights Council and its subsidiary bodies and mechanisms, including the universal periodic review, special procedures, the Human Rights Council Advisory Committee and complaint procedure, as well as other relevant United Nations organs. The United Nations treaty bodies, all serviced by OHCHR, will receive strengthened support and advice.

20.7 The programme strategy will be guided by the lessons learned from the biennium 2012-2013, in particular with regard to measurements of achievement that can be implemented realistically by OHCHR.

Subprogramme 1

Human rights mainstreaming, right to development, and research and analysis

20.8 The responsibility for implementing the subprogramme lies with the Research and Right to Development Division.

A. Human rights mainstreaming

Objective of the Organization: To advance the promotion and protection of all human rights and to further integrate all human rights into areas of work of the United Nations system, in accordance with the guiding principles of this programme

Expected accomplishments of the Secretariat	Indicators of achievement
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(a) Further support for the integration of all human rights into areas of work of the United Nations system, such as economic and social development, humanitarian, peace and security, governance and rule of law programmes and activities	(a) Increased number of United Nations projects and activities that further integrate human rights
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(b) Strengthened capacity of the United Nations system, including United Nations country teams, to further integrate all human rights into their respective programmes and activities and to assist countries, at their request, in building and strengthening national human rights promotion and protection capacities	(b) Increased number of United Nations activities, projects and common country programming documents that further integrate human rights
(c) Wider knowledge within the entire United Nations system, including United Nations country teams, of relevant human rights issues, taking into account disability and gender-mainstreaming issues	(c) Increased percentage of resident and humanitarian coordinators, special representatives of the Secretary-General and United Nations officials at all levels trained and advised by OHCHR

Strategy

20.9 This part of the subprogramme will continue to play a leadership role in pursuing cooperation within the United Nations system for the integration of human rights into its development, environmental, humanitarian, peace and security, governance, democracy and rule of law programmes and activities, consistent with the existing and respective mandates in these areas, in order to contribute to the full and effective implementation of international human rights instruments by States. The strategy will focus on:

(a) Integrating human rights into United Nations programmes and activities in the development, environmental, humanitarian, peace and security, governance, democracy and rule of law areas, contributing to the promotion and protection of all human rights at all levels;

(b) Strengthening the engagement and partnership, at the international level, of OHCHR with the World Bank, the United Nations Development Programme, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and other United Nations agencies, bearing in mind their respective mandates, as well as with civil society, including non-governmental organizations;

(c) Promoting the practical integration of all human rights into development programmes, as well as ensuring consistency and mutual reinforcement between United Nations-supported development activities and country engagement strategies which are jointly agreed upon by the concerned State and OHCHR;

(d) Developing methodologies to facilitate the inclusion of all human rights in United Nations policies, programmes and activities for development, peace and security, the rule of law, governance and humanitarian assistance, and to facilitate, where appropriate, the advancement of the practical applications of rights-based approaches in these policies, programmes and activities;

(e) Contributing to developing the capability of the United Nations system, including the United Nations country teams, through training, advice and methodological tools, to assist requesting States, including those without a United Nations country team presence, in building and enhancing national capacities to promote and protect all human rights and mainstream human rights into national policies.

B. Right to development

Objective of the Organization: To advance the promotion and protection of the effective enjoyment by all of all human rights by contributing to the effective realization of the right to development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Further integration of the promotion and protection of the right to development in global partnerships for development and, as appropriate, in the policies and operational activities of relevant actors at all levels	(a) Increased number of projects and activities aimed at integrating the right to development, including in global partnerships for development
(b) Further promote and protect the realization of the right to development	(b) Increased number of activities and projects in support of the realization of the right to development
(c) Enhanced awareness, knowledge and understanding of the right to development at all levels	(c) Increased number of activities organized and analytical papers and information materials made available by OHCHR within the United Nations and for global development partners, in contribution to increasing knowledge, awareness and understanding of the realization of the right to development

Strategy

20.10 This part of the subprogramme will pursue a multidimensional strategy to support the implementation of the right to development in accordance with the Declaration on the Right to Development, the Vienna Declaration and Programme of Action and other relevant mandates. The strategy will focus on:

(a) Ensuring the realization of the right to development across the human rights programme and by the relevant bodies of the United Nations system through strengthened and effective evaluation and monitoring to that end, and taking into account the need for sustainable development;

(b) Enhancing substantive support to the Human Rights Council and its subsidiary mechanisms related to the right to development, including by fostering support to the Working Group on the Right to Development;

(c) Building stronger partnerships and collaboration with relevant actors, including Member States, multilateral institutions and civil society, including non-governmental organizations and the private sector, so that support given to human rights bodies relevant to the right to development, as well as funds and specialized agencies, will have increased focus on its practical implementation;

(d) Encouraging the promotion and protection of the right to development in global development partnerships, as reflected in Millennium Development Goal 8 (aid, trade and debt reduction), through advocacy, networking, technical advice and the establishment of partnerships and other kinds of cooperation;

(e) Promoting the implementation of the right to development in technical assistance to requesting States and, taking into account a human-rights-based approach, in national development strategies, such as poverty reduction strategy papers, where they exist, national Millennium Development Goals strategies and United Nations development frameworks, through close cooperation with Member States and United Nations agencies, funds and programmes;

(f) Identifying obstacles to the implementation of the right to development at the international, regional and national levels and promoting awareness about the content and importance of the right to development, including through increased engagement, research, advocacy and informational and educational activities;

(g) Promoting cooperation at the international and regional levels in mainstreaming the right to development, including by undertaking activities aimed at effectively strengthening the global partnership for development among Member States, development agencies and international development, financial and trade institutions.

C. Research and analysis

Objective of the Organization: To advance the promotion and protection of the effective enjoyment by all of all human rights by increasing knowledge, awareness and understanding in accordance with the guiding principles of this programme

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened respect for the enjoyment of all human rights and fundamental freedoms by everyone, inter alia, by contributing to combating discrimination and supporting efforts of Member States to that end	(a) Increased number of activities carried out and measures taken to promote and protect the enjoyment by all of all human rights and fundamental freedoms
(b) Strengthened efforts that contribute to the elimination of all forms of racism, racial discrimination, xenophobia and related intolerance, including contemporary forms of racism	(b) Increased number of measures taken to eliminate all forms of racism, racial discrimination, xenophobia and related intolerance, including contemporary forms of racism
(c) Enhanced contribution of OHCHR to the effective achievement of the Millennium Development Goals	(c) Increased number of activities carried out and measures taken in contribution to the effective achievement of the Millennium Development Goals
(d) Enhanced promotion of knowledge, awareness and understanding of legal protection and advocacy for the full implementation of all human rights, including at the country level and through capacity-building and international cooperation	(d) Increased number of activities carried out and measures taken to enhance the promotion of legal protection and advocacy in implementing all human rights

(e) More effective United Nations assistance to Member States and civil society, media and national human rights institutions, where they exist, at their request, in strengthening the rule of law and national democratic institutions for the promotion and protection of all human rights for all	(e) Increased number of activities and measures taken to strengthen the rule of law and democratic institutions for the promotion and protection of all human rights for all
(f) Enhanced methodological expertise to implement human rights activities and to provide advice and assistance to requesting States, the United Nations system and other shareholders	(f) Increased number of methodological and operational guidelines and tools developed for the realization of human rights
(g) Enhanced capacity of OHCHR to provide training and advice to promote human rights compliance with a view to protecting rights holders at the national level	(g) Increased number of advisory and training activities provided by OHCHR and its partners, as appropriate, in relevant substantive areas

Strategy

20.11 This part of the subprogramme will be responsible for enhancing the research and analysis of human rights issues, problems and challenges, and the development and application of expertise on human rights themes and methodologies. It will be responsible for the consolidation, further development and strengthening of substantive human rights expertise to support effective engagement with countries and global and national-level partnerships, and to lead efforts within the United Nations system to meet current human rights challenges. Strengthened expertise will be used to support States' efforts in overcoming human rights implementation gaps and will provide the basis for OHCHR to work on technical cooperation, advocacy, training, policy development, analysis, protection and advice to partners at all levels. The strategy will focus on:

(a) Advocacy for the indivisibility, interdependence and interrelatedness of all human rights by enhancing substantive and methodological expertise; the promotion and protection of all human rights; the development and consolidation of partnerships for strengthening national capacity in the areas of the rule of law, democracy and good governance at all levels; human-rights-based approaches to development, counter-terrorism and anti-trafficking measures as well as to the implementation of the Millennium Development Goals and poverty reduction strategies; the protection of human rights in the context of the fight against terrorism; the protection of human rights in the context of business activities; contributing to the elimination of all forms of discrimination, racism, including its contemporary forms, racial discrimination, xenophobia and related intolerance; and strengthening respect for the enjoyment of all human rights and fundamental freedoms by everyone, inter alia, by combating discrimination;

(b) Advancing knowledge, awareness, understanding and the implementation of all human rights, including through research, policy-oriented analysis, support to standard-setting capacity-building, advocacy, best practices and the development of methodologies in the areas of human rights protection, institution-building and education, development and delivery of human rights training activities, including

within the framework of the World Programme for Human Rights Education, provision of specialized human rights reference services and improved knowledge management;

(c) Wider inclusion in advisory services and training provided to requesting States of measures to be taken to combat all forms of racism, racial discrimination, xenophobia and related intolerance, including through the effective implementation of all relevant international instruments and standards, and enhancement of research and analysis in this area;

(d) Follow-up to the Durban Declaration and Programme of Action, the Outcome Document of the Durban Review Conference and the political declaration of the High-level Meeting of the General Assembly to commemorate the tenth anniversary of the adoption of the Durban Declaration and Programme of Action.

Subprogramme 2

Supporting human rights treaty bodies

Objective of the Organization: To advance the promotion and protection of the effective enjoyment by all of all human rights by providing substantive support and advice to the human rights treaty bodies, ensuring that the guiding principles of the programme are adhered to and increasing the knowledge and awareness of the international human rights treaties and the work of all treaty bodies among national and international actors

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Fully support treaty bodies' work	<p>(a) (i) Increased percentage of documents submitted on time and in compliance with relevant rules and regulations for the issuance of documentation for consideration by treaty bodies</p> <p>(ii) Number of measures taken to strengthen support for treaty bodies and to assist States parties upon agreement to implement treaty body recommendations and concluding observations, to consider their views on individual communications, as well as to promote their follow-up</p>
(b) Support treaty bodies in their efforts to improve and enhance their working methods	(b) Increased number of States parties' reports considered by treaty bodies based on improved working methods
(c) Support States parties, upon request, in the preparation and timely submission of their national reports to the treaty bodies	(c) Number of activities to support States parties, upon request, during the preparation and submission of their reports to the treaty bodies
(d) Enhanced awareness, knowledge and understanding of treaty body outputs	(d) Increased percentage of uses of treaty body outputs

(e) Enhanced cooperation with relevant stakeholders at all levels with respect to the work of treaty bodies in accordance with their working methods and mandates

(e) Increased number of activities carried out and measures taken in cooperation with relevant stakeholders at all levels in accordance with their working methods and mandates

Strategy

20.12 The subprogramme is under the responsibility of the Human Rights Treaties Division. The strategy will include:

(a) Assisting the Committee on the Elimination of Racial Discrimination; the Committee on Economic, Social and Cultural Rights; the Human Rights Committee; the Committee on the Elimination of Discrimination against Women; the Committee against Torture; the Committee on the Rights of the Child; the Committee on the Protection of the Rights of All Migrant Workers and Members of Their Families; the Subcommittee on Prevention of Torture; the Committee on the Rights of Persons with Disabilities; and the Committee on Enforced Disappearances in their efforts to make their work more effective;

(b) Fully supporting treaty bodies in their efforts to improve their working methods, including by making their deliberations and decision-making more effective, in order to enhance their efficient and effective functioning;

(c) Drawing on all available in-house resources and expertise to provide support, including analytical capacity, for the review of State reports on the conduct of country visits by human rights treaty bodies, where provided for in the treaty or upon the request of States, and for the processing of individual complaints, in accordance with the guiding principles of this programme;

(d) Enhancing and coordinating in-house efforts more effectively and expanding partnerships with United Nations agencies, non-governmental organizations, national human rights institutions, where they exist, and the media to promote awareness and knowledge, including through new and effective methods of dissemination, such as better use of information and communications technologies, of all international human rights treaties and the work of all treaty bodies;

(e) Promoting the ratification of human rights treaties.

Subprogramme 3

Advisory services, technical cooperation and field activities

Objective of the Organization: To advance the promotion and protection of the effective enjoyment by all of all human rights through enhanced capacity-building, including through assistance to requesting States, in accordance with the guiding principles of this programme

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of the United Nations to assist any country, at its request, in its efforts to translate its international human rights obligations into effective laws, regulations and policies	(a) Increased number of legislative and policy changes in accordance with relevant human rights standards and instruments as a result of OHCHR assistance to requesting countries
(b) Enhanced institutional capacity at the national level through engagement with requesting States to meet the challenges to the full realization of all human rights	(b) Increased number of institutions established or strengthened in the field of human rights at the national level through assistance and training provided by OHCHR
(c) Increased outreach in the provision of mutually agreed assistance, including to remote areas in countries in all regions, through advisory services and technical cooperation, to promote and protect all human rights	(c) Increased mutually agreed assistance, including to remote areas in countries in all regions, through advisory services and technical cooperation
(d) Enhanced support of OHCHR to human rights education and awareness-raising, including at the national level, at the request of States	(d) Increased number of institutionalized human rights training and education programmes for all relevant actors introduced at the regional, subregional and national levels, with the support of the United Nations human rights programme
(e) Enhanced capacity of United Nations country teams, peacekeeping operations and peacebuilding activities to assist requesting countries in their efforts to develop national human rights protection systems	(e) Increased number of activities implemented by United Nations country teams and human rights components of United Nations peacekeeping operations and peacebuilding activities in support of national human rights protection systems, in cooperation with requesting countries
(f) Enhanced role of OHCHR in contributing to the prevention of the continuation of human rights violations in accordance with the mandate of the High Commissioner for Human Rights	(f) Increased number of activities undertaken by OHCHR contributing to resolving identified situations of large-scale human rights violations at short notice
(g) Timely and effective assistance to requesting States in the implementation of the recommendations they have agreed to in the universal periodic review process, including through the provision of assistance from the Voluntary Fund for Financial and Technical Assistance for the implementation of the universal periodic review	(g) Increased number of assistance programmes and activities provided to requesting States in the implementation of universal periodic review recommendations

Strategy

20.13 The subprogramme is under the responsibility of the Field Operations and Technical Cooperation Division. The strategy will include:

(a) Providing States and stakeholders at the national level with human rights legal advice, education and training through mutually agreed technical cooperation programmes aimed at strengthening the administration of justice and developing effective national human rights institutions, human rights education programmes and comprehensive national plans of action;

(b) Strengthening cooperation within the United Nations system at the regional and subregional levels for the protection and promotion of human rights, including interaction between OHCHR programmes in the field and relevant United Nations human rights mechanisms;

(c) Strengthening United Nations efforts for peace, security and development by enhancing the capacity of United Nations country teams, peacekeeping operations and peacebuilding activities, and other United Nations field presences, to assist countries, at their request, in the development of national human rights protection systems guided, inter alia, by the recommendations of human rights treaty bodies, the Human Rights Council and its subsidiary bodies and mechanisms. This will be achieved through joint activities with the United Nations offices or missions, where they exist, the deployment of human rights officers and the provision of expert advice from Headquarters and regional and country offices, in accordance with the guiding principles of this programme;

(d) Rapidly deploying human rights observers and fact-finding missions in crisis situations, at the specific request of an affected country or as mandated by the Human Rights Council and other United Nations policymaking bodies;

(e) Assisting the Human Rights Council and its mechanisms, in particular the universal periodic review and special procedures, as well as other United Nations policymaking bodies and treaty bodies, in preparing for and following up on their dialogue with countries in the implementation of their mandates, and ensuring the efficient and effective functioning of the thematic and country-specific special procedures of the Human Rights Council by following human rights developments.

Subprogramme 4

Supporting the Human Rights Council, its subsidiary bodies and mechanisms

Objective of the Organization: To advance the promotion and protection of the effective enjoyment by all of all human rights by providing strengthened support and advice, while ensuring that the guiding principles of the programme are adhered to, to the Human Rights Council and its subsidiary bodies and mechanisms, including the Advisory Committee, the special procedures, the universal periodic review and the complaint procedure

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Prompt and effective provision of strengthened support and advice to the Human Rights Council and its subsidiary bodies and mechanisms	(a) (i) Increased percentage of documents submitted on time for consideration by the Human Rights Council in compliance with the relevant rules and regulations on the issuance of documentation (ii) Increased percentage of Member States providing feedback as a result of the support provided by the Secretariat
(b) Full support to the universal periodic review mechanism, including timely and effective assistance, as appropriate, to States within the universal periodic review framework	(b) Number of activities for the effective preparation to the universal periodic review
(c) Enhanced support to improve the impact of the work of special procedures through the analysis of gaps in the implementation of international human rights instruments, the promotion of observance of international human rights standards and the provision of timely advice for addressing gross and systematic violations of human rights	(c) (i) Increased number of plans and activities supported by OHCHR in follow-up to reports and recommendations made by the thematic mandate holders (ii) Increased number of responses and feedback from States
(d) Enhanced support to the complaint procedure established to address consistent patterns of gross and reliably attested violations of all human rights and all fundamental freedoms occurring in any part of the world and under any circumstances	(d) (i) Increased percentage of documents submitted on time for consideration (ii) Increased percentage of communications considered by the implementing bodies as a result of timely and effective support by the Secretariat
(e) Enhanced cooperation at all levels with stakeholders who can benefit from and/or contribute to the work of the Human Rights Council and its subsidiary bodies and mechanisms	(e) Increased number of joint activities, including with Governments, civil society organizations, United Nations agencies and programmes and the United Nations human rights machinery, including treaty bodies and policymaking bodies cooperating in the implementation of special procedures' findings and universal periodic review outcomes, in accordance with their respective mandates

Strategy

20.14 The Human Rights Council and the Special Procedures Division of OHCHR are responsible for implementing the subprogramme. The strategy will include:

(a) Providing adequate strengthened technical and expert support, while ensuring that the guiding principles of this programme are adhered to, to the Human Rights Council and its subsidiary bodies and mechanisms, including the universal periodic review, the special procedures, the Advisory Committee and the complaint procedure;

(b) Enhancing the effective functioning of the Human Rights Council and its subsidiary bodies and mechanisms, including in their efforts to make their deliberations and decision-making processes more effective;

(c) Strengthening partnerships, including with Governments, civil society organizations, United Nations agencies and programmes and the United Nations human rights machinery, including treaty bodies and cooperating policymaking bodies, in order to support, as appropriate, in accordance with the guiding principles of this programme, follow-up to special procedures, findings and recommendations, and universal periodic review outcomes;

(d) Strengthening internal research and analytical information and education capability in support of the thematic special procedures and the universal periodic review mechanism, with a view to contributing to the enhancement of their effectiveness;

(e) Supporting and providing thematic expertise to fact-finding missions and special procedures mandate holders' country visits, including through enhanced cooperation with OHCHR;

(f) Disseminating knowledge of the conclusions, recommendations and other outcomes of the universal periodic review as well as the findings and methodology of the thematic special procedures, and improving coordination, where appropriate, among mandate holders, as well as between them and other mechanisms of the human rights machinery, in accordance with their respective mandates;

(g) Reinforcing dialogue and cooperation among the thematic special procedures, the universal periodic review mechanism and partners, including Member States, United Nations country teams, national human rights institutions, civil society organizations and the victims themselves;

(h) Strengthening the capacity and role of the OHCHR Documents Processing Unit, acting in close cooperation with the United Nations Office at Geneva, with a view to the more effective coordination and streamlining of OHCHR documentation.

Legislative mandates

General Assembly resolutions

47/135	Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
48/121	World Conference on Human Rights
48/141	High Commissioner for the promotion and protection of all human rights
55/2	United Nations Millennium Declaration
56/266	Comprehensive implementation of and follow-up to the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance
57/300	Strengthening of the United Nations: an agenda for further change
58/269	Strengthening of the United Nations: an agenda for further change
60/1	2005 World Summit Outcome
60/251	Human Rights Council
61/159	Composition of the staff of the Office of the United Nations High Commissioner for Human Rights
61/166	Promotion of equitable and mutually respectful dialogue on human rights
61/295	United Nations Declaration on the Rights of Indigenous Peoples
62/134	Eliminating rape and other forms of sexual violence in all their manifestations, including in conflict and related situations
63/117	Optional Protocol to the International Covenant on Economic, Social and Cultural Rights (subprogrammes 1 and 2)
65/1	Keeping the promise: united to achieve the Millennium Development Goals
65/187	Intensification of efforts to eliminate all forms of violence against women (subprogrammes 1 and 4)
65/190	Trafficking in women and girls (subprogrammes 1 and 4)
65/198	Indigenous issues (subprogrammes 1 and 4)
65/200	International Convention on the Elimination of All Forms of Racial Discrimination (subprogrammes 1, 2 and 4)
65/213	Human rights in the administration of justice (subprogrammes 1 and 4)
65/214	Human rights and extreme poverty (subprogrammes 1 and 4)

65/281	Review of the Human Rights Council
65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding (subprogrammes 1 and 4)
66/3	United against racism, racial discrimination, xenophobia and related intolerance (subprogrammes 1 and 4)
66/127	Follow-up to the Second World Assembly on Ageing
66/132	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly (subprogrammes 1, 2 and 4)
66/140	The girl child (subprogrammes 1 and 4)
66/141	Rights of the child (subprogrammes 2 and 4)
66/142	Rights of indigenous peoples (subprogrammes 1 and 4)
66/143	Inadmissibility of certain practices that contribute to fuelling contemporary forms of racism, racial discrimination, xenophobia and related intolerance (subprogrammes 1 and 4)
66/144	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action (subprogrammes 1 and 4)
66/150	Torture and other cruel, inhuman or degrading treatment or punishment (subprogrammes 2 and 4)
66/152	Enhancement of international cooperation in the field of human rights (subprogrammes 1 and 3)
66/156	Human rights and unilateral coercive measures (subprogrammes 1 and 4)
66/157	Strengthening United Nations action in the field of human rights through the promotion of international cooperation and the importance of non-selectivity, impartiality and objectivity (subprogrammes 1 and 4)
66/158	The right to food (subprogrammes 1 and 4)
66/159	Promotion of a democratic and equitable international order (subprogrammes 1 and 4)
66/160	International Convention for the Protection of All Persons from Enforced Disappearance (subprogrammes 2 and 4)

- 66/166 Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities (subprogrammes 1 and 4)
- 66/171 Protection of human rights and fundamental freedoms while countering terrorism (subprogrammes 1 and 4)
- 66/172 Protection of migrants (subprogrammes 1, 2 and 4)
- 67/1 Declaration of the High-level Meeting of the General Assembly on the Rule of Law at the National and International Levels (subprogrammes 1 and 4)

Human Rights Council resolutions and decisions

- 2/102 Reports and studies of mechanisms and mandates
- 4/1 Question of the realization in all countries of economic, social and cultural rights (subprogrammes 1 and 4)
- 4/6 Strengthening of the Office of the United Nations High Commissioner for Human Rights
- 4/7 Rectification of the legal status of the Committee on Economic, Social and Cultural Rights (subprogrammes 1 and 2)
- 5/1 Institution-building of the United Nations Human Rights Council
- 5/2 Code of Conduct for Special Procedures Mandate-holders of the Human Rights Council (subprogrammes 1, 3 and 4)
- 6/9 Development of public information activities in the field of human rights, including the World Public Information Campaign on Human Rights
- 6/36 Expert mechanism on the rights of indigenous peoples (subprogrammes 1 and 4)
- 8/4 The right to education
- 10/5 Composition of staff of the Office of the United Nations High Commissioner for Human Rights
- 12/10 Follow-up to the seventh special session of the Human Rights Council on the negative impact of the worsening of the world food crisis on the realization of the right to food for all (subprogrammes 1 and 4)
- 12/18 The adverse effects of the movement and dumping of toxic and dangerous products and wastes on the enjoyment of human rights (subprogrammes 1 and 4)
- 12/24 Access to medicine in the context of the right of everyone to the enjoyment of the highest attainable standard of physical and mental health (subprogrammes 1 and 4)

- 12/28 Follow-up to the tenth special session of the Human Rights Council on the impact of the global economic and financial crises on the universal realization and effective enjoyment of human rights (subprogrammes 1 and 4)
- 12/119 The effect of foreign debt and other related international financial obligations of States on the full enjoyment of all human rights, particularly economic, social and cultural rights (subprogrammes 1 and 4)
- 13/4 The right to food (subprogrammes 1 and 4)
- 15/8 Adequate housing as a component of the right to an adequate standard of living (subprogrammes 1 and 4)
- 16/1 United Nations Declaration on Human Rights Education and Training (subprogrammes 1 and 4)
- 16/15 The role of international cooperation in support of national efforts for the realization of the rights of persons with disabilities (subprogrammes 1 and 4)
- 16/21 Review of the work and functioning of the Human Rights Council
- 17/3 The right to education: follow-up to Human Rights Council resolution 8/4 (subprogrammes 1 and 4)
- 17/14 Right of everyone to the enjoyment of the highest attainable standard of physical and mental health in the context of development and access to medicines (subprogrammes 1 and 4)
- 17/119 Follow-up to Human Rights Council resolution 16/21 with regard to the universal periodic review
- 19/4 Adequate housing as a component of the right to an adequate standard of living in the context of disaster settings (subprogrammes 1 and 4)
- 19/5 Question of the realization in all countries of economic, social and cultural rights (subprogrammes 1, 2 and 4)
- 19/7 The right to food (subprogrammes 1 and 4)
- 19/19 Protection of human rights and fundamental freedoms while countering terrorism (subprogrammes 1 and 4)
- 19/20 The role of good governance in the promotion and protection of human rights (subprogrammes 1 and 4)
- 19/23 Forum on Minority Issues (subprogrammes 1 and 4)
- 19/24 The Social Forum (subprogrammes 1 and 4)
- 19/35 The promotion and protection of human rights in the context of peaceful protests (subprogrammes 1 and 4)

19/37	Rights of the child (subprogrammes 1, 2 and 4)
19/38	The negative impact of the non-repatriation of funds of illicit origin to the countries of origin on the enjoyment of human rights, and the importance of improving international cooperation (subprogrammes 1 and 4)
19/119	Task force on secretariat services, accessibility for persons with disabilities and use of information technology (subprogrammes 1 and 4)
20/1	Trafficking in persons, especially women and children: access to effective remedies for trafficked persons and their right to an effective remedy for human rights violations (subprogrammes 1 and 4)
20/3	Human rights of migrants (subprogrammes 1 and 4)
20/4	The right to a nationality: women and children (subprogrammes 1, 2 and 4)
20/7	The right to education: follow-up to Human Rights Council resolution 8/4 (subprogrammes 1 and 4)
20/10	The effects of foreign debt and other related international financial obligations of States on the full enjoyment of all human rights, particularly economic, social and cultural rights (subprogrammes 1 and 4)
20/11	Promotion of the enjoyment of the cultural rights of everyone and respect for cultural diversity (subprogrammes 1 and 4)
21/2	The human right to safe drinking water and sanitation (subprogrammes 1 and 4)
21/7	Right to the truth (subprogrammes 1 and 4)
21/11	Guiding principles on extreme poverty and human rights (subprogrammes 1 and 4)
21/12	Safety of journalists (subprogrammes 1 and 4)
21/15	Human rights and transitional justice (subprogrammes 1 and 4)
21/18	Human rights and issues related to terrorist hostage-taking (subprogrammes 1 and 4)
21/24	Human rights and indigenous peoples (subprogrammes 1 and 4)
21/32	The right to development (subprogrammes 1 and 4)
S-7/1	The negative impact of the worsening of the world food crisis on the realization of the right to food for all (subprogrammes 1 and 4)

- S-10/1 The impact of the global economic and financial crises on the universal realization and effective enjoyment of human rights (subprogrammes 1 and 4)
- S-12/1 The human rights situation in the Occupied Palestinian Territory, including East Jerusalem (subprogrammes 3 and 4)
- S-15/1 Situation of human rights in the Libyan Arab Jamahiriya (subprogrammes 3 and 4)
- S-16/1 The current human rights situation in the Syrian Arab Republic in the context of recent events (subprogrammes 3 and 4)
- S-17/1 Situation of human rights in the Syrian Arab Republic (subprogrammes 3 and 4)
- S-18/1 The human rights situation in the Syrian Arab Republic (subprogrammes 3 and 4)
- S-19/1 The deteriorating situation of human rights in the Syrian Arab Republic, and the recent killings in El-Houleh (subprogrammes 3 and 4)

Subprogramme 1**Human rights mainstreaming, right to development, and research and analysis***General Assembly resolutions*

- 41/128 Declaration on the Right to Development
- 46/122 United Nations Voluntary Trust Fund on Contemporary Forms of Slavery
- 59/113 A and B World Programme for Human Rights Education
- 59/174 Second International Decade of the World's Indigenous People
- 60/142 Programme of Action for the Second International Decade of the World's Indigenous People
- 60/147 Basic Principles and Guidelines on the Right to a Remedy and Reparation for Victims of Gross Violations of International Human Rights Law and Serious Violations of International Humanitarian Law
- 62/163 Promotion of peace as a vital requirement for the full enjoyment of all human rights by all
- 64/12 Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies
- 64/178 Improving the coordination of efforts against trafficking in persons
- 64/290 The right to education in emergency situations

64/292	The human right to water and sanitation
65/186	Realizing the Millennium Development Goals for persons with disabilities towards 2015 and beyond
65/210	Missing persons
65/224	Combating defamation of religions
65/277	Political Declaration on HIV and AIDS: Intensifying our Efforts to Eliminate HIV and AIDS
66/3	United against racism, racial discrimination, xenophobia and related intolerance
66/102	The rule of law at the national and international levels
66/124	High-level Meeting of the General Assembly on the realization of the Millennium Development Goals and other internationally agreed development goals for persons with disabilities
66/125	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
66/137	United Nations Declaration on Human Rights Education and Training
66/145	Universal realization of the right of peoples to self-determination
66/149	World Down Syndrome Day
66/154	Human rights and cultural diversity
66/155	The right to development
66/161	Globalization and its impact on the full enjoyment of all human rights
66/167	Combating intolerance, negative stereotyping, stigmatization, discrimination, incitement to violence and violence against persons, based on religion and belief
66/173	Follow-up to the International Year of Human Rights Learning
66/198	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
66/213	Fourth United Nations Conference on the Least Developed Countries

- 66/214 Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
- 66/288 The future we want
- 66/296 Organization of the high-level plenary meeting of the sixty-ninth session of the General Assembly, to be known as the World Conference on Indigenous Peoples

Economic and Social Council resolutions and decisions

- 1997/30 Administration of juvenile justice
- 2005/30 Basic Principles and Guidelines on the Right to a Remedy and Reparation for Victims of Gross Violations of International Human Rights Law and Serious Violations of International Humanitarian Law
- 2006/4 Sustained economic growth for social development, including the eradication of poverty and hunger
- 2007/33 Mainstreaming a gender perspective into all policies and programmes in the United Nations system
- 2008/33 Strengthening coordination of the United Nations and other efforts in fighting trafficking in persons
- 2011/27 Further promotion of equalization of opportunities by, for and with persons with disabilities and mainstreaming disability in the development agenda

Human Rights Council resolutions and decisions

- 3/103 Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive follow-up to the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance and the Effective Implementation of the Durban Declaration and Programme of Action
- 4/5 Globalization and its impact on the full enjoyment of all human rights
- 6/1 Protection of cultural rights and property in situations of armed conflict
- 6/6 Promotion of the enjoyment of the cultural rights of everyone and respect for different cultural identities
- 6/11 Protection of cultural heritage as an important component of the promotion and protection of cultural rights

6/30	Integrating the human rights of women throughout the United Nations system
7/5	Mandate of the independent expert on human rights and international solidarity
8/2	Optional Protocol to the International Covenant on Economic, Social and Cultural Rights
8/5	Promotion of a democratic and equitable international order
8/11	Human rights and extreme poverty
9/9	Protection of the human rights of civilians in armed conflicts
10/13	Human rights and arbitrary deprivation of nationality
11/4	Promotion of the right of peoples to peace
11/12	Intergovernmental Working Group on the Effective Implementation of the Durban Declaration and Programme of Action
12/6	Human rights of migrants: migration and human rights of the child
12/7	Elimination of discrimination against persons affected by leprosy and their family members
12/17	Elimination of discrimination against women
13/10	Adequate housing as a component of the right to an adequate standard of living, in the context of mega-events
14/2	Trafficking in persons, especially women and children: regional and subregional cooperation in promoting a human rights-based approach to combating trafficking in persons
14/12	Accelerating efforts to eliminate all forms of violence against women: ensuring due diligence in prevention
14/13	Question of the realization in all countries of economic, social and cultural rights: follow-up to Human Rights Council resolution 4/1
15/4	The right to education: follow-up to Human Rights Council resolution 8/4
15/5	Forensic genetics and human rights
15/11	World Programme for Human Rights Education: adoption of the plan of action for the second phase
15/26	Open-ended intergovernmental working group to consider the possibility of elaborating an international regulatory framework on the regulation, monitoring and oversight of the activities of private military and security companies
16/11	Human rights and the environment

16/18	Combating intolerance, negative stereotyping and stigmatization of, and discrimination, incitement to violence and violence against, persons based on religion or belief
16/28	The protection of human rights in the context of human immunodeficiency virus (HIV) and acquired immunodeficiency syndrome (AIDS)
17/4	Human rights and transnational corporations and other business enterprises
17/23	The negative impact of the non-repatriation of funds of illicit origin to the countries of origin on the enjoyment of human rights
18/2	Preventable maternal mortality and morbidity and human rights
18/12	Human rights in the administration of justice, in particular juvenile justice
18/15	The incompatibility between democracy and racism
18/22	Human rights and climate change
18/28	Mandate of the Working Group of Experts on People of African Descent
19/11	Rights of persons with disabilities: participation in political and public life
19/20	The role of good governance in the promotion and protection of human rights
19/32	Human rights and unilateral coercive measures
19/36	Human rights, democracy and the rule of law
20/2	Conscientious objection to military service
21/3	Promoting human rights and fundamental freedoms through a better understanding of traditional values of humankind: best practices
21/5	Contribution of the United Nations system as a whole to the advancement of the business and human rights agenda and the dissemination and implementation of the Guiding Principles on Business and Human Rights
21/10	Human rights and international solidarity
21/13	Panel on the negative impact of corruption on the enjoyment of human rights
21/14	World Programme for Human Rights Education
21/19	Promotion of the human rights of peasants and other people working in rural areas

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| 21/23 | Human rights of older persons |
| 21/30 | Elaboration of complementary standards to the International Convention on the Elimination of All Forms of Racial Discrimination |
| 21/33 | From rhetoric to reality: a global call for concrete action against racism, racial discrimination, xenophobia and related intolerance |

Subprogramme 2

Supporting human rights treaty bodies

General Assembly resolutions

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| 2106 A (XX) | International Convention on the Elimination of All Forms of Racial Discrimination |
| 2200 (XXI) | International Covenant on Economic, Social and Cultural Rights, International Covenant on Civil and Political Rights and Optional Protocol to the International Covenant on Civil and Political Rights |
| 34/180 | Convention on the Elimination of All Forms of Discrimination against Women |
| 39/46 | Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment |
| 44/25 | Convention on the Rights of the Child |
| 45/158 | International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families |
| 54/4 | Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women |
| 54/263 | Optional Protocols to the Convention on the Rights of the Child on the involvement of children in armed conflict and on the sale of children, child prostitution and child pornography |
| 57/199 | Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment |
| 61/106 | Convention on the Rights of Persons with Disabilities, and its Optional Protocol |
| 61/177 | International Convention for the Protection of All Persons from Enforced Disappearance |
| 65/200 | International Convention on the Elimination of All Forms of Racial Discrimination |
| 65/204 | Committee against Torture |
| 66/131 | Convention on the Elimination of All Forms of Discrimination against Women |

- 66/138 Optional Protocol to the Convention on the Rights of the Child on a communications procedure
- 66/148 International Covenants on Human Rights
- 66/150 Torture and other cruel, inhuman or degrading treatment or punishment
- 66/153 Promotion of equitable geographical distribution in the membership of the human rights treaty bodies
- 66/160 International Convention for the Protection of All Persons from Enforced Disappearance
- 66/229 Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto

Human Rights Council resolution

- 9/8 Effective implementation of international human rights instruments

Subprogramme 3

Advisory services, technical cooperation and field activities

General Assembly resolutions

- 60/153 Establishment of a United Nations human rights training and documentation centre for South-West Asia and the Arab region
- 61/296 Cooperation between the United Nations and the African Union
- 63/170 Regional arrangements for the promotion and protection of human rights
- 66/13 The situation in Afghanistan
- 66/76 Work of the Special Committee to Investigate Israeli Practices Affecting the Human Rights of the Palestinian People and Other Arabs of the Occupied Territories
- 66/77 Applicability of the Geneva Convention relative to the Protection of Civilian Persons in Time of War, of 12 August 1949, to the Occupied Palestinian Territory, including East Jerusalem, and the other occupied Arab territories
- 66/78 Israeli settlements in the Occupied Palestinian Territory, including East Jerusalem, and the occupied Syrian Golan
- 66/79 Israeli practices affecting the human rights of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem
- 66/80 The occupied Syrian Golan

66/162	Subregional Centre for Human Rights and Democracy in Central Africa
66/169	National institutions for the promotion and protection of human rights
66/174	Situation of human rights in the Democratic People's Republic of Korea
66/175	Situation of human rights in the Islamic Republic of Iran
66/176	Situation of human rights in the Syrian Arab Republic
66/230	Situation of human rights in Myanmar

Human Rights Council resolutions and decisions

2/113	Cooperation with the Office of the United Nations High Commissioner for Human Rights: Afghanistan
14/5	The role of prevention in the promotion and protection of human rights
14/8	Regional cooperation for the promotion and protection of human rights in the Asia-Pacific region
16/19	Cooperation between Tunisia and the Office of the United Nations High Commissioner for Human Rights
16/30	Right of the Palestinian people to self-determination
17/9	National institutions for the promotion and protection of human rights
17/10	Follow-up to the report of the independent international fact-finding mission on the incident of the humanitarian flotilla
17/17	Situation of human rights in the Libyan Arab Jamahiriya
17/20	Technical assistance and cooperation on human rights for Kyrgyzstan
17/21	Assistance to Côte d'Ivoire in the field of human rights
17/24	Situation of human rights in Belarus
18/14	Regional arrangements for the promotion and protection of human rights
18/17	Technical assistance and capacity-building for South Sudan in the field of human rights
18/24	Advisory services and technical assistance for Burundi
18/25	Advisory services and technical assistance for Cambodia

18/117	Reporting by the Secretary-General on the question of the death penalty
19/12	Situation of human rights in the Islamic Republic of Iran
19/13	Situation of human rights in the Democratic People's Republic of Korea
19/14	Human rights in the occupied Syrian Golan
19/16	Human rights situation in the Occupied Palestinian Territory, including East Jerusalem
19/17	Israeli settlements in the Occupied Palestinian Territory, including East Jerusalem, and in the occupied Syrian Golan
19/18	Follow-up to the report of the United Nations Fact-Finding Mission on the Gaza Conflict
19/21	Situation of human rights in Myanmar
19/27	The human rights situation in the Democratic Republic of the Congo and the strengthening of technical cooperation and advisory services
19/30	Strengthening of technical cooperation and consultative services in Guinea
20/13	Situation of human rights in Belarus
20/17	Situation of human rights in Mali
20/19	Technical assistance to Côte d'Ivoire in the field of human rights
21/1	Human rights situation in Eritrea
21/21	Enhancement of technical cooperation and capacity-building in the field of human rights
21/22	Technical assistance and capacity-building for Yemen in the field of human rights
21/25	Monitoring of the human rights situation in Mali
21/26	Human rights situation in the Syrian Arab Republic
21/27	Technical assistance for the Sudan in the field of human rights
21/28	Technical assistance and capacity-building for South Sudan in the field of human rights
21/31	Assistance to Somalia in the field of human rights

Subprogramme 4**Supporting the Human Rights Council, its subsidiary bodies and mechanisms***General Assembly resolutions*

- 64/178 Improving the coordination of efforts against trafficking in persons
- 65/206 Moratorium on the use of the death penalty
- 65/208 Extrajudicial, summary or arbitrary executions
- 66/128 Violence against women migrant workers
- 66/130 Women and political participation
- 66/147 Use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self-determination
- 66/164 Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms
- 66/165 Protection of and assistance to internally displaced persons
- 66/168 Elimination of all forms of intolerance and of discrimination based on religion or belief

Human Rights Council resolutions and decisions

- 6/17 Establishment of funds for the universal periodic review mechanism of the Human Rights Council
- 6/102 Follow-up to Human Rights Council resolution 5/1
- 10/23 Independent expert in the field of cultural rights
- 11/11 System of special procedures
- 12/2 Cooperation with the United Nations, its representatives and mechanisms in the field of human rights
- 14/6 Mandate of the Special Rapporteur on the human rights of internally displaced persons
- 14/11 Freedom of religion or belief: mandate of the Special Rapporteur on freedom of religion or belief
- 15/2 Special Rapporteur on contemporary forms of slavery
- 15/12 The use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self-determination
- 15/14 Human rights and indigenous peoples: mandate of the Special Rapporteur on the rights of indigenous peoples

15/15	Protection of human rights and fundamental freedoms while countering terrorism: mandate of the Special Rapporteur on the promotion and protection of human rights and fundamental freedoms while countering terrorism
15/18	Arbitrary detention
15/21	The rights to freedom of peaceful assembly and of association
15/22	Right of everyone to the enjoyment of the highest attainable standard of physical and mental health
15/23	Elimination of discrimination against women
16/2	The human right to safe drinking water and sanitation
16/4	Freedom of opinion and expression: mandate of the Special Rapporteur on the promotion and protection of the right to freedom of opinion and expression
16/5	Mandate of the Special Rapporteur on the situation of human rights defenders
16/6	Mandate of the Independent Expert on minority issues
16/7	Mandate of the Special Rapporteur on violence against women, its causes and consequences
16/12	Rights of the child: a holistic approach to the protection and promotion of the rights of children working and/or living on the street
16/14	Mandate of the Independent Expert on the effects of foreign debt and other related international financial obligations of States on the full enjoyment of all human rights, particularly economic, social and cultural rights
16/16	Enforced or involuntary disappearances
16/23	Torture and other cruel, inhuman or degrading treatment or punishment: mandate of the Special Rapporteur
16/33	Mandate of the Special Rapporteur on contemporary forms of racism, racial discrimination, xenophobia and related intolerance
17/1	Mandate of the Special Rapporteur on trafficking in persons, especially women and children
17/2	Mandate of the Special Rapporteur on the independence of judges and lawyers
17/5	Mandate of the Special Rapporteur on extrajudicial, summary or arbitrary executions
17/12	Human rights of migrants: mandate of the Special Rapporteur on the human rights of migrants

17/13	Extreme poverty and human rights
18/6	Promotion of a democratic and equitable international order
18/7	Special Rapporteur on the promotion of truth, justice, reparations and guarantees of non-recurrence
18/11	Mandate of the Special Rapporteur on the human rights obligations related to environmentally sound management and disposal of hazardous substances and wastes
18/118	Cooperation with the United Nations, its representatives and mechanisms in the field of human rights
19/6	Special Rapporteur in the field of cultural rights
19/10	Human rights and the environment
19/26	Terms of reference for the Voluntary Technical Assistance Trust Fund to Support the Participation of Least Developed Countries and Small Island Developing States in the Work of the Human Rights Council
19/31	Integrity of the judicial system
19/33	Enhancement of international cooperation in the field of human rights
20/8	The promotion, protection and enjoyment of human rights on the Internet
20/15	Promotion of the right to peace
20/16	Arbitrary detention
21/8	Use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self-determination
21/16	The rights to freedom of peaceful assembly and of association

President's statements agreed upon by the Human Rights Council

PRST/1/1	Entry into force of the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
PRST/6/1	Situation of human rights in Haiti
PRST/6/2	The twentieth anniversary of the entry into force of the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
PRST/8/1	Modalities and practices for the universal periodic review process
PRST/9/1	Situation of human rights in Haiti

PRST/9/2	Follow-up to President's statement 8/1
PRST/15/1	Technical assistance and capacity-building in Haiti
PRST/15/2	President's statement
PRST/18/1	Technical assistance and capacity-building for Haiti
PRST/18/2	Statement by the President
PRST/19/1	Statement by the President
PRST/19/2	Situation of human rights in Haiti
PRST/20/1	Reports of the Working Group on the Universal Periodic Review

Programme 21

International protection, durable solutions and assistance to refugees

Overall orientation

21.1 The overall objective of the programme is to ensure international protection to refugees and others of concern to the Office of the United Nations High Commissioner for Refugees (UNHCR) and to seek permanent solutions to their problems in cooperation with States and other organizations, including through the provision of humanitarian assistance.

21.2 The mandate for the programme is contained in General Assembly resolution 319 A (IV), by which the Assembly established UNHCR as from 1 January 1951, and resolution 428 (V), which sets out the statute of the Office. The Assembly has also called upon the High Commissioner to ensure that refugees returning voluntarily to their countries of origin (“returnees”) receive assistance to help in their sustainable reintegration, as well as to monitor their safety and well-being upon return. UNHCR has also been mandated to address the situation of stateless persons in accordance with the Convention relating to the Status of Stateless Persons (1954) and the Convention on the Reduction of Statelessness (1961). In addition, on the basis of specific requests from the Secretary-General or the competent principal organs of the United Nations and with the consent of the State concerned, UNHCR provides humanitarian assistance and protection to internally displaced persons, working in cooperation with the United Nations Emergency Relief Coordinator. In its work for internally displaced persons and as part of the collaborative response of the United Nations system to internal displacement, UNHCR has been given special lead or co-lead responsibility for the following three cluster areas: protection, emergency shelter and camp management/coordination. Addressing the protection needs of these various categories of persons “of concern” to UNHCR, although some may not or may no longer be refugees, also forms an integral part of the programme.

21.3 With regard to the assistance activities of UNHCR, the basic provisions of its statute were built upon by the Assembly in its resolution 832 (IX). Through the adoption by the Assembly of its resolution 58/153 on implementing actions proposed by the United Nations High Commissioner for Refugees to strengthen the capacity of the Office to carry out its mandate, UNHCR was given a renewed mandate to address the challenge of forced displacement through a mission based on a spirit of solidarity, responsibility and burden-sharing, with an abiding commitment to make the Office a truly multilateral institution.

21.4 The international legal basis for the protection of refugees finds its principal expression in the 1951 Convention and the 1967 Protocol relating to the Status of Refugees. There are a number of regional instruments of relevance, such as the Convention Governing the Specific Aspects of Refugee Problems in Africa of the Organization of African Unity (now the African Union), the Cartagena Declaration on Refugees, adopted by the Colloquium on the International Protection of Refugees in Central America, Mexico and Panama and the San José Declaration on Refugees and Displaced Persons. The 2009 African Union Convention for the Protection of and Assistance to Internally Displaced Persons in Africa sets out a regional legal regime regarding internally displaced persons. The international legal basis for

addressing the situation of stateless persons stems from the 1954 and 1961 Conventions. In addition, other international human rights instruments, such as the 1989 Convention on the Rights of the Child, are relevant in providing international protection to refugees, stateless persons, internally displaced persons, returnees and others of concern.

21.5 The overall strategy for the period 2014-2015 will cover a range of activities to be undertaken in cooperation with States and various organizations. It will be guided by the UNHCR global strategic priorities and incorporate concerted responses to the challenges it met in the previous biennium, including an increasingly urban-based population of concern and the growing complexity of the asylum-migration nexus. It will also be guided by pledges to improve the protection of refugees and stateless persons by the 155 States that participated in the 2011 intergovernmental ministerial-level event commemorating the anniversaries of the Convention relating to the Status of Refugees (1951) and the Convention on the Reduction of Statelessness (1961).

21.6 Notable among the activities to be implemented for the period 2014-2015 are the following:

(a) Pursuing comprehensive strategies, in cooperation with States and organizations, for achieving durable solutions for refugees and others of concern, notably through voluntary return, and, where appropriate and feasible, through local integration and resettlement, while promoting effective protection in displacement;

(b) Strengthening the legal regime for international protection, including through the promotion of accessions to international and regional instruments relating to the status of refugees or otherwise benefiting refugees, the effective implementation of refugee rights and the promotion and dissemination of refugee law and protection principles;

(c) Enhancing and reinforcing host country capacities to provide asylum and protection;

(d) Ensuring that UNHCR fully participates in and supports the strengthened collaborative response of the United Nations to situations of internal displacement, consistent with the relevant resolutions of the General Assembly, through its leadership and coordination of areas for which the Office has been given special responsibility under the “cluster approach”: protection, emergency shelter and camp management/coordination;

(e) Further developing contingency planning, emergency preparedness and response capabilities, in coordination with other organizations, so as to respond effectively and efficiently to situations of forced displacement;

(f) Promoting gender equality and ensuring that UNHCR and its partners mainstream into all aspects of programme delivery full consideration of the rights of persons of concern, as well as the particular needs and capacities, ascertained through participatory assessments, of refugee women and children, elderly refugees, refugees with disabilities and other persons with specific needs;

(g) Further developing options to ensure the security of refugee camps, settlements and areas of return, as well as their civilian and humanitarian character, and exploring further concrete ways of enhancing the safety and security of UNHCR staff and other humanitarian workers working with refugees and returnees. In this

regard, due consideration should be given to the obligation of United Nations officials to observe fully both the laws and regulations of Member States and their duties and responsibilities to the Organization;

(h) Systematically following up on relevant recommendations in the plans of action emanating from recent international conferences, especially the plan of action related to the Millennium Development Goals, and involving other humanitarian and development organizations, both national and international, in the provision of assistance to refugees, returnees, stateless persons, internally displaced persons and host communities, as well as in the search for durable solutions;

(i) Advocating for the prevention and reduction of statelessness as well as the protection of stateless persons by promoting the accession by States to the relevant international instruments and working with States to facilitate the acquisition, reacquisition or confirmation of nationality of stateless persons.

21.7 The programme is under the intergovernmental guidance of the Executive Committee of the Programme of the United Nations High Commissioner for Refugees, in accordance with its terms of reference, as adopted by the General Assembly in its resolution 1166 (XII). Pursuant to the request of the General Assembly in that resolution, the Economic and Social Council, in its resolution 672 (XXV), established the Executive Committee of the High Commissioner's Programme, which came into existence on 1 January 1959. Reaffirming the terms of reference laid down by the General Assembly, the Council decided that the Executive Committee, being entrusted with the terms of reference set forth in General Assembly resolution 1166 (XII), should: (a) determine the general policies under which the High Commissioner should plan, develop and administer the programmes and projects required to help solve the problems referred to in its resolution 1166 (XII); (b) review at least annually the use of funds made available to the High Commissioner and the programmes and projects being proposed or carried out by the Office of the High Commissioner; and (c) have authority to make changes in and give final approval for the use of funds and the programmes and projects referred to in subparagraphs (a) and (b) above. In subsequent resolutions, the General Assembly, the Economic and Social Council and the Executive Committee of the Programme of the High Commissioner have called upon the Office, in the context of its basic mandate, to assist other groups of persons regarded as falling under the competence of the High Commissioner. Although established by the Economic and Social Council, which elects its members, the Executive Committee functions as a subsidiary organ of the General Assembly and is the key governing body of UNHCR. The annual cycle of meetings of the Executive Committee consists of one annual plenary session and a number of intersessional meetings of the Standing Committee. Reports on the sessions of the Executive Committee are submitted to the General Assembly as addenda to the reports of the High Commissioner. Pursuant to General Assembly resolution 66/134 on the enlargement of the Executive Committee, the membership of the Committee may be increased from 85 to 87 States.

21.8 The High Commissioner, who is elected by the General Assembly on the nomination of the Secretary-General, provides the overall direction, supervision and management of the activities under this programme. The functions of the High Commissioner are set out in the annex to the statute of UNHCR. The High Commissioner is assisted by a Deputy High Commissioner and by two Assistant High Commissioners, for Protection and for Operations, respectively.

Objective of the Organization: To ensure international protection to refugees and other persons of concern to the Office of the United Nations High Commissioner for Refugees and to achieve permanent solutions to their problems in cooperation with States and other organizations, including through the provision of humanitarian assistance

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved overall protection environment for refugees and others of concern	(a) (i) Increased number of ratifications/ accessions to the 1954 and 1961 Conventions related to Statelessness (ii) Increased number of ratifications/ accessions to the 2009 Convention for the Protection of and Assistance to Internally Displaced Persons in Africa (iii) Increased participation of government and partner staff in learning activities concerning international protection standards
(b) Refugees and others of concern are treated fairly and efficiently when seeking protection, and receive adequate documentation	(b) (i) Increased percentage of refugees and asylum seekers who are registered on an individual basis (ii) Increased percentage of refugees and others of concern receiving individual identity and civil documentation
(c) Increased safety from violence and exploitation for refugees and others of concern, especially women and children	(c) (i) Increased number of UNHCR operations in which support to survivors of sexual and gender-based violence has improved (ii) Increased percentage of unaccompanied and separated children for whom a best interests process has been initiated
(d) The basic needs of refugees and others of concern are met and essential services are provided without discrimination and with specific consideration to age, gender and physical condition	(d) (i) Increased number of camps where global acute malnutrition levels meet minimum standards (ii) Increased percentage of households of refugees and others of concern with adequate dwellings (iii) Increased number of camps where the mortality rate of children of concern under 5 years of age meets acceptable standards

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| <p>(e) Refugees and others of concern, both men and women, participate equally within their communities and their self-reliance is promoted</p> <p>(f) Progress in finding durable solutions for refugees supported by sustained international cooperation</p> <p>(g) Strengthened partnership and emergency response capacity to provide the fullest possible coverage of the needs of persons of concern</p> | <p>(iv) Increased percentage of refugee children aged 6 to 13 enrolled in primary education</p> <p>(e) (i) Increased number of sites where management structures have 50 per cent active female participation</p> <p>(ii) Increased number of UNHCR operations implementing comprehensive strategies to promote the self-reliance of refugees and others of concern</p> <p>(f) (i) Increased number of countries where refugees and others of concern benefit from joint programming on durable solutions between UNHCR and other agencies</p> <p>(ii) Increased percentage of persons who have departed for resettlement among those whose applications have been submitted</p> <p>(iii) Increased percentage of UNHCR operations supporting national authorities with the local integration of refugees</p> <p>(g) (i) Maintained percentage of UNHCR budget implemented through partners</p> <p>(ii) Increased percentage of emergencies in which first delivery of protection and relief takes place within three days of the onset of an emergency</p> <p>(iii) Increased number of appropriately trained staff (including partners) deployed to emergencies</p> |
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Strategy

21.9 The implementation of the programme falls under the overall responsibility of the regional bureaux of UNHCR; the Division of International Protection; the Division of Programme Support and Management; the Division of Emergency, Security and Supply and the Division of Financial and Administrative Management. In pursuing expected accomplishments for 2014-2015, the Office will strive to improve accountability, financial and programme control as well as risk management. The Office will continue to mainstream the International Public Sector Accounting Standards (IPSAS) reforms across its operations and systematically promote innovation in programme design, delivery and management.

21.10 Further accessions to the 1951 Convention and the 1967 Protocol relating to the Status of Refugees as well as to the 1954 Convention relating to the Status of Stateless Persons and the 1961 Convention on the Reduction of Statelessness will be promoted. Monitoring of the observance by States of international legal standards for the treatment of refugees, especially the fundamental principles of access to asylum and non-refoulement, will contribute to ensuring the effective implementation of refugee rights by the States concerned. This will involve ensuring that States have established fair and efficient procedures for the determination of refugee status and to ensure that all persons seeking international protection are granted access to those procedures and mechanisms. Renewed efforts are being made by UNHCR and its partners to provide protection and operational services in States that have not yet established protection frameworks. Attention will be given to specifically address age, gender and diversity sensitivities in State asylum systems and procedures. The Office will deliver appropriate training and capacity-building services and enhance expertise in refugee status determination. UNHCR will work with Governments to raise awareness that gender-related forms of persecution may be grounds for refugee status.

21.11 The Office will continue to encourage States to ensure the protection of refugees and others of concern within broader migration movements. The frame of reference for UNHCR activities in this regard is its 10-point plan of action for refugee protection and mixed migration, which provides a framework of protection tools which could be built into broad migration strategies that take into account international protection needs while creating solutions tailored to the various categories of people in mixed migration movements. Similarly, with much international migration taking place by sea, UNHCR will continue to be involved in issues related to the disembarkation of mixed-migration groups and the search for solutions for those rescued at sea or found as stowaways and who are in need of international protection.

21.12 To ensure a more effective response to the protection needs of refugee women, children and adolescents, a more concerted effort will be made to mainstream policies and guidelines relating to those groups of refugees through the work of specially trained interdisciplinary UNHCR country teams. The Office will reinforce efforts to ensure that refugee children can access appropriate educational opportunities.

21.13 The promotion and dissemination of refugee law and protection principles, particularly through training, in cooperation with non-governmental organizations, academic institutions and other relevant organizations of governmental and non-governmental officials, will be another means of achieving the stated objective. In addition, when UNHCR provides protection to internally displaced persons, it will do so on the basis of criteria enumerated in the relevant resolutions of the General Assembly and in close collaboration with other concerned entities and agencies. To strengthen international refugee protection, UNHCR will continue to build partnerships and promote collaboration on refugee protection with a wide range of actors.

21.14 UNHCR will strive to ensure the optimal alignment of its operational objectives and resources with the needs of refugees and others of concern. The Office will build upon the positive results of comprehensive and participatory approaches to planning to ensure that the needs and capacities of men, women and children of concern form the foundation of programme design. This will include the use of standards and indicators across the full spectrum of the work of the Office as

a means of identifying protection and assistance gaps and channelling resources to ensure that acceptable standards are met in critical situations. Tools for recording operational data, including demographic, registration and profiling information; situational analysis and planning will be further systematized. Business intelligence capacities will be strengthened to improve global analysis and evaluation of results.

21.15 UNHCR will strengthen strategies to address urban displacement, by improving data on displaced populations in urban areas, expanding partnerships and reinforcing operating principles for protection and solutions. The Office will work to strengthen socioeconomic assessments, build entrepreneurship and expand access to community technology in urban areas. It will partner with Governments to enhance access of urban refugees to health care, health insurance and adequate shelter.

21.16 The Office will build upon the outcomes of its strategic plans for 2008-2012 in the areas of HIV and AIDS, malaria control, nutrition and food security, reproductive health and water and sanitation to ensure that prevention, care and treatment policies and programmes meet international standards during all phases of the displacement cycle. It will strengthen the means of monitoring standards in other key areas, including through the introduction of a water, sanitation and hygiene monitoring system. The UNHCR shelter strategy will be rolled out to raise the quality of emergency and transitional shelter, including through the development of innovative, cost-effective, light and manageable alternatives to tents. UNHCR will continue to give priority to environmental conservation and sustainable resource management in its programmes.

21.17 Finding durable solutions for millions of refugees and internally displaced persons will be central to the programme of work. The Office will seek opportunities to resolve complex and protracted displacement situations that require comprehensive, and often regional, approaches through voluntary return, and, where appropriate and feasible, through local integration and resettlement. UNHCR will also work with partners to ensure that durable solutions to displacement form part of broader development and peacebuilding agendas. To foster the self-reliance of populations pending solutions, UNHCR will increase livelihoods interventions, including vocational and skills training; support for agriculture, livestock and fisheries; and access to financial services or microfinance.

21.18 Effective operational and strategic partnerships will remain a priority for the Office, as a means of enhancing protection, increasing efficiency and strengthening local capacities for response. The Office will further enhance its Implementing Partnership framework and promote implementation of its programmes through partners, with special emphasis on supporting national partners. It will also reinforce its information management, coordination and support capacities to facilitate a more predictable and accountable inter-agency engagement.

21.19 The Office will continue to strengthen its emergency preparedness and response capacity, including through strong emergency management and the coordination role of the Division of Emergency, Security and Supply. The overall strategy will be to support field operations through a well-established corporate approach to emergency response, drawing on the most appropriate resources from throughout the organization to meet the needs of each emergency operation and ensure predictable, effective and timely support in terms of staffing, supply chain, and security coverage. The focus for the period 2014-2015 will be to further strengthen senior leadership capacity for emergency operations, increase the speed and efficiency of UNHCR delivery of assistance, particularly during emergencies,

and provide analytical security advice which enables operations even in areas where residual risks remain. UNHCR will continue to expand strategic partnerships, to broaden the capacity and networks of expertise with which to respond to emergencies. UNHCR will continue to improve its emergency and security policies, tools, and capacity-building initiatives/training to ensure that its staff and partners are as well equipped as possible.

Legislative mandates

Conventions and conference declarations

Convention relating to the Status of Refugees (1951) and the Protocol thereto (1967)

Convention relating to the Status of Stateless Persons (1954)

Convention on the Reduction of Statelessness (1961)

Organization of African Unity Convention governing the specific aspects of refugee problems in Africa (1969)

Cartagena Declaration on Refugees (1984)

Convention on the Rights of the Child (General Assembly resolution 44/25) (1989)

San José Declaration on Refugees and Displaced Persons (1994)

African Union Convention for the Protection of and Assistance to Internally Displaced Persons in Africa (2009)

General Assembly resolutions

319 A (IV) Refugees and stateless persons

428 (V) Statute of the Office of the United Nations High Commissioner for Refugees

538 B (VI) Assistance to and protection of refugees

1166 (XII) International assistance to refugees within the mandate of the United Nations High Commissioner for Refugees

50/152 Office of the United Nations High Commissioner for Refugees

58/153 Implementing actions proposed by the United Nations High Commissioner for Refugees to strengthen the capacity of his Office to carry out its mandate

66/133 Office of the United Nations High Commissioner for Refugees

66/134 Enlargement of the Executive Committee of the Programme of the United Nations High Commissioner for Refugees

66/135 Assistance to refugees, returnees and displaced persons in Africa

Executive Committee

A/AC.96/965/Add.1 Agenda for Protection

Programme 22

Palestine refugees

Overall orientation

22.1 The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) was established within the United Nations system as a subsidiary organ of the General Assembly by the Assembly in its resolution 302 (IV), from which the Agency derives its mandate to provide assistance to Palestine refugees. Since starting operations in 1950, UNRWA has adapted and enhanced its programmes to meet the increasingly complex needs of refugees and to provide them with a measure of protection and stability amid chronic conflict in the region, within available resources. It stands ready to continue to do so during the biennium 2014-2015 in accordance with the triennial mandate that it receives from the Assembly.

22.2 UNRWA reports directly to the General Assembly. Overall advice and support regarding Agency programmes and activities are provided to the Commissioner-General of UNRWA by the 28-delegation Advisory Commission (comprising 25 members and 3 observers), which includes representatives of the Agency's major donors and host Governments. In its resolution 3331 B (XXIX), the Assembly decided that, with effect from 1 January 1975, the expenses for salaries of international staff in the service of UNRWA, which would otherwise have been charged to voluntary contributions, should be financed by the regular budget of the United Nations for the duration of the Agency's mandate.

22.3 The mission of UNRWA is to help Palestine refugees achieve their full potential in human development under the difficult circumstances in which they live, consistent with internationally agreed goals and standards.

22.4 During the biennium 2014-2015, UNRWA seeks to further strengthen its management and service delivery, focusing on prioritizing service quality and access to and coverage of refugees most in need. As part of the planning approach forming the core of its medium-term strategy for 2010-2015, the Agency has identified three human development goals: a long and healthy life, acquired knowledge and skills, and a decent standard of living. Progress towards those goals will drive its operations during the biennium 2014-2015. The UNRWA biennial plan for the period 2014-2015 is presented within the framework of the goals.

22.5 Under the three goals, UNRWA aims to obtain its objectives by maintaining and improving the provision of education and health services, relief and social support, microfinance services, infrastructure and camp improvement within refugee camps, and protection, for the benefit of registered Palestine refugees in Jordan, Lebanon, the Syrian Arab Republic, the West Bank and the Gaza Strip, a population that is projected to reach 5 million by 2013.

22.6 Since 2000, the Agency has provided emergency assistance to refugees in acute distress within its areas of operations as a result of armed conflict, including military operations, humanitarian access restrictions and prolonged economic hardship in the occupied Palestinian territory and Lebanon. This emergency assistance programme reaches more than 1 million refugees annually. UNRWA will continue to provide such services, as necessary, as well as, on an exceptional basis

and as a temporary measure, services to non-refugees currently displaced and in serious need of continued assistance, as mandated by the General Assembly in its resolution 2252 (ES-V) and, most recently, in its resolution 66/73.

22.7 UNRWA will also continue its efforts to mainstream a gender perspective into its activities, to meet the needs of refugee children and vulnerable groups, and to further develop its protection, programming, operation and advocacy responses, thereby bringing the Agency closer to fulfilling its obligations under relevant resolutions of the General Assembly, international human rights law, the Beijing Platform for Action, the Convention on the Rights of the Child, the Convention on the Rights of Persons with Disabilities and other applicable international instruments.

22.8 UNRWA is almost entirely dependent on voluntary funding to implement its programmes. It has contended not only with chronic funding shortfalls, but also with acute funding uncertainties induced by economic and political volatility. The Agency will continue to seek the additional resources that it needs to improve the quality of the services that it provides to refugees, while maintaining cost-conscious management and the operational flexibility required to respond to unforeseen disruptions to lives and livelihoods in Palestine refugee communities.

Subprogramme 1

A long and healthy life

Objective of the Organization: To protect, preserve and promote the health status of Palestine refugees

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Universal access to quality, comprehensive primary health care	(a) Decrease in the antibiotic prescription rate
(b) Sustained protection and promotion of family health	(b) Percentage of women attending at least 4 antenatal care visits
(c) Ensured prevention and control of diseases	(c) (i) Immunization coverage rate against vaccine-preventable diseases maintained (ii) Percentage of shelters connected to the public water network maintained (iii) Increase in the percentage of shelters connected to the public sewerage network

Strategy

22.9. The strategy in attaining the objective includes:

(a) Improving the quality and efficiency of primary health-care services to meet international standards in accordance with guidelines of the World Health Organization and the Millennium Development Goals;

(b) Focusing on preventive measures through the sharing and adoption of best practices, the expansion of partnerships with stakeholders and, pending the availability of financial resources, investment in capacity-building;

(c) Conducting systematic gender analysis, integrating a gender-responsive approach into services, and designing interventions aimed at increased access to vulnerable groups and those with specific health needs;

(d) Sustaining acceptable environmental conditions in refugee camps, including adequate water supply, sewerage and drainage systems, either directly or in collaboration with municipal partners. This will be achieved through prevention and maintenance, namely, immunization against vaccine-preventable diseases, disease surveillance, outbreak investigation and tuberculosis control, and the operation and maintenance of water and sanitation networks, either directly or in collaboration with municipal partners.

Subprogramme 2

Acquired knowledge and skills

Objective of the Organization: To meet the basic educational needs of Palestine refugees, in particular children and youth, and to improve their educational opportunities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Universal access to and coverage of basic education	(a) (i) Reduction in the dropout rate for pupils in the elementary education cycle (ii) Reduction in the dropout rate for pupils in the preparatory education cycle
(b) Educational quality and outcomes against set standards are enhanced	(b) Increase in the percentage change in the mean score obtained by students in monitoring learning achievement tests

Strategy

22.10 The strategy in attaining the objective includes:

(a) Ensuring continued access to quality basic education opportunities for all children in the Agency's schools;

(b) Ensuring the maintenance of full gender parity in UNRWA schools;

(c) Strengthening research and development to support evidence-based policymaking and decision-making;

(d) Establishing policies, strategies and frameworks to ensure teaching, learning and classroom environments that support quality education;

(e) Fostering working relationships with host ministries of education and harnessing the potential of a range of diverse partners to enhance service delivery;

(f) Taking opportunities for innovation and new approaches that will improve quality and access, including through greater efficiencies in programme delivery and improved school-community linkages.

Subprogramme 3

A decent standard of living

Objective of the Organization: To improve the standard of living and advance the rights of Palestine refugees through services provided to the poor and vulnerable

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Reduced poverty among the poorest Palestine refugees	(a) Increased percentage of abject poor among the beneficiaries of the UNRWA social safety net
(b) Inclusive financial services and access to credit and savings facilities are increased	(b) (i) Increase in the value of loans disbursed (ii) Increase in the number of loans disbursed
(c) Enhanced skills and improved access to employment for Palestine refugees	(c) Increase in the female and male employment rates for graduates within 12 months of graduation
(d) Sustained camp development and upgraded substandard infrastructure and accommodation	(d) Increase in the number of refugee families living in substandard shelters that have improved living conditions (excluding emergency shelters in Gaza and in Nahr el-Bared camp, Lebanon)
(e) Rights of Palestine refugees are safeguarded and advanced	(e) (i) Increase in the percentage of UNRWA interventions on rights issues that prompted positive responses from the authorities or another target audience (ii) Increase in the degree of compliance with UNRWA protection standards
(f) Strengthened capacity of refugees to formulate and implement sustainable social services in their communities	(f) Percentage of community-based organizations that improve their level of performance
(g) Palestine refugee registration and eligibility for UNRWA services are in accordance with relevant international standards	(g) Percentage of new inscriptions meeting UNRWA standards maintained

Strategy

22.11 The strategy in attaining the objective includes:

- (a) Adopting a poverty-based approach to improve the targeting and coverage of the Agency's services, helping the poorest refugees meet their basic needs;
- (b) Enhancing practices, strengthening partnerships and improving the internal coordination of the Agency's social safety net and emergency programmes;
- (c) Ensuring that gender- and rights-based activities are integrated into the Agency's interventions through mainstreaming and initiatives targeted at women, persons with disabilities, young people and other vulnerable groups;
- (d) Building inclusive financial systems that are operationally self-sufficient and serve the most vulnerable, especially women, young people and the poor, by broadening the Agency's microfinance outreach and diversifying product range;
- (e) Improving vocational and technical training to help refugees, in particular vulnerable groups, gain access to productive and decent jobs through the adaptation of courses to better meet labour market demands and the more effective use of existing facilities;
- (f) Rehabilitating critically substandard shelters, targeting the most vulnerable refugees as a priority, and focusing on bringing the worst shelters up to minimum standards. A twofold approach will be adopted: integrating shelter rehabilitation within comprehensive camp improvement plans and rehabilitating highest-priority shelters;
- (g) Developing and reinforcing a network of contacts at all levels with relevant authorities and addressing those authorities on a systematic basis regarding specific violations of Palestine refugee rights;
- (h) Bilateral and multilateral advocacy on behalf of Palestine refugees and for compliance with relevant aspects of international law;
- (i) Developing and implementing human rights policy and teacher training to strengthen human rights teaching and learning in the Agency's schools;
- (j) Strengthening the institutional capacity of refugee-run organizations to promote and facilitate community-based action;
- (k) Upholding relevant international standards in the registration and determination of eligibility for UNRWA services.

Legislative mandates

General Assembly resolutions

- 302 (IV) Assistance to Palestine refugees
- 2252 (ES-V) Humanitarian assistance

2656 (XXV)	Establishment of the Working Group on the Financing of the United Nations Relief and Works Agency for Palestine Refugees in the Near East
3331 (XXIX) B	United Nations Relief and Works Agency for Palestine Refugees in the Near East
66/72	Assistance to Palestine refugees
66/73	Persons displaced as a result of the June 1967 and subsequent hostilities
66/74	Operations of the United Nations Relief and Works Agency for Palestine Refugees in the Near East
66/75	Palestine refugees' properties and their revenues

Programme 23

Humanitarian assistance

Overall orientation

23.1 The overall purpose of the programme is to ensure the timely, coherent and coordinated response of the international community to disasters and emergencies and to facilitate the smooth transition from emergency relief to rehabilitation and development. The legislative authority and mandate for the programme are derived from General Assembly resolution 46/182, in which the Assembly set out the guiding principles of humanitarian response. The resolution reinforced earlier decisions and resolutions adopted by the Assembly and by the Economic and Social Council concerning humanitarian assistance and the leadership role of the Secretary-General in responding to natural disasters and other humanitarian emergencies. This mandate has been confirmed and broadened through other Assembly, Economic and Social Council and Security Council resolutions. The Office for the Coordination of Humanitarian Affairs is responsible for the implementation of the programme and the achievement of its objectives, in line with efforts to ensure greater predictability, accountability and partnership in humanitarian response.

23.2 The strategy for implementing the programme revolves around the following: the development and promotion of a common policy on humanitarian issues for the United Nations system and its partners; the mobilization and coordination of assistance in humanitarian emergencies; the development and mobilization of United Nations capacity to expedite the provision of international humanitarian assistance; the strengthening of climate change adaptation, sustainable development and environmental policies and practices through a sound disaster risk reduction approach; advocacy on humanitarian issues; and the availability of timely information on emergencies and natural disasters. The principal responsibility for implementation of disaster risk reduction activities resides with the inter-agency secretariat of the International Strategy for Disaster Reduction. The Office for the Coordination of Humanitarian Affairs works closely with the Development Operations Coordination Office of the United Nations Development Programme, the Peacebuilding Support Office and other members of the United Nations system to facilitate a smooth transition from relief to rehabilitation and development. The Office for the Coordination of Humanitarian Affairs also advocates for and contributes to stronger preparedness for more timely humanitarian assistance to emergencies through regional cooperation in accordance with its mandate.

23.3 To accomplish its mission, the Office for the Coordination of Humanitarian Affairs is committed to working towards greater gender equality. The Office has developed a policy on gender equality, which it is implementing through its Gender Action Plan. Tools such as the gender toolkit, the Inter-Agency Standing Committee Gender Handbook in Humanitarian Action and the Gender Standby Capacity (GenCap) project roster and advisers, as well as better analysis of gender-related fund allocations, provide practical guidance on gender as a cross-cutting issue in all areas of humanitarian work where the aim is to ensure that women, girls, boys and men have access to and benefit from humanitarian protection and assistance efforts.

Subprogramme 1

Policy and analysis

Objective of the Organization: To ensure strategic and operational coherence of humanitarian response

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved coordination with organizations and entities of the United Nations system, as well as the International Committee of the Red Cross, the International Federation of Red Cross and Red Crescent Societies, the International Organization for Migration and relevant non-governmental organizations	(a) Increased number of agreements adopted by the Inter-Agency Standing Committee on appropriate standards to improve coordination mechanisms and structures at Headquarters and in the field
(b) Improved operational planning, monitoring and accountability of the Office for the Coordination of Humanitarian Affairs during disasters and emergency situations, including the transitional phase from relief to development	(b) Percentage of inter-agency evaluation recommendations implemented by humanitarian agencies
(c) Improved capacity by United Nations humanitarian coordinators for the protection of civilians	(c) Number of resident coordinators and humanitarian coordinators trained in the application of guidelines for the protection of civilians

Strategy

23.4 Substantive responsibility for the subprogramme is vested in the Policy Development and Studies Branch in New York and the Inter-Agency Standing Committee secretariat in Geneva and New York.

23.5 The Policy Development and Studies Branch in New York and the Inter-Agency Standing Committee secretariat in Geneva and New York will continue to develop a humanitarian policy agenda that identifies emerging humanitarian trends and challenges, building harmonized policy positions among humanitarian agencies based on international humanitarian law, human rights and the guiding principles contained in the annex to General Assembly resolution 46/182.

23.6 The Policy Development and Studies Branch in New York and the Inter-Agency Standing Committee secretariat in Geneva and New York will foster strategic and operational coherence through the continued development of a structured policy and guidance framework for use by humanitarian coordinators, country offices of the Office for the Coordination of Humanitarian Affairs and the broader humanitarian system, taking into account the specific needs of the affected population, recognizing that giving appropriate consideration to, inter alia, gender, age and disability is part of a comprehensive and effective humanitarian response. The Policy Development and Studies Branch in New York and the Inter-Agency Standing Committee secretariat in Geneva and New York will also lead the development of inter-agency policies, guidance and analytical tools. Working with

partners, the development of a common framework for needs assessment, monitoring and evaluation will help provide an improved evidence base for decision-making on the use of resources. The Policy Development and Studies Branch in New York and the Inter-Agency Standing Committee secretariat in Geneva and New York will work to ensure progress in mainstreaming a gender perspective in humanitarian assistance. The Policy Development and Studies Branch in New York and the Inter-Agency Standing Committee secretariat in Geneva and New York will work to ensure that humanitarian actions in integrated United Nations presences are properly coordinated and safeguard humanitarian principles, consistent with the Secretary-General's note of guidance on integrated missions of 2006. The Policy Development and Studies Branch in New York and the Inter-Agency Standing Committee secretariat in Geneva and New York will develop aides-memoires and diagnostic tools for political actors, such as Member States and peacekeepers, to use during crisis management to help ensure consideration of key humanitarian concerns. In addition, they will contribute to the development of training programmes and standard operating procedures to ensure that staff and other actors in emergencies are aware of key humanitarian policies, methodologies and processes and are able to apply them flexibly and appropriately in varied contexts. The Policy Development and Studies Branch in New York and the Inter-Agency Standing Committee secretariat in Geneva and New York will help identify best practice and innovative concepts that should be disseminated widely to inform and guide policy, operational decisions and crisis management.

23.7 Moreover, the Policy Development and Studies Branch in New York and the Inter-Agency Standing Committee secretariat in Geneva and New York will support and promote the efforts of Governments of affected countries, upon their request, and those of other agencies, with the approval of the Government concerned, to assist and protect internally displaced persons. Support will be given for the establishment of effective planning capacity for the management of the transition from relief to reconstruction and development. In addition, efforts will be made to ensure that lessons learned from past experience are applied to the strengthening of future humanitarian assistance activities. The secretariat of the Inter-Agency Standing Committee will provide support to the Committee in its efforts to ensure a well-coordinated international response to humanitarian crises. Regular briefings will be conducted with Member States on these activities.

Subprogramme 2

Coordination of humanitarian action and emergency response

Objective of the Organization: To ensure a coherent, equitably supported and timely humanitarian response to alleviate human suffering in natural disasters and complex emergencies

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved response to humanitarian emergencies by all United Nations operational agencies	(a) Percentage of new or escalating emergencies in which coordination staff is deployed within seven days

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| <p>(b) Increased availability and flexibility of extrabudgetary resources for humanitarian action through the appeal process</p> <p>(c) Timely and coordinated use of the Central Emergency Response Fund (CERF) in countries with new and protracted emergencies</p> | <p>(b) (i) Increased percentage of priority sectors/clusters and emergencies funded up to at least 50 per cent</p> <p style="padding-left: 20px;">(ii) Increased number of Member States funding appeals in their own region</p> <p>(c) (i) Biennial amount of CERF funding received and available for disbursement to humanitarian crises</p> <p style="padding-left: 20px;">(ii) Percentage of project proposals under the rapid response window approved by the Emergency Relief Coordinator no more than three working days after their final submission</p> |
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Strategy

23.8 Substantive responsibility for the subprogramme is vested in the Coordination and Response Division and the CERF secretariat in New York and the External Relations and Support Mobilization Branch in Geneva.

23.9 The Coordination and Response Division and the CERF secretariat in New York and the External Relations and Support Mobilization Branch in Geneva will provide advice to the Emergency Relief Coordinator on all aspects of operational decision-making in response to humanitarian emergencies through its link to resident and humanitarian coordinators and its field offices worldwide; mobilize, coordinate and facilitate international humanitarian assistance; in collaboration with the Emergency Preparedness Section and the Inter-Agency Standing Committee, enhance preparedness through support to country teams in contingency planning; lead or participate in inter-agency and interdepartmental assessment missions and offer the United Nations system information and advice on a timely basis with respect to humanitarian assistance activities, in strict conformity with the guiding principles contained in the annex to General Assembly resolution 46/182 and with Assembly resolution 58/114.

23.10 The Coordination and Response Division and the CERF secretariat in New York and the External Relations and Support Mobilization Branch in Geneva will be actively involved in ensuring more predictable humanitarian finances to enable a prompt response to new or rapidly deteriorating crises, in particular through the Central Emergency Response Fund. The Coordination and Response Division and the CERF secretariat in New York and the External Relations and Support Mobilization Branch in Geneva will ensure the appropriate application of the Fund guidelines and timely responses by the Emergency Relief Coordinator. While working to ensure that CERF allocations are made ever more rapidly and based on sound needs assessment, the CERF secretariat will further improve the necessary performance measurements to track the Fund's added value to beneficiaries and the humanitarian system that serves them. The Coordination and Response Division and the CERF secretariat in New York and the External Relations and Support

Mobilization Branch in Geneva will also provide support for the strengthening of the cooperation between assisting and recipient countries.

23.11 The Coordination and Response Division and the CERF secretariat in New York and the External Relations and Support Mobilization Branch in Geneva will aim to consolidate sustainable partnerships in support of mobilizing resources for humanitarian operations and promote strengthened and broadened relationships with Member States and regional organizations on policy and operational issues. In addition, the Coordination and Response Division and the CERF secretariat in New York and the External Relations and Support Mobilization Branch in Geneva will further support public-private collaboration, initiated through the World Economic Forum/Office for the Coordination of Humanitarian Affairs Guiding Principles for Public-Private Collaboration in Humanitarian Action adopted in 2007. Improving flexibility and timeliness requires greater donor coherence and efforts to honour pledges quickly. The Coordination and Response Division and the CERF secretariat in New York and the External Relations and Support Mobilization Branch in Geneva will work towards improving humanitarian financing through the development of standards, as well as systematic and efficient mechanisms for implementation and monitoring of funding support in emergencies. Strategic planning is supported by common humanitarian action plans in the form of flash appeals and through the consolidated appeals process. To ensure relevance and effectiveness, the Coordination and Response Division and the CERF secretariat in New York and the External Relations and Support Mobilization Branch in Geneva will continue to build on lessons learned to improve the consolidated appeals process and flash appeals in support of a strengthened, structured and well-managed mechanism of coordination for humanitarian response. The Coordination and Response Division and the CERF secretariat in New York and the External Relations and Support Mobilization Branch in Geneva will ensure that the particular needs of women and children are effectively addressed through the use of disaggregated data collection in the development of appeals.

23.12 Finally, the Coordination and Response Division and the CERF secretariat in New York and the External Relations and Support Mobilization Branch in Geneva will continue to work towards the improvement of humanitarian coordination structures at the country, regional and international levels, in support of national efforts. The Coordination and Response Division and the CERF secretariat in New York and the External Relations and Support Mobilization Branch in Geneva will ensure that all capacity-building efforts for resident and humanitarian coordinators include guidance on their role in the development of the cluster approach, in coordination with the national authorities of the affected State, as appropriate. In this regard, the Coordination and Response Division and the CERF secretariat in New York and the External Relations and Support Mobilization Branch in Geneva will ensure that all of their field staff and Headquarters support staff have the relevant knowledge to support clusters at the field level as appropriate. The Coordination and Response Division and the CERF secretariat in New York and the External Relations and Support Mobilization Branch in Geneva will also ensure that resident and humanitarian coordinators receive guidance on the decisions taken in intergovernmental discussions held at the United Nations.

Subprogramme 3

Natural disaster reduction

Objective of the Organization: To reduce risk and vulnerability to natural hazards and the impact of disasters

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity and commitment to implement the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters and reduce disaster risk	(a) (i) Increased number of countries adopting development frameworks, policies or national programmes to implement disaster risk reduction strategies (ii) Increased number of countries reporting on progress in the implementation of the Hyogo Framework for Action
(b) Increased national capacities for post-disaster recovery planning at all levels	(b) (i) Increased number of United Nations-supported post-disaster needs assessments produced by national Governments (ii) Increased number of countries incorporating disaster risk reduction activities into post-disaster recovery planning and operations
(c) Increased level of investments for disaster risk reduction and recovery programmes and projects	(c) Increased number of disaster risk reduction programmes and projects financed by Governments and the international community

Strategy

23.13 Substantive responsibility for the subprogramme is vested in the International Strategy for Disaster Reduction and its secretariat.

23.14 The International Strategy for Disaster Reduction is mandated to serve as the focal point in the United Nations system for the coordination of disaster reduction and to ensure synergies among the disaster reduction activities of the United Nations system and regional organizations and activities in socioeconomic and humanitarian fields.

23.15 The World Conference on Disaster Reduction adopted the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters (see A/CONF.206/6 and Corr.1), which was endorsed by the General Assembly in its resolution 60/195 and sets out strategic goals and priorities for action to reduce the risk of disasters. The focus of the subprogramme is to reach the expected outcomes of the Hyogo Framework for Action, by increasing all stakeholders' political, technical and financial commitment to achieve its objectives.

23.16 In executing the policy direction and mandated activities of the General Assembly and in close cooperation with and with the support of countries and partners at the global, regional and national levels, the International Strategy for Disaster Reduction will focus on strengthening climate change adaptation, sustainable development and environmental policies and practices, including future sustainable development paradigms, through a sound disaster risk reduction approach and a greater shared understanding among scientists, policymakers, practitioners and the public.

23.17 At the request of the General Assembly, the International Strategy for Disaster Reduction will facilitate the development, with the engagement of all Member States, partner organizations and other relevant stakeholders, of a post-2015 framework for disaster risk reduction for adoption in 2015 at the Fourth World Conference on Disaster Risk Reduction and further endorsement by the General Assembly.

23.18 Through the production of the 2015 Global Assessment Report on Disaster Risk Reduction and the final report on the implementation of the Hyogo Framework for Action 2005-2015, the further development of the Hyogo Framework for Action monitoring tool and the enhancement of the PreventionWeb information platform, the International Strategy for Disaster Reduction will facilitate the generation of and disseminate credible evidence to support and strengthen decision-making for policies and programmes, including for resource allocation, at the local, national and regional levels with a view to increasing communities' resilience, reducing the risk of disaster and managing the impact of climate variability.

23.19 The campaigns led by the International Strategy for Disaster Reduction on safe schools, safe hospitals and making cities resilient and other advocacy initiatives with key stakeholders, including mayors, private sector representatives and parliamentarians, will help the public, policymakers and practitioners see the benefit of and apply sound disaster risk reduction policies and programmes.

23.20 The International Strategy for Disaster Reduction will provide strategic advice and input for the development of regional policies and programmes by regional intergovernmental organizations, regional platforms for disaster risk reduction and other regional forums.

23.21 The International Strategy for Disaster Reduction will support the establishment and further development of national platforms for disaster risk reduction, national disaster loss registers, disaster risk mapping and financial tracking systems and for the use of such platforms to effectively support future development planning and investment choices.

23.22 Building on its role as focal point for disaster risk reduction within the United Nations system, the International Strategy for Disaster Reduction will continue to engage the entities in the system through all relevant coordination mechanisms and functions, including the United Nations System Chief Executives Board for Coordination and the network of United Nations resident coordinators, to ensure coherence within the United Nations system with regard to strategies and programmes in support of local, national and regional institutions on disaster risk reduction-related questions. In addition, the International Strategy for Disaster Reduction will continue to provide substantive support to the Secretary-General and the United Nations governance bodies.

23.23 Through its network of country offices, the United Nations Development Programme will continue to support the development and implementation of disaster risk reduction programmes and projects at the regional and national levels. A major thrust of the work will be devoted to the production of tools for mainstreaming disaster risk reduction in development and recovery planning in order to empower other partners to reduce the risk of disaster. These tools are supported by a capacity enhancement effort, which started in 2006, to put in place national advisers in disaster-prone countries. Capacity-building support will include risk analysis and monitoring; policy and programme formulation, implementation and evaluation; advocacy and resource mobilization; and training and learning.

Subprogramme 4

Emergency support services

Objective of the Organization: To expedite international humanitarian assistance to victims of emergencies and natural disasters, including environmental disasters and technological accidents

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Prompt mobilization of international emergency response mechanisms to facilitate international humanitarian assistance to victims of disasters and emergencies	(a) International assistance is provided to the affected country within 48 hours of its request for international assistance
(b) Enhanced capacity and preparedness of national and international emergency/disaster management networks and partnerships in order to respond to disasters and emergencies	(b) Increased number of national and international operational partnerships and networks that can respond effectively to disasters and emergencies

Strategy

23.24 Substantive responsibility for the subprogramme is vested in the Emergency Services Branch in Geneva.

23.25 Support will be provided to conflict- and disaster-affected countries through the strengthening of mechanisms for emergency response; the promotion of the membership of developing and disaster-prone countries in emergency response networks; the development and strengthening of the capacities for coordination of humanitarian response; and the improvement of mechanisms, instruments and procedures for the mobilization and coordination of international assistance in cases of natural disasters and complex emergencies. In addition, support will be provided through the increased involvement of potential recipient and donor countries, using a regional approach, as well as United Nations organizations, in relevant activities, including training and exercise programmes and capacity-building for response preparedness.

23.26 Emphasis will be placed on ensuring the timely dissemination of information on the situation in countries affected by emergencies and disasters, including the identification of resource requirements, to relevant partners; activating emergency, disaster-response and preparedness tools to reduce the impact of emergencies and

disasters; expanding the United Nations Disaster Assessment and Coordination teams in different regions; standardizing operational procedures for international urban search and rescue teams; further developing a comprehensive network of partners comprising Governments, United Nations agencies, intergovernmental and relevant non-governmental organizations and corporate actors; further strengthening and diversifying the rapid response and surge mechanisms and improving the coordination between the various mechanisms; and strengthening national and regional civil-military and military-military coordination, upon the request of Member States, for more efficient and coherent support to humanitarian relief operations, by implementing the United Nations civil-military coordination training programme. Emphasis will also be placed on increasing the extent to which the acute environmental impact of disasters is identified and addressed during the response phase, as well as on strengthening coordination in the field of humanitarian logistics and preparedness through expanded cooperation with relevant partners.

Subprogramme 5

Humanitarian emergency information and advocacy

Objective of the Organization: To ensure effective advocacy of humanitarian principles and knowledge-sharing, serving populations affected by disasters and emergencies

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced awareness of and regard for humanitarian principles and concerns	(a) (i) Increased number of interviews with the officials of the Office for the Coordination of Humanitarian Affairs on humanitarian principles and actions requested by media outlets (ii) Increased number of queries received by the Office for the Coordination of Humanitarian Affairs from media outlets concerning humanitarian principles and actions
(b) Strengthened partnerships with members of the humanitarian community for information-sharing, coordination and standardization	(b) Increased number of new agreements on standardized information-sharing endorsed by the Inter-Agency Standing Committee

Strategy

23.27 Substantive responsibility for the subprogramme rests with the Communications and Information Services Branch.

23.28 The Communications and Information Services Branch will continue to support the Emergency Relief Coordinator and the humanitarian community in advocacy aimed at encouraging Member States and parties to conflict to put humanitarian principles, as set out in General Assembly resolutions 46/182 and 58/114, into practice, and through advocacy centred around international humanitarian law, the protection of civilians in armed conflict and the safety and

security of aid workers. Sustained efforts will continue to be made on advocacy aimed at maintaining the distinction between civilians and combatants.

23.29 The Communications and Information Services Branch will also seek to develop further strategies to highlight forgotten emergencies and natural disasters, especially through agreed-upon key messages targeting national and international media utilizing its web platform (see unocha.org) and by advocating jointly or independently with non-governmental organizations, civil society groups and academic institutions to highlight humanitarian crises. The Communications and Information Services Branch will also provide services — including press releases, media alerts, interviews and public briefings, op-eds, crisis communication and advocacy strategy design — designed to amplify country-specific strategies and messages thereby strengthening overall humanitarian advocacy.

23.30 Another vital aspect of the subprogramme is to provide timely and reliable information on unfolding emergencies and natural disasters in order to inform decision-making and support humanitarian action on the ground. The Communications and Information Services Branch will further strengthen the systems for collection, analysis, dissemination and sharing of humanitarian information through expanded networks, coverage and reach. This includes updating and improving its principal websites, namely, unocha.org and reliefweb.int, as well as the Integrated Regional Information Network, its independent field-based humanitarian news service. Partnerships with other members of the humanitarian community for information-sharing, coordination and standardization will be further enhanced. The Communications and Information Services Branch will also continue to establish common tools for establishing a knowledge base for the humanitarian community.

Legislative mandates

General Assembly resolutions

46/182	Strengthening of the coordination of humanitarian emergency assistance of the United Nations
47/120 A and B	An Agenda for Peace: preventive diplomacy and related matters
52/12	Renewing the United Nations: a programme for reform
52/167	Safety and security of humanitarian personnel
60/1	2005 World Summit Outcome
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
66/117	Safety and security of humanitarian personnel and protection of United Nations personnel
66/119	Strengthening of the coordination of emergency humanitarian assistance of the United Nations

Economic and Social Council resolutions

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| 2010/1 | Strengthening of the coordination of emergency humanitarian assistance of the United Nations |
| 2011/8 | Strengthening of the coordination of emergency humanitarian assistance of the United Nations |

Security Council resolutions

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| 1894 (2009) | Protection of civilians in armed conflict |
| 1974 (2011) | Extension of the mandate of the United Nations Assistance Mission in Afghanistan |
| 1991 (2011) | Extension of the mandate of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo |
| 1996 (2011) | Establishment of the United Nations Mission in South Sudan |
| 2000 (2011) | Renewal of the mandate of the United Nations Operation in Côte d'Ivoire |
| 2001 (2011) | Extension of the mandate of the United Nations Assistance Mission for Iraq |
| 2003 (2011) | Extension of the mandate of the African Union/United Nations Hybrid Operation in Darfur |
| 2010 (2011) | Renewal of the authorization to Member States of the African Union to maintain the deployment of the African Union Mission in Somalia and extension of the logistical support package for the Mission |
| 2011 (2011) | Extension of the authorization of the International Security Assistance Force in Afghanistan |
| 2012 (2011) | Extension of the mandate of the United Nations Stabilization Mission in Haiti |

Subprogramme 1
Policy and analysis

General Assembly resolutions

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| 56/89 | Scope of legal protection under the Convention on the Safety of United Nations and Associated Personnel |
| 61/117 | Applicability of the Geneva Convention relative to the Protection of Civilian Persons in Time of War, of 12 August 1949, to the Occupied Palestinian Territory, including East Jerusalem, and other occupied Arab territories |
| 62/134 | Eliminating rape and other forms of sexual violence in all their manifestations, including in conflict and related situations |

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| 63/147 | New international humanitarian order |
| 64/75 | Participation of volunteers, "White Helmets", in the activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development |
| 66/119 | Strengthening of the coordination of emergency humanitarian assistance of the United Nations |
| 66/135 | Assistance to refugees, returnees and displaced persons in Africa |
| 66/165 | Protection of and assistance to internally displaced persons |
| 66/227 | International cooperation on humanitarian assistance in the field of natural disasters, from relief to development |

Security Council resolution

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| 2011 (2011) | Extension of the authorization of the International Security Assistance Force in Afghanistan |
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Subprogramme 2**Coordination of humanitarian action and emergency response***General Assembly resolutions*

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| 61/219 | International assistance for the economic rehabilitation of Angola |
| 62/9 | Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster |
| 63/18 | The situation in Afghanistan |
| 63/136 | Humanitarian assistance and reconstruction of Liberia |
| 63/147 | New international humanitarian order |
| 63/279 | International cooperation and coordination for the human and ecological rehabilitation and economic development of the Semipalatinsk region of Kazakhstan |
| 64/74 | Humanitarian assistance, emergency relief and rehabilitation effort for El Salvador in response to the devastation caused by Hurricane Ida |
| 64/129 | Assistance to refugees, returnees and displaced persons in Africa |
| 64/250 | Humanitarian assistance, emergency relief and rehabilitation for Haiti in response to the devastating effects of the earthquake in that country |
| 65/133 | Strengthening of the coordination of emergency humanitarian assistance of the United Nations |

- 65/135 Humanitarian assistance, emergency relief, rehabilitation, recovery and reconstruction in response to the humanitarian emergency in Haiti, including the devastating effects of the earthquake
- 65/136 Emergency and reconstruction assistance to Haiti, Saint Lucia, Saint Vincent and the Grenadines and other countries affected by Hurricane Tomas
- 66/9 Emergency humanitarian assistance for the rehabilitation and reconstruction of Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama
- 66/118 Assistance to the Palestinian people
- 66/119 Strengthening of the coordination of emergency humanitarian assistance of the United Nations
- 66/120 Strengthening humanitarian assistance, emergency relief and rehabilitation in response to the severe drought in the Horn of Africa
- 66/227 International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
- 66/228 Assistance to survivors of the 1994 genocide in Rwanda, particularly orphans, widows and victims of sexual violence

Security Council resolutions

- 1974 (2011) Extension of the mandate of the United Nations Assistance Mission in Afghanistan
- 1991 (2011) Extension of the mandate of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
- 1996 (2011) Establishment of the United Nations Mission in South Sudan
- 2000 (2011) Renewal of the mandate of the United Nations Operation in Côte d'Ivoire
- 2001 (2011) Extension of the mandate of the United Nations Assistance Mission for Iraq
- 2003 (2011) Extension of the mandate of the African Union-United Nations Hybrid Operation in Darfur
- 2010 (2011) Renewal of the authorization to Member States of the African Union to maintain the deployment of the African Union Mission in Somalia and extension of the logistical support package for the Mission
- 2011 (2011) Extension of the authorization of the International Security Assistance Force in Afghanistan

- 2012 (2011) Extension of the mandate of the United Nations Stabilization Mission in Haiti

Subprogramme 3
Natural disaster reduction

General Assembly resolutions

- 54/219 International Decade for Natural Disaster Reduction: successor arrangements
- 63/137 Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
- 63/215 International cooperation to reduce the impact of the El Niño phenomenon
- 63/217 Natural disasters and vulnerability
- 64/200 International Strategy for Disaster Reduction
- 65/157 International Strategy for Disaster Reduction
- 66/119 Strengthening of the coordination of emergency humanitarian assistance of the United Nations
- 66/199 International Strategy for Disaster Reduction
- 66/227 International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

Subprogramme 4
Emergency support services

General Assembly resolutions

- 56/99 Emergency response to disasters
- 60/13 Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the South Asian earthquake disaster — Pakistan
- 62/9 Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster
- 63/137 Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
- 65/307 Improving the effectiveness and coordination of military and civil defence assets for natural disaster response
- 66/119 Strengthening of the coordination of emergency humanitarian assistance of the United Nations

- 66/227 International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

Subprogramme 5

Humanitarian emergency information and advocacy

General Assembly resolutions

- 62/91 Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
- 63/137 Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
- 66/119 Strengthening of the coordination of emergency humanitarian assistance of the United Nations
- 66/227 International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

Programme 24

Public information

Overall orientation

24.1 The Department of Public Information is dedicated to communicating to the world the ideals and work of the United Nations; to interacting and partnering with diverse audiences; and to building support for the purposes and principles enshrined in the Charter of the United Nations. In line with this mission, the Department coordinates informational campaigns on key priority areas, using both new and traditional means of communication. The Department makes every effort to widen the pool of its communications partners and to strengthen its outreach to the public in both developed and developing countries through its network of United Nations information centres. The mandate of the Department is contained in General Assembly resolution 13 (I). The work of the Department is guided by the priorities established by the Assembly and its subsidiary body, the Committee on Information, through the resolutions of the Assembly on questions relating to information, the most recent of which are resolutions 66/81 A and B.

24.2 The Department seeks to promote global awareness and enhanced understanding of the work and issues of the United Nations by providing accurate, impartial, comprehensive, balanced, coherent, timely and relevant information. To that end, using the Millennium Declaration as its guide, the Department will focus on priority themes in support of the three pillars of the Organization's work: development; peace and security; and human rights. Within these three broad priority themes, the Department will seek to underscore the Secretary-General's emphasis on delivering results, accountability and addressing global challenges for the common good, in full compliance with the mandates given by Member States. In addition, the Department has identified Africa as a regional focus for its communications work. The Department will continue to actively support the Secretary-General's priority on strengthening accountability.

24.3 The Department works closely with substantive departments and offices of the Secretariat and organizations of the United Nations system to deliver effective and targeted information programmes on the identified key areas, including for United Nations conferences and observances. It aims to reach and engage audiences worldwide, including Governments, the media, non-governmental organizations, educational institutions, business and professional organizations and other members of civil society to encourage support for the Organization and its objectives.

24.4 To accomplish its mission, the Department takes the following core approaches in its work: strategic working relationships with the substantive departments and offices of the Secretariat and the organizations of the United Nations system; enhanced use of the latest information and communications technologies in both traditional and new media in order to deliver information directly and instantaneously worldwide; the building of stronger grass-roots support through partnerships with civil society organizations; and the parity of official United Nations languages in the preparation of news and communications products.

24.5 In an effort to strengthen and better support the Department's outreach to Member States, the committee liaison function of the Committee Liaison Unit has been transferred to subprogramme 3, Outreach and knowledge services. The

remaining coordination function of the Unit for United Nations system communications continues to be located under subprogramme 1, Strategic communications services.

Subprogramme 1

Strategic communications services

Objective of the Organization: To broaden understanding of and support for the work of the United Nations on the priorities given by Member States, including communications support for United Nations events and initiatives decided upon by them

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of media coverage on the priorities decided upon by Member States	(a) Increased percentage of articles that contain United Nations messages on priorities decided upon by Member States
(b) Increased reach of the online components of communications campaigns on priority themes	(b) Increased number of members of the general public reached through media
(c) Improved understanding at the local level of work carried out by the United Nations	(c) (i) Higher percentage of target audiences indicating improved understanding of the United Nations (ii) Increased number of visitors to the subprogramme's websites (iii) Increased number of informational materials and United Nations publications available in local languages

Strategy

24.6 The subprogramme will be implemented by the Strategic Communications Division of the Department, which consists of the Communications Campaigns Service and the Information Centres Service, including the network of United Nations information centres.

24.7 The objective will be accomplished by developing communications guidance and messages that are more sharply focused, through better vertical integration of campaigns and messages between the Department at Headquarters and the network of United Nations information centres in the field and through improved horizontal integration with other Secretariat departments and offices and the respective information components of United Nations agencies, funds and programmes. At the national level, the network of United Nations information centres will continue to closely integrate their work with the strategic and communications priorities of United Nations resident coordinators and country teams, while also benefiting from more thorough, timely and targeted information provided by the subprogramme's offices concerned with development, peace and security and human rights issues. Specially designated information centres will continue to assist other centres in their

respective regions in sharing expertise and resources and in developing messages and communications campaigns that are tailored to regional or subregional needs and interests. The United Nations Communications Group will enhance the coordination of communications activities between the Department and the wider United Nations system through the use of inter-agency task forces to harmonize communications on priority issues. In addition, communications efforts that have a particular national or regional resonance will be strengthened through United Nations communications groups at the country and regional levels.

24.8 In order to enhance public understanding of the objectives and activities of the United Nations, information products will be created in both official and local languages for delivery to target audiences. Strategic media outreach activities, including press conferences and interviews with senior officials, will also be organized. Websites in local languages will continue to be maintained and strengthened by the network of United Nations information centres. Social media platforms will be used at Headquarters and, when appropriate, at the country and regional level to expand the reach of communications campaigns and better inform the general public about United Nations priority issues.

24.9 Operational support and strategic communications advice will continue to be provided to the information components of United Nations peacekeeping missions and special political missions, as appropriate.

Subprogramme 2

News services

Objective of the Organization: To strengthen support for the United Nations through information products and news services

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased utilization by media organizations and other users of news, information and related multimedia products about the United Nations	(a) (i) Increased number of users of Internet-based United Nations products (ii) Increased partnerships with radio and television broadcasters and rebroadcasters, by language and by region
(b) Timely access by news organizations and other users to daily meeting-coverage press releases, television packages, photos and other information products	(b) Maintenance of the current percentage of news products meeting deadlines to ensure their relevance to end-users

Strategy

24.10 The subprogramme will be implemented primarily by the News and Media Division, supported by the Office of the Spokesperson for the Secretary-General and by the network of United Nations information centres.

24.11 The objective will be accomplished through the timely production and delivery of accurate, balanced and, where feasible, customized news and

information materials (text, video, audio and photo) and services to the media and other consumers by using the newest web-based and mobile distribution platforms. Multilingualism will be a strong focus, with increased production of original news products in both official and non-official languages. Working with the media in developing countries will be a priority of the subprogramme's outreach efforts.

24.12 Evolving information technologies will also enable the subprogramme to continue to improve global access to our products at all times through broadening the range of options available to audiences, subject to local technical considerations. This will also enhance the subprogramme's integrated multimedia services, including social media platforms. Traditional media will be enhanced and integrated with other multimedia services, providing more depth to coverage, including links to background and archived materials and other related content.

24.13 Taking advantage of the opportunities provided by newer technologies for disseminating and receiving information, such as mobile devices, will require innovative partnerships with information providers, broadcasters and other redisseminators. Such collaborations will help to meet the needs of a global audience by offering quality materials that reflect the priorities, including the Millennium Development Goals, identified by Member States to the widest possible range of information outlets. Special programmes will be produced and distributed as required.

Subprogramme 3

Outreach and knowledge services

Objective of the Organization: To enhance understanding of the role, work and concerns of the United Nations and to encourage the exchange of ideas, information and knowledge in support of the goals of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Broader reach of United Nations information through various media and services and through expanded partnerships with other entities	(a) (i) Increased partnerships with United Nations entities as well as external organizations (ii) Increased number of non-governmental organizations from developing countries and countries with economies in transition receiving information from the Department (iii) Increased number of visitors to the subprogramme's websites (iv) Increased number of individual end-user downloads of publications and other outreach products
(b) Enhanced knowledge services and access to information that support the work of staff and delegates	(b) (i) Increase in use of knowledge services provided by the Dag Hammarskjöld Library in support of United Nations priorities

(ii) Increased internal communications through the use of iSeek and deleGATE

Strategy

24.14 The subprogramme will be implemented by the Outreach Division, which includes the following clusters: Knowledge Solutions and Design; Advocacy and Special Events; Educational Outreach; Publications and Editorial; NGO Relations; Sales and Marketing; Visitors' Services; the Dag Hammarskjöld Library, consisting of Information Processing and Acquisitions and Library Users' Services; and the Committee Liaison Unit. The Division also includes the secretariat of the Publications Board and the Exhibits Committee.

24.15 The Outreach Division will work to enhance understanding of the United Nations both by producing information products, such as publications and exhibits, and by organizing briefings, speaking engagements and special events that highlight United Nations priority issues. The Division will accomplish its objective by working with external partners with their own networks and delivery systems through which they can amplify and extend the reach of the United Nations message. These include non-governmental organizations, educational institutions, cultural organizations, foundations and Governments. In addition, the worldwide power of the media and celebrity advocates is keenly recognized. The Division will therefore continue to employ Messengers of Peace in a targeted, issues-oriented fashion. New partnerships will be sought with the film, television and entertainment industries, with the intention of finding opportunities for expanding the presence and visibility of United Nations themes in contexts and among audiences where they are not usually present.

24.16 To reach a broader segment of the global public, the Division will continue to develop and nurture new constituencies, including institutions of higher education and research through the United Nations Academic Impact initiative. In addition, new initiatives will be developed to engage youth, a key target group for the Department, through education outreach activities, social media and partnerships with model United Nations organizations. A concerted effort will be made to broaden the geographical diversity of the Division's sphere of partners. For example, increased participation of entities from underrepresented regions of the world will be a factor when selecting non-governmental organizations to be associated with the Department.

24.17 The Division will continue the modernization of the Dag Hammarskjöld Library. Full advantage will be taken of new technologies to better meet the needs of staff and delegates in a digital and global environment, with a client-oriented approach. While taking a path that will increasingly enable "virtual" library services, care will also be taken to safeguard the Organization's heritage through the preservation of, and access to, historical documents and records.

24.18 The objective of the subprogramme also entails facilitating access to and the exchange of information in the United Nations. Enhancing internal communications through iSeek and deleGATE will be key in solidifying the concept of a global Secretariat and increasing knowledge-sharing among staff in different departments and duty stations.

Legislative mandates

General Assembly resolutions

13 (I)	Organization of the Secretariat
168 (II)	United Nations Day
423 (V)	Human Rights Day
32/40 B	Question of Palestine (initial request for information support)
36/67	International Year of Peace and International Day of Peace
54/134	International Day for the Elimination of Violence against Women
55/2	United Nations Millennium Declaration
57/7	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development
57/129	International Day of United Nations Peacekeepers
60/1	2005 World Summit Outcome
60/7	Holocaust remembrance (establishment of outreach programme)
60/225	Assistance to survivors of the 1994 genocide in Rwanda, particularly orphans, widows and victims of sexual violence (establishment of outreach programme)
62/122	Permanent memorial to and remembrance of the victims of slavery and the transatlantic slave trade (establishment of outreach programme)
64/13	Nelson Mandela International Day
65/81	United Nations Disarmament Information Programme
66/81 A	Questions relating to information: information in the service of humanity
66/81 B	Questions relating to information: United Nations public information policies and activities
66/90	Dissemination of information on decolonization
66/116	Follow-up to the Declaration and Programme of Action on a Culture of Peace
66/132	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

66/144 Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action

Programme 25

Management and support services

Overall orientation

25.1 The overall purpose of the programme, the responsibility for which is vested in the Department of Management, the administrative services of the United Nations Office at Geneva, the United Nations Office at Vienna and the United Nations Office at Nairobi, is to enhance the accountability and efficiency of the Organization in managing its resources in four broad management areas, namely, finance, human resources, information and communications technology (ICT), and support services, including procurement and infrastructure; to provide support services to the intergovernmental processes of the Organization; to secure financing for the mandated programmes and activities of the Secretariat; and to support the implementation of those programmes and activities.

25.2 The programme derives its mandates from relevant articles of the Charter of the United Nations, specifically Articles 8, 17, 97, 100 and 101, as well as the Financial Regulations and Rules of the United Nations, the Staff Regulations and Rules, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, General Assembly resolutions 41/213 and 42/211 and the successive annual resolutions on the review of efficiency of the administrative and financial functioning of the United Nations, as well as resolutions 52/12 A and B, 57/300, 58/269, 60/1, 60/260, 60/283, 63/262 and 66/246 addressing issues of the reform and revitalization of the Organization and the move of the Office of Information and Communications Technology to the Department of Management, and other relevant resolutions.

25.3 The programme is focused on implementing key management reform measures approved by the General Assembly, with the support of a communications strategy that ensures that Member States, managers and staff are fully informed of and participate in the efforts to ensure a more effective and results-oriented Organization.

25.4 The Department of Management, in close coordination with the administrative services of offices away from Headquarters, will aim to ensure that all new or revised management policies, procedures and internal controls meet the expectations of Member States as reflected in the resolutions and decisions of the General Assembly, as well as in the relevant regulations and rules of the United Nations. The capacity of managers to deliver mandated programmes will be strengthened through policy guidance and more effective support to results-based management approaches, including regular and systematic monitoring and self-evaluation practices, as well as timely performance reporting to Member States to ensure that the Organization becomes fully results oriented.

25.5 The Department of Management will facilitate institutional and senior managers' accountability through: the preparation of programme performance reports for presentation to the intergovernmental organs; the monitoring and administration of senior managers' compacts; and the provision of substantive support to the Management Performance Board. The Department will also closely monitor oversight body recommendations, follow up on the status of implementation, identify material weaknesses, and ensure that remediation plans are developed, and provide

the required information to the Management Committee. In addition, the Department will continue its work in the area of accountability, making proposals for its strengthening within the Secretariat and informing stakeholders of the measures undertaken towards that end.

25.6 Recognizing the importance of the implementation of a systematic approach to risk management and internal control in the United Nations, the Department of Management will continue its efforts aimed at achieving the overall implementation of an effective risk management and control framework through the Secretariat. The framework will enhance the governance and management practices of the Secretariat; strengthen the focus on objectives and increase effectiveness in achieving the defined objectives and mandates given by Member States. Embedded risk and internal control management activities will become an integral part of the processes and operations of the entire Organization.

25.7 The implementation of the enterprise resource planning project, known as Umoja, will continue under the coordinating and oversight function of the Department of Management through the Enterprise Resource Planning Steering Committee. The Department will ensure that the project adequately responds to the needs of the Organization and facilitates the execution of its mandates by enabling a more efficient and effective management of resources (people, money and materials). The Department will ensure implementation of various functionalities of the system while minimizing the burden of change on the Organization and its resources and mitigating organizational and managerial risks. In synchronization with the new enterprise resource planning project, the Department will ensure further development and documentation of accounting policies, guidance and procedures that are compliant with International Public Sector Accounting Standards (IPSAS).

25.8 The management evaluation, as the first step in the formal process of administration of justice, provides management with an opportunity to correct decisions that do not comply with internal law. It complements the efforts of the Department of Management to improve management practices and strengthen accountability. The Department, through its management evaluation function, and within prescribed time limits, will strive to improve decision-making and to reduce the number of cases proceeding to formal litigation. In addition, the Department will establish and implement effective measures to increase transparency and managerial accountability.

25.9 The Department of Management will also provide substantive and/or technical secretariat support to the Administrative and Budgetary (Fifth) Committee, the Committee for Programme and Coordination, the Committee on Contributions, the Advisory Committee on Administrative and Budgetary Questions, the Board of Auditors and the Independent Audit Advisory Committee.

25.10 The Department of Management will continue to lead the efforts to prepare the Organization for the implementation of IPSAS in 2014 and to ensure the implementation of IPSAS-compliant accounting policies in close collaboration with stakeholders, using change management, training and communication strategies to that end. Work will continue to strengthen managerial controls and accountability in the area of financial management in the context of the Department's implementation of an effective enterprise risk management and control framework, in collaboration with the enterprise resource planning project (Umoja) and the United Nations

System Chief Executives Board for Coordination (CEB), including its High-level Committee on Management, and the Finance and Budget Network.

25.11 Human resources reform efforts aimed at the development of a more productive, flexible and results-oriented Organization will continue through strengthened workforce planning, including: the recruitment of high-quality staff; enhanced human resources systems; strengthened performance management and development; the system of administration of justice, as decided by the General Assembly in its resolution 61/261, and subsequent relevant resolutions that address, among other things, issues related to recourse to formal and informal procedures for the efficient, effective and fair implementation of the system; support for inter- and intra-organizational mobility; promotion of staff health and provision of medical clearances and medical advice to United Nations facilities worldwide; and monitoring of delegated authority throughout the global Secretariat. The talent management information system will be enhanced to include recruitment, learning management and performance management. Targeted outreach campaigns will be conducted with a view to achieving more equitable geographical representation of Member States and increased female representation and to identifying high-quality candidates. The Department of Management will continue to support and strengthen the integration of the gender perspective and geographical representation into the work of the Organization, in fulfilment of its leading role in implementing gender-sensitive policies.

25.12 The Department of Management continues to support the implementation of programmes and activities at Headquarters and at field operations through the provision of efficient, cost-effective, transparent, timely and high-quality procurement services. In this regard, the Department will share best practices with other duty stations and other organizations of the United Nations system to further improve its internal controls and to support professional development of staff, and it will continue its effort to identify new vendors, particularly from developing countries and countries with economies in transition, in order to enhance competition. The Department will also ensure the efficient and effective functioning of the Secretariat with regard to office and conference facilities, broadcasting operations, assets management, travel and transportation services, archives and records management, mail and pouch operations and other commercial activities. In particular, the Department will adopt a global perspective in the planning and prioritization of capital and facilities expenditures. It will also ensure the viability of business continuity planning and the integration of emergency preparedness initiatives into the organizational resilience management system.

25.13 As noted above, pursuant to General Assembly resolution 66/246, the Office of Information and Communications Technology was moved to the Department of Management. The Department will provide overall strategic direction and central leadership for the establishment and implementation of Organization-wide ICT and for planning and coordinating ICT activities Secretariat-wide including infrastructure and enterprise systems, with a view to achieving coherence and coordination in the area of ICT within the work of the United Nations and between the Secretariat and the funds, programmes and specialized agencies of the Organization.

25.14 The Department of Management is responsible for the management of the renovation of the historic United Nations Headquarters complex in New York. The

project, known as the capital master plan, is under way. It will result in a modern, safe, secure and energy-efficient Headquarters complex that is accessible to all. The Secretariat Building will be completed and reoccupied in 2012, the Conference Building will be reoccupied in early 2013, and the General Assembly Building will be renovated in 2013-2014. The project is being executed in multiple phases, with an estimated overall completion date of 2014.

25.15 The experience gained from the capital master plan will be leveraged to establish a framework that will ensure that the capital value of physical properties at all duty stations is maintained on a long-term basis, with the particular aim of conducting a comprehensive renovation and refurbishment programme for the Palais des Nations to ensure that all health, safety and security concerns are adequately addressed. The Department will coordinate with the United Nations Office at Geneva to finalize the planning phase for necessary renovation works of the Palais des Nations, referred to as the strategic heritage plan. The work to restore the physical condition and preserve the heritage of the buildings at the Geneva complex, which will involve the exploration of alternative financing mechanisms, will commence upon the approval of the General Assembly.

25.16 The Department of Management will maintain its leadership role within the United Nations common system. By partnering with other organizations of the system, it will strengthen existing common and joint services and expand and develop new common and joint services among United Nations entities in cases where such services would be more efficient and cost-effective than existing arrangements.

A. Headquarters

Subprogramme 1¹⁰

Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Component 1

Management services

Objective of the Organization: To enhance the effectiveness, efficiency, accountability and transparency of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective and efficient functioning of the Secretariat, in full compliance with legislative mandates and relevant rules and regulations	(a) (i) All new and revised management policies, procedures and internal controls facilitate improved management of programmes and staff (ii) Increased implementation rate of recommendations issued by the oversight bodies to the Secretariat

¹⁰ The Department of Management at Headquarters is solely responsible for the implementation of subprogrammes 1 and 5.

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| <p>(b) Strengthened accountability throughout the Secretariat</p> | <p>(b) (i) Senior managers annual performance assessments completed for review by the Management Performance Board</p> <p>(ii) Timely delivery on institutional performance (programme performance report) for review by the Management Performance Board and intergovernmental bodies</p> |
| <p>(c) Contracts are awarded and assets disposed of with efficiency, fairness, integrity and transparency and in full compliance with the relevant rules and regulations</p> | <p>(c) (i) Maintenance of the number of days required for the processing of Headquarters Committee on Contracts cases</p> <p>(ii) Maintenance of the average number of cases handled by the Headquarters Property Survey Board</p> |
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Strategy

25.17 This component of the subprogramme is the responsibility of the Office of the Under-Secretary-General for Management. The subprogramme will play a key role in the development and promotion of good management practices and the introduction of administrative policies and procedures that enable more efficient and effective programme implementation while complying with legislative mandates, regulations and rules. In support of the Secretary-General's commitment to strengthen accountability and transparency, the Office will continue to enhance the Secretariat's accountability framework. As part of that effort, it will guide senior management in the deployment of an enterprise risk management and internal controls framework and will provide substantive support to the Management Performance Board and the Management Committee. In addition, the Office will review the findings and recommendations of oversight bodies, identify material weaknesses and conditions that need to be reported and will follow up on the status of implementation of recommendations and the adoption of remediation plans.

25.18 The subprogramme also includes the secretariat of the Headquarters Committee on Contracts, which supports the work of the Headquarters Committee in its review of proposed procurement actions over a specific threshold, and the secretariat of the Headquarters Property Survey Board, which supports the work of the Survey Board on the disposal of United Nations property and assets.

Component 2

Enterprise resource planning project

Objective of the Organization: To improve the management of the Organization's resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) All business processes for the management of resources and programme performance are efficient, effective and have built-in internal controls and are in full compliance with regulations, rules, policies and procedures	(a) (i) Increased percentage of business processes that are designed or re-engineered in full compliance with regulations, rules, policies and procedures (ii) Increased percentage of business processes built and tested in the areas of human resources, finance and supply chain and central support services
(b) Technological systems are fully in place	(b) Not to exceed 10-second response time per transaction step from user perspective in high-bandwidth environment

Strategy

25.19 This component of the subprogramme is the responsibility of the Umoja Enterprise Resource Planning Project Team in the Office of the Under-Secretary-General for Management. The enterprise resource planning project (Umoja) combines new techniques, tools, training and technology to improve the business practices of the United Nations Secretariat and to align them with commonly accepted best practices. Rather than release a comprehensive solution as originally envisioned, the revised implementation approach plans to deploy in two phases: Umoja Foundation and Umoja Extension. There are four major project stages: preparation; design; build; and deployment. Umoja Foundation will begin with a pilot in January 2013 and will be fully deployed by December 2014. The build phase for Umoja Extension will be in 2013-2014, with deployment planned for completion by the end of 2015. The principles that guide the design, build and deployment of Umoja include: (a) the widest possible inclusion of the business community; (b) complete coverage of all in-scope processes deployed in two phases preceded by a pilot; (c) functional coverage of the approximately 700 legacy systems that will be replaced by Umoja's single global information system; and (d) effective interface between Umoja and the legacy systems that remain in place.

Component 3

Management evaluation component of the administration of justice

Objective of the Organization: To ensure greater personal accountability for decision-making

Expected accomplishments of the Secretariat	Indicators of achievement
(a) More timely decision-making by the Administration with respect to evaluation of contested decisions	(a) All management evaluation requests are responded to within the prescribed 30- and 45-day time limits

(b) Improved accountability in management related decisions	(b) Reduced percentage of improper or incorrect decisions within the various offices and departments of the United Nations Secretariat
(c) Reduced litigation of cases in the United Nations Dispute Tribunal	(c) Reduced percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation

Strategy

25.20 This component of the subprogramme is the responsibility of the Office of the Under-Secretary-General for Management. Requests for management evaluations of contested decisions will be undertaken within the prescribed 30- and 45-day time limits. Management evaluation is the final step, before a formal judicial process, to determine whether a mistake has been made or an irregular action taken, and to correct it, if necessary. It is also an opportunity to hold decision makers accountable in cases where an improper decision has been taken. The management evaluation process will also identify systemic issues and lessons learned with a view to improving decision-making in the Secretariat.

Component 4

Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Objective of the Organization: To facilitate deliberations and decision-making by the Fifth Committee and the Committee for Programme and Coordination

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved communication on organizational and procedural aspects of meetings as well as enhanced substantive, technical and secretariat support to the Member States and other participants in the meetings	(a) (i) Full compliance with the submission deadline of the final reports of the committees serviced by the Secretariat, in order to allow simultaneous publication in all official languages (ii) Reduced number of complaints by representatives of Member States of the Fifth Committee and the Committee for Programme and Coordination concerning the conduct of meetings and the level and quality of substantive and technical secretariat services

Strategy

25.21 This component of the subprogramme is the responsibility of the secretariat of the Administrative and Budgetary (Fifth) Committee of the General Assembly and the Committee for Programme and Coordination. The strategy to achieve the above objectives will include:

(a) Proactive assistance to the chairpersons and bureaux of the Fifth Committee and the Committee for Programme and Coordination in strengthening and facilitating their work. Provision of analytical and historical information on their proceedings to the bodies concerned;

(b) Proactive assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely issuance of reports and communications in order to allow simultaneous publication in all official languages.

Subprogramme 2

Programme planning, budget and accounts

Component 1

Programme planning and budgeting

Objective of the Organization: To ensure the effective and efficient formulation of the biennial programme plan, secure the resources required for the financing of the mandated programmes and activities of the Secretariat and improve the management of the utilization of those resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased contribution to the decision-making process by Member States on issues relating to the biennial programme plan, the programme budget and the budgets of the international criminal tribunals	<p>(a) (i) Increased percentage of reports and supplementary information submitted by the documentation deadlines in order to allow simultaneous publication in all official languages</p> <p>(ii) Increased number of Member States expressing satisfaction with the quality of budgetary documents and of the supplementary information provided</p> <p>(iii) Increased number of Member States expressing satisfaction with the quality, including the standardization, of the biennial programme plan</p>
(b) Better management of regular budget, extrabudgetary and criminal tribunal resources	(b) Increased percentage of clients expressing satisfaction with the services received

Strategy

25.22 This component of subprogramme 2 is the responsibility of the Programme Planning and Budget Division of the Office of Programme Planning, Budget and Accounts. During the 2014-2015 period, the focus will be on:

(a) Developing and implementing policies, procedures and methodology on matters relating to the programme budget and extrabudgetary resources and providing guidance to departments/offices in respect thereto;

(b) Issuing clear guidelines for the preparation of the biennial programme plan, fully taking into account the intergovernmental mandates and the Regulations

and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation;

(c) Preparing and presenting to the legislative bodies: the Secretary-General's budget outline; biennial programme budgets, including budgets of special political missions and budgets of the criminal tribunals; budget performance reports; and other reports on budgetary matters, including statements of the programme budget implications of new activities, as well as revised or supplementary programme budget proposals;

(d) Continuing the facilitation of deliberations and decision-making on planning and budgetary issues by the General Assembly and its relevant subsidiary organs through the provision of substantive services on programme and budgetary issues, including through the provision of informal briefings to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, as needed, on programmatic and budgetary issues of particular interest to the Member States, in order to increase transparency and strengthen dialogue between the Secretariat and the Member States;

(e) Enhancing control reporting systems and procedures relating to the implementation of programme budgets and extrabudgetary funds to ensure the economical and proper use of resources;

(f) Improving services to clients, including by monitoring the Division's client service performance, both within and outside the Secretariat, by leveraging technology, including Umoja, to simplify administrative processes and through continued emphasis on the development of the staff's substantive, technical and managerial skills;

(g) Continuing the monitoring of compliance by offices in receipt of specific delegations of authority in budgetary matters.

Component 2

Financial services relating to peacekeeping operations

Objective of the Organization: To secure the resources for the financing of peacekeeping operations and to ensure the efficient and effective administration and management of peacekeeping operations

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved reporting to the Advisory Committee on Administrative and Budgetary Questions, the General Assembly and police- and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(a) Increased percentage of budget and performance reports submitted by the documentation deadlines in order to allow simultaneous publication in all official languages
(b) Increased efficiency and effectiveness of peacekeeping operations	(b) (i) Liabilities for troops do not exceed three months (ii) Increased percentage of clients expressing satisfaction with the services received

Strategy

25.23 This component of subprogramme 2 is the responsibility of the Peacekeeping Financing Division of the Office of Programme Planning, Budget and Accounts. The Division will continue to develop and implement policies and procedures that are consistent with the Financial Regulations and Rules of the United Nations with respect to peacekeeping activities. The presentation of budgets and performance and special reports will be streamlined and will include results-based frameworks, where applicable, and resource requirements and expenditure information will be made more transparent. Cash positions and expenditures will be closely monitored. Advice on budgetary policies, methodologies and tools, as well as on training and guidance, will be provided to all peacekeeping missions. The Division will continue to facilitate, through the provision of substantive services, deliberations and decision-making by the General Assembly and its relevant subsidiary organs on budgetary matters related to peacekeeping.

Component 3

Accounting, contributions and financial reporting

Objective of the Organization: To further improve the quality of financial statements and to secure financing for the expenses of the Organization pursuant to Article 17 of the Charter of the United Nations

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved integrity of financial data	(a) (i) Unqualified audit opinion of the Board of Auditors on financial statements (ii) No more than two significant adverse audit findings related to other financial matters
(b) Timely and accurate financial transactions	(b) (i) Increased percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents (ii) Reconciliation of bank accounts within 30 days after month's end
(c) Insurance policies that have increased benefits for the Organization	(c) Number of improvements or beneficial adjustments made to terms of insurance policies
(d) Timely submission of documentation required for informed decision-making by Member States on issues related to the scale of assessments, the basis for financing peacekeeping activities and the status of contributions	(d) (i) No less than 90 per cent of monthly reports on the status of contributions issued by the end of the following month (ii) Increased percentage of pre-session documentation relating to the scale of assessments and the basis of financing of peacekeeping operations submitted by the documentation deadlines

Strategy

25.24 This component of subprogramme 2 is the responsibility of the Accounts Division of the Office of Programme Planning, Budget and Accounts. Emphasis will be placed on leveraging technology to improve the processing of financial transactions, client services and the quality and availability of timely and accurate financial information. Efforts to simplify administrative processes will continue. The Division will participate actively in the continued implementation of the selected enterprise resource planning system. It will also carry out activities aimed at ensuring the successful implementation of IPSAS. The Contributions Service of the Division will provide effective support to the Committee on Contributions and the General Assembly in the process of reaching agreement on the scale of assessments for the period 2016-2018 and on the basis for financing peacekeeping activities for that period, and it will ensure the timely issuance of assessments and information on the status of assessed contributions. The Division will continue to ensure the proper application of the Financial Regulations and Rules of the United Nations and of established policies and procedures relating to accounting matters.

Component 4 Treasury services

Objective of the Organization: To ensure the prudent investment of funds and to improve cash-management actions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Continued prudent stewardship of funds in line with the investment strategy through (i) safeguarding principal of investments; (ii) ensuring adequate liquidity; and (iii) investment return	(a) (i) Receipt of investment principal and interest on time (ii) Funds available to meet obligations (iii) Return on the United States dollar investment pool is equal to or above the average 90-day United States Treasury bill rate of return
(b) Improved efficiency, timeliness and security of the electronic payment system	(b) Maintenance of a loss-free record in electronic payments

Strategy

25.25 This component of subprogramme 2 is the responsibility of the Treasury of the Office of Programme Planning, Budget and Accounts. The focus will be on enhancing the reliability of internal controls; further developing the systems for investment and cash management; and increasing efficiency, timeliness and security of the electronic payment system.

Component 5

Financial information operations

Objective of the Organization: To improve the efficiency of financial business processes

Expected accomplishments of the Secretariat	Indicators of achievement
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(a) All critical Office of Programme Planning, Budget and Accounts systems are fully supported	(a) No unplanned outages of financial systems
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Strategy

25.26 This component of subprogramme 2 is the responsibility of the Financial Information Operations Service of the Office of Programme Planning, Budget and Accounts. The focus of its work will be on providing operational support to the Office of the Controller and to all divisions within the Office. The Service will seek to enhance the operation of its functions, provide continuous operational support for critical systems and develop and maintain a coherent vision and information technology strategy for Office systems, consistent with established standards set by the Office of Information and Communications Technology. The Service will: continue to coordinate services; establish standard system platforms and tools; ensure that sufficient controls are implemented across all critical systems; continue to review and compile the current business requirements of the Office in order to streamline processes; ensure that significant system developments are supportive of IPSAS and the implementation of the enterprise resource planning system; and actively participate in the continued implementation of Umoja.

Subprogramme 3

Human resources management

Component 1

Policy

Objective of the Organization: To align United Nations human resources policies to better meet the evolving needs of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
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(a) Improved and modernized human resources policies, including harmonized policies across the United Nations common system, are formulated	(a) Increase in the number of revised/amended administrative issuances, including issuances that harmonize policies across the common system
(b) Improved processing of appeals and disciplinary cases	(b) Provide response to appeals and initiate action within 30 days

Strategy

25.27 This component of subprogramme 3 is the responsibility of the Human Resources Policy Service of the Office of Human Resources Management. The component supports the ongoing reform efforts of the Secretary-General, as approved by the General Assembly in its resolutions 61/244, 63/250 and 65/247.

25.28 Particular attention will be placed on the development of human resources management policies; the enhancement of coordination with other organizations of the United Nations common system on system-wide policies regarding salaries, allowances and conditions of service of staff, as established by the General Assembly and the International Civil Service Commission; and the provision of advisory services in respect of Secretariat staff worldwide, including the promotion of increased transparency, responsibility and accountability. The Administrative Law Section of the Office of Human Resources Management will focus on managing appeals more effectively, including representing the Administration before the United Nations Dispute Tribunal and handling the processing of disciplinary cases in a timely manner.

Component 2

Strategic planning and staffing

Objective of the Organization: To foster the sound management of human resources and cultural change in the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved recruitment, placement and promotion of the best qualified and competent staff, as well as facilitation of greater geographical representation and gender balance of staff	<p>(a) (i) Reduction in the number of unrepresented and underrepresented Member States in the Secretariat through the recruitment of candidates from those States for regular budget posts, if they prove to be the best qualified and competent personnel</p> <p>(ii) Increased placement of candidates successful in the young professionals programme examination from unrepresented and underrepresented Member States to P-1 and P-2 positions in the Secretariat</p> <p>(iii) Reduction in the average number of days from the date of issuance of vacancy announcements to the date of selection for all regular vacancies advertised</p> <p>(iv) Increased percentage of female staff in the regular budget posts in the Professional and higher categories</p>

(b) Availability of reports to the Security Council, the General Assembly and other intergovernmental bodies to enable fully informed decisions	(b) Member States have access to dynamic online reports on human resources information
(c) Increased efficiency and effectiveness of operations	(c) Availability of the human resources management scorecard tool to all departments and offices, with strategic operational targets and built-in progress reports to monitor success in achieving those targets
(d) Facilitated voluntary mobility in compliance with relevant General Assembly resolutions	(d) Number of voluntary movements

Strategy

25.29 This component of subprogramme 3 is the responsibility of the Strategic Planning and Staffing Division of the Office of Human Resources Management. The component supports the ongoing reform efforts of the Secretary-General aimed at the development of a global, dynamic and adaptable workforce, as guided by the General Assembly in its resolutions 61/244, 63/250 and 65/247.

25.30 The Division consists of: (a) the Planning, Monitoring and Reporting Service; (b) the Staffing Service; and (c) the Outreach Section.

25.31 The core functions of the Planning, Monitoring and Reporting Service are to support the management of the Secretariat's human resources, including through: strengthening the new human resources management performance and accountability framework (human resources scorecard); self-monitoring and targeted human resources management support, including on-site support visits; provision of advice to departments and offices on the proper exercise of delegated authority; efficient and effective implementation of human resources processes; and development of workforce strategies for meeting priorities.

25.32 The core functions of the Staffing Service are to: (a) manage the implementation of the staff selection system; (b) develop and manage components of the talent management system related to staffing as an enterprise talent management tool; (c) contribute to the development of strategies, policies and programmes with a view to promoting a dynamic, adaptable and global workforce with the highest levels of competence and integrity to serve the evolving mandates of the Organization; and (d) develop strategies for the management of the recruitment of young professionals and conduct competitive examinations for recruitment to the Professional category, as well as other examinations, tests and assessments.

25.33 The core function of the Outreach Section is to support the Secretariat in identifying and attracting high-quality candidates through outreach activities and to conduct proactive and targeted recruitment campaigns, taking into account the predicted operational needs of the Organization and the mandates of the General Assembly, particularly on geographical representation and gender balance.

Component 3

Learning, development and human resources services

Objective of the Organization: To promote organizational culture change in the Secretariat in order to address new requirements and needs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved ability of current staff to implement mandates	(a) (i) Increase in the total number of training and learning opportunities undertaken by individual staff members (ii) Increased percentage of staff members benefiting from the minimum target of five days' training per year
(b) Improved career development and staff support	(b) (i) Increased number of staff members participating in career development and staff support programmes offered through career resource centres (ii) Increased percentage of participating staff members who recognize the positive contribution of career development and staff support programmes (iii) Increased percentage of departments and offices expressing satisfaction with advice and support provided by the Learning, Development and Human Resources Services Division
(c) Improved implementation of staff emergency preparedness plans and training programmes by departments/offices	(c) Increase in the number of staff members in the roster for family focal points/call centre volunteers

Strategy

25.34 This component of subprogramme 3 is the responsibility of the Learning, Development and Human Resources Services Division of the Office of Human Resources Management. The Division will focus on developing the current and future human resources of the Organization by providing effective human resources management services and strengthening the integration of the core and managerial competencies into all human resources systems. This would include streamlining of human resources services (processing initial appointments, reappointments, induction, separation, transfer between duty stations and applicable entitlements such as rental subsidies, dependency benefits and education grants); improved advisory services; an enhanced performance management and development system; training and support for career development; supporting staff in balancing their professional and personal lives; ensuring that the programmes are aligned with a more structured approach to mobility, in compliance with relevant General Assembly resolutions, in order to meet organizational needs and develop a more

adaptable, dynamic and global workforce; and collaborating with departments within the Secretariat and United Nations agencies, funds and programmes in three major areas: risk-based preparedness, emergency response and post-emergency response, within the context of the organizational resilience management system. Emphasis will be placed on working in partnership with programme managers to carry forward human resources management to foster the excellence of the Organization's workforce.

Component 4 **Medical services**

Objective of the Organization: To ensure that all staff members, including those in the field, are fit to carry out their duties

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Access for staff to adequate health-care services worldwide, including rapid and effective medical response to workplace accidents and illness	(a) (i) Increased number of clients surveyed who responded, expressing satisfaction with services rendered (ii) Maintenance of within 5-day response time for requests for medical clearance (iii) Maintenance of within 1-day response time for requests for medical evacuations (iv) Increase in the number of duty stations with a medical component in mass casualty incident plans appropriate to local risks
(b) Increased awareness of staff regarding personal health and disease prevention	(b) Increased number of staff participation in health promotion activities
(c) Improved management, support and monitoring of United Nations health-care services worldwide	(c) Improved level of satisfaction expressed by field medical staff regarding advice and support provided

Strategy

25.35 This component of subprogramme 3 is the responsibility of the Medical Services Division of the Office of Human Resources Management. The Division will focus on improving access to and provision of occupational health services to New York-based staff of the United Nations system, including its funds, programmes and agencies. It will remain committed to ensuring improvement in its services for promoting staff health and medical compatibility with job requirements through the review of medical examinations.

25.36 The Division will focus on the health and safety risks in the workplace, including approving and assisting in medical evacuations and repatriations, providing medical inputs to the Crisis Operations Group, developing preparedness

plans for public health emergencies and managing the implementation and preparedness of the medical aspects of the United Nations crisis and mass casualty response plans in field duty stations (including United Nations medical emergency response teams). It will continue to perform on-site assessments of health facilities in the field duty stations and regional evacuation centres.

25.37 The Division will continue to provide professional and technical advice to United Nations sponsored dispensaries and civilian clinics of United Nations peacekeeping missions and to coordinate implementation of United Nations policies on health care system-wide. The Division will organize expert panels to interview medical personnel for appointment to peacekeeping missions.

25.38 With a view to further increasing its efficiency in the performance of medico-administrative functions, the Division will continue to enhance and implement its electronic occupational health management system in offices beyond New York Headquarters, including peacekeeping missions.

25.39 The Division will further develop and align its activities with the strategic priorities of the Organization, including specific attention to the managerial mechanisms required to address systemic occupational health, safety and medical needs related to the expanding worldwide field presence of United Nations staff.

Component 5

Human resources information systems

Objective of the Organization: To ensure that information and communications technology systems of the Office of Human Resources Management support human resources functions and enable the effective and efficient functioning of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved implementation of human resources information technology systems, data warehousing and reporting tools	(a) (i) Reduction in the average number of hours to respond to requests for human resources information systems support (ii) Implement all Inspira modules, including recruitment, performance management, learning, reporting, mobility and general human resources administration, and enhanced operational and management reporting

Strategy

25.40 This component of subprogramme 3 is the responsibility of the Human Resources Information Systems Section of the Office of Human Resources Management.

25.41 In working towards the objective of the subprogramme, the Section will continue to develop and improve information systems to support the implementation of United Nations human resources reforms, including agreement with the Umoja team on the integration between the two systems.

25.42 Core activities will include support for Inspira, the talent management information system, including system enhancements in the areas of recruitment, learning management and performance management.

25.43 The Section will provide Inspira application development, maintenance and user support. Enhancement of the data warehouse will include the strengthening of the online Human Resources Management scorecard to provide human resources practitioners and programme managers in headquarters locations and peacekeeping missions with self-service tools that enable self-monitoring of targets and performance using human resources action plans as well as monitoring and oversight by Member States.

25.44 The Human Resources Information Systems Section help desk will continue to provide Integrated Management Information System (IMIS) human resources functional support services to the departments and offices at Headquarters and to the offices away from Headquarters, including local area network (LAN)/desktop support within the Office of Human Resources Management. The Section will also continue to actively participate in and support the implementation of enterprise resource planning systems that conform to the standards and directives of the Office of Information and Communications Technology.

Subprogramme 4

Support services

Component 1

Facilities and commercial services

Objective of the Organization: To ensure the efficient and effective functioning of the Secretariat with regard to office and conference facilities, broadcasting operations, assets management, travel and transportation, archives and records management, mail and pouch services and commercial activities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced quality and timeliness of facilities and broadcasting services	(a) Increased proportion of services provided in accordance with established turnaround time
(b) Improved management of overseas facilities	(b) Increased proportion of capital maintenance programmes of offices away from Headquarters that are standardized, complete and up to date
(c) Operation of a property management system that is fully IPSAS compliant	(c) Recognition by the Board of Auditors that the property management system is IPSAS compliant
(d) Savings achieved in travel costs for the Organization	(d) Maintenance of savings achieved relative to the full cost of travel

(e) Improved efficiency and accountability through long-term management of and accessibility to authentic digital business records, archives and information	(e) Increased number of offices implementing an increased proportion of information systems that meet digital record-keeping standards consistent with and in support of United Nations information and knowledge management objectives
(f) Enhanced timeliness and reliability of mail and pouch services	(f) Increased percentage of on-schedule deliveries of pouch services

Strategy

25.45 This component of the subprogramme is the responsibility of the Facilities and Commercial Services Division of the Office of Central Support Services. During the biennium 2014-2015, the Division will face the challenges of the final stages of hand-over as the capital master plan winds down and the General Assembly Building is completed. The Division will need to reassume full responsibility for ongoing maintenance of the Headquarters facility. The Division will also have to implement property management policies and procedures recognized by the Board of Auditors as being in compliance with IPSAS. In order to achieve the objective of the subprogramme, the emphasis of the work programme will be on:

(a) Managing technology and operational changes at the renovated Headquarters facility by developing long-term maintenance programmes, shifting away from a historical repair-based approach to a proactive, preventative maintenance approach. This will protect the capital investment and ensure that the value of the newly renovated facility is not impaired. The approach will promote efficiency, operational continuity and environmental sustainability, maintaining energy efficiencies on a continuing basis;

(b) Supporting and maintaining the increased number of conference rooms constructed during the capital master plan, as well as newly installed sophisticated systems such as the buildings management and multimedia systems;

(c) Implementing regular renovation programmes for long-term leased spaces and providing building services to all premises at Headquarters, including annex buildings, in order to ensure a productive and healthy working environment for all occupants;

(d) Coordinating, within the framework of the capital master plan, the reoccupation of the General Assembly Building in a manner that minimizes disruptions;

(e) Improving the efficiency of facility services delivery through the continued implementation of the customer relationship management system and real-time monitoring of key performance indicators, including in the area of office space planning and property management;

(f) Improving the management of overseas properties by incorporating an Organization-wide perspective through the implementation and ongoing management of the strategic capital review of offices away from Headquarters and by closely coordinating a global approach to the prioritization, planning and oversight of the execution of major maintenance, alteration and improvement projects;

(g) Preparing for the post-capital master plan design of the loading dock of the United Nations complex by: coordinating significant operational adjustments, including new workflow processes in the areas of mail operations, receipt of materials and food supplies and their transportation and distribution; creating the necessary physical, information technology and staff infrastructure for the above areas under the new design and workflows; and coordinating and creating the infrastructure for a consolidation of major storage areas into a single centrally operated warehouse;

(h) Maintaining efficient and cost-effective travel and transportation services, in particular through best practices, as well as close cooperation and benchmarking with other organizations of the United Nations system;

(i) Raising awareness and improving capacity for digital record-keeping to comply with United Nations standards through the provision of advisory services, training and web-based tools, in partnership with stakeholders, and by developing and promoting the implementation of the digital preservation component of the United Nations information and knowledge management strategy;

(j) Improving the efficiency of mail and pouch services through continued enhancement of the automated mail sorting, tracking and shipping systems;

(k) Strengthening the policy development and oversight function for facilities management;

(l) Continuing to promote and coordinate, across departments and offices, improved levels of resource efficiency in the Secretariat's operations (as recommended in 2009/2010 reports of the Office of Internal Oversight Services (OIOS) and the Joint Inspection Unit), in line with the Secretary-General's priority that the United Nations respond to the threats of climate change and in order to move the Organization towards climate neutrality.

Component 2

Procurement services

Objective of the Organization: To ensure efficient, cost-effective, transparent, timely and high-quality procurement

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Procurement services that fully meet the requirements of acquisition plans	<p>(a) (i) Increased percentage of clients responding to surveys who express satisfaction</p> <p>(ii) Reduction in the average number of weeks between the creation of the bid instrument and the contract award or purchase order issuance</p> <p>(iii) Reduction of complaints by clients involved in either the registration or tender processes received by the Award Review Board</p>

(b) Enhanced level of international competition	(b) Increased number of eligible vendors from different regions of the world for tender invitations, supported by a single vendor database for the entire Secretariat
(c) Improved compliance with procurement policies, procedures and best practices	(c) Reduced number of adverse audit findings by the United Nations Board of Auditors and OIOS
(d) Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement	(d) Increased number of vendors from developing countries and countries with economies in transition participating in the United Nations procurement process, ensuring international competition, in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations

Strategy

25.46 This component of the subprogramme is the responsibility of the Procurement Division of the Office of Central Support Services. In order to achieve the objective of the subprogramme, the Division will place emphasis on the following:

(a) Sharing of best practices among organizations of the United Nations system; implementation of electronic tendering and procurement information management systems, in conjunction with the realization of maximum benefits through the implementation of Umoja; continuous review of procedures and guidelines, including the utilization of information technology and development tools; and working closely with requisitioners and stakeholders to enhance the accuracy, quality and timely submission of acquisition plans, as well as the development of source selection plans, statements of work, specifications and objective evaluation criteria;

(b) Strengthening cooperation with the International Chamber of Commerce, the World Chambers Federation and participating chambers of commerce worldwide in disseminating information on United Nations tender requirements, searching for potential suppliers in specific business sectors in which the Organization has a limited source of supply, to be invited for solicitation through their networks, and regularly conducting reviews of vendor performance, including through the use of external resources and vendor screening;

(c) Management and delivery of online procurement training courses and certification programmes and rotating staff between Headquarters and other locations to ensure the consistent application of and full compliance with established policies, procedures and best practices across the Organization.

Component 3

Business continuity

Objective of the Organization: To ensure the viability of business continuity planning and the integration of emergency preparedness initiatives into the organizational resilience management system

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity to respond to disruptions and crisis events	(a) (i) Crisis decision makers meet within 4 hours of a disruption or crisis event (ii) Critical process recovery starts within 24 hours of a disruption

Strategy

25.47 This component of the subprogramme is the responsibility of the Business Continuity Management Unit of the Office of Central Support Services. In order to achieve the objective, the Unit will focus on:

(a) Implementation of a maintenance, exercise and testing regime at Headquarters, offices away from Headquarters and the regional commissions to ensure successful implementation of the business continuity plan in a crisis event, including regular testing of the plan, training of crisis decision makers and the performance of yearly simulation exercises with crisis management teams at Headquarters, offices away from Headquarters and the regional commissions;

(b) Successful implementation of the organizational resilience management system; increased acceptance of the system by departments and offices; and increased demonstrated interest in the system by United Nations agencies, funds and programmes;

(c) Sharing of best practices in emergency management and organizational resilience between departments and offices of the Secretariat and agencies, funds and programmes, other United Nations entities and the private sector;

(d) Working closely with the training sections of the Department of Safety and Security and the Office of Human Resources Management to ensure that emergency management elements are mainstreamed into training courses.

Subprogramme 5

Information and communications technology strategic management and coordination

Objective of the Organization: To ensure the efficient, effective and transparent achievement of strategic organizational goals by leveraging information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved knowledge management, resource management and infrastructure management	(a) (i) Increased number of common applications and services and infrastructure made available through knowledge management, resource management and infrastructure management programmes (ii) Increased number of high-level business cases complying with established governance processes (iii) Increased number of systems and infrastructure consolidated in enterprise data centres
(b) Use of ICT resources optimized according to common standards	(b) Increased number of Organization-wide ICT standards, guidelines and procedures implemented
(c) Improved coordination, collaboration and coherence within the United Nations system in all matters related to ICT	(c) Increased number of system-wide harmonization efforts

Strategy

25.48 The subprogramme is the responsibility of the Office of Information and Communications Technology. The Office will focus on integrating ICT functions across the Secretariat, achieving coherence in and coordination of those functions within the Organization, establishing an operationally effective ICT governance structure with clear lines of authority and accountability and fostering deeper coordination and collaboration within and across the organizations of the United Nations system in all matters related to ICT, in accordance with the information and communications strategy approved by the General Assembly. In this context, the efforts will focus on:

- (a) Development of global ICT governance structures, policies, processes and standards to manage ICT more effectively;
- (b) Establishment of strategic programmes for knowledge management, resource management and infrastructure management to achieve a better alignment of ICT efforts with the needs of the Organization;

(c) Critical reviews of ICT initiatives and services to optimize the use of ICT resources;

(d) Increased coordination and collaboration on ICT with other United Nations entities, including harmonization efforts (either directly or through the CEB High-level Committee on Management/Information and Communication Technology Network), including common United Nations system directories, global network development and ICT cost benchmarking;

(e) Review of all ICT initiatives and operations of the Secretariat.

Subprogramme 6

Information and communications technology operations

Objective of the Organization: To ensure the efficient, effective and transparent achievement of the functional and operational goals of the Organization by leveraging information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the management of its activities	<p>(a) (i) Increased number of substantive services automated or enhanced by ICT projects</p> <p>(ii) Increased percentage of ICT services enhanced or automated</p> <p>(iii) Percentage of ICT services that meet agreed upon service levels</p>
(b) Enhanced alignment of standardized service and project delivery processes with best practices	(b) Increased number of ICT services provided with increased maturity levels, as defined by best practice frameworks (International Organization for Standardization (ISO), the Information Technology Infrastructure Library methodology or the Control Objectives for Information and Related Technology (COBIT))

Strategy

25.49 The subprogramme is the responsibility of the Office of Information and Communications Technology under the strategic direction of the Chief Information Technology Officer. The emphasis of the work programme will be on:

(a) Translating the Organization's functional and operational requirements into the effective and efficient acquisition and implementation of ICT solutions, with a focus on improving the management of information and resources;

(b) Identifying service requirements and defining commensurate delivery and support activities and structures;

- (c) Defining comparable levels of performance with industry benchmarks and monitoring performance;
- (d) Promoting the appropriate use of open source software in the Secretariat;
- (e) Enhancing service and performance management;
- (f) Developing and implementing a standardized global service catalogue to improve services provided by the Office of Information and Communications Technology and other relevant ICT units in meeting the strategic goals of the Organization.

B. United Nations Office at Geneva¹⁰

Subprogramme 2

Programme planning, budget and accounts (Geneva)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Geneva

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Overall resources for the programme budget are better managed	(a) (i) Reduced unliquidated obligations and cancellation of prior-period obligations as a percentage of final appropriation (ii) Reduction in the turnaround time for the issuance of extrabudgetary allotments (iii) Percentage variance between allotments and expenditures
(b) Improved integrity of financial data	(b) (i) Unqualified audit opinion of the Board of Auditors on financial statements (ii) No more than two significant adverse findings related to other financial matters
(c) Timely and accurate financial transactions	(c) (i) Increased percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents (ii) Reconciliation of bank accounts within 30 days of month's end (iii) Percentage of automated disbursements

Strategy

25.50 The subprogramme is the responsibility of the Financial Resources Management Service. The strategy to be employed to achieve the objective will include:

(a) Participating in the formulation of, and keeping abreast of, changes and developments in the United Nations policy on budget, finance, treasury and related areas, in particular the new enterprise resource planning system and IPSAS. The IPSAS support team at the United Nations Office at Geneva will continue to collaborate with Headquarters to mitigate risks and ensure implementation of IPSAS according to plan;

(b) Closely liaising with Headquarters and communicating with and advising, in a timely manner, the entities serviced by the United Nations Office at Geneva on financial management;

(c) Reviewing, on a regular basis, the workflow procedures in order to identify ways of ensuring more effective financial management and more efficient work processes;

(d) Conducting, as part of ongoing activities, risk assessment, introducing mitigating actions or strengthening systems of control;

(e) Ensuring strict compliance with the Financial Regulations and Rules and the financial policy of the United Nations.

Subprogramme 3 Human resources management (Geneva)

Objective of the Organization: To promote organizational culture change at the United Nations Office at Geneva in order to address new requirements and needs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved ability of current staff to implement mandates	(a) (i) Percentage of staff members benefiting from the minimum target of five days' training per year (ii) Percentage of staff responding to surveys who express satisfaction with the overall services provided by the Human Resources Management Service
(b) Improved recruitment, placement and promotion, as well as facilitation of greater geographical representation and gender balance of staff	(b) (i) Percentage of candidates selected from unrepresented and underrepresented Member States against posts subject to the system of geographical ranges (ii) Increased percentage of female staff in the Professional and higher categories

- (iii) Reduction in the average number of days from the date of issuance of vacancy announcements to the date of selection for all regular vacancies advertised

Strategy

25.51 The subprogramme is the responsibility of the Human Resources Management Service. The Service will aim to implement the Secretary-General's programme of human resources reform in accordance with intergovernmental mandates. In particular, attention will be focused on aligning the services provided with the current priorities of the Organization in the areas of: (a) staff selection and administration; (b) staff development and learning activities in the areas of career development and support, competency and skills development; (c) medical services, including health and wellness programmes; and (d) encouraging mobility to foster a more versatile, multi-skilled workforce.

Subprogramme 4 Support services (Geneva)

1. Objective of the Organization: To ensure the effective and efficient functioning of the United Nations Office at Geneva with regard to office and conference facilities management, asset management, travel and transportation, mail and pouch services and commercial activities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced quality and timeliness of facilities services	(a) Increased proportion of services provided in accordance with established turnaround time
(b) Improved management of properties	(b) All capital maintenance programmes that are standardized, complete and up to date
(c) Savings achieved in travel costs	(c) Increased savings achieved relative to the full cost of travel

2. Objective of the Organization: To ensure efficient, cost-effective, transparent, timely and high-quality procurement

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Procurement services that fully meet the requirements of acquisition plans	(a) (i) Increased percentage of strategic long-term agreements such as blanket purchase orders and systems contracts (ii) Reduction in the number of days between final statement of work and contract award

(b) Enhanced level of international competition	(b) Increase in the number of vendors eligible for tender invitations
(c) Improved access and participation of vendors from developing countries and countries with economies in transition	(c) Increased number of vendors from developing countries and countries with economies in transition participating in the process of United Nations procurement in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations

Strategy

25.52 The subprogramme is the responsibility of the Central Support Services. Emphasis will be placed on enhancing the efficiency of facilities management and providing cost-effective, efficient and high-quality procurement and travel services.

Subprogramme 6 Information and communications technology operations (Geneva)

Objective of the Organization: To ensure the efficient, effective and transparent achievement of the operational goals of the Organization by leveraging information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the management of its activities	(a) (i) Increased number of substantive services automated or enhanced by ICT projects (ii) Percentage of ICT services enhanced or automated (iii) Percentage of ICT services that meet agreed upon service levels
(b) Enhanced alignment of standardized service and project delivery processes with best practices	(b) Increased number of ICT services provided with increased maturity levels, as defined in best practice frameworks (International Organization for Standardization (ISO), Information Technology Infrastructure Library methodology or the Control Objectives for Information and Related Technology (COBIT))

Strategy

25.53 The subprogramme is the responsibility of the Information and Communications Technology Service. The Service, in coordination with the Chief Information Technology Officer and the Office of Information and Communications Technology, will continue to focus on implementation of the Organization's policies on ICT. More specifically, the activities will focus on:

- (a) Translating the functional and operational requirements of the United Nations into the effective and efficient acquisition and implementation of ICT solutions with a focus on improving the management of information and resources;
- (b) Identifying service requirements and defining commensurate delivery and support activities and structures;
- (c) Defining comparable levels of performance with industry benchmarks and monitoring performance;
- (d) Promoting the achievement of substantive objectives of the Organization through the implementation of ICT solutions, including the enterprise resource planning system.

Subprogramme 7 Library services (Geneva)

Objective of the Organization: To build past, present and future collective recorded knowledge of the United Nations and of related external resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) More efficient and user-friendly access to a broader range of recorded knowledge of the United Nations and external library resources	(a) (i) Increased access to online and digitized information resources (ii) Positive reviews of the United Nations Office at Geneva website measured through a web-based survey
(b) Improved implementation of records management standards and best practices, through the United Nations Office at Geneva, solidifying United Nations institutional memory	(b) (i) Increased number of file classification schemes and/or retention schedules established (ii) Increased volume of electronic records transferred to the Records Management System (in gigabytes)
(c) Improved knowledge-sharing for cultural exchange and education and dialogue on key United Nations issues	(c) Increased number of participants in activities organized by the Library

Strategy

25.54 The subprogramme is the responsibility of Library services at the United Nations Office at Geneva, which is mandated with providing information and knowledge management services, processing and preserving United Nations documentation and valuable heritage collections, managing the League of Nations archives and the records and archives of the United Nations Office at Geneva and implementing and managing the Office's cultural programmes.

25.55 The Library will enhance and improve access to past, present and future collective recorded knowledge of the United Nations, as well as to external content supporting such knowledge, by continuously adapting library and archives services to the changing needs of stakeholders, implementing communications activities to inform stakeholders about information resources and services and improving the user experience on the website of the United Nations Office at Geneva. The digital library and archives will be expanded and efforts will be increased to foster efficient and standard-compliant records management and provide long-term stewardship and guaranteed access to the collections. This will contribute to building and preserving the institutional memory and the information resources of the United Nations, which support the work of the Organization. Striving to become a hub for knowledge-sharing and a strong player in the networked information environment, the Library will increase its presence in international collaborative projects, continue to provide a platform for the celebration of diversity across cultures and between Member States and the international community and expand its outreach programme for exchange, education and dialogue on key United Nations issues.

C. United Nations Office at Vienna¹⁰

Subprogramme 2

Programme planning, budget and accounts (Vienna)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Vienna

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Overall resources for the programme budget are better managed	(a) (i) Maintain level of unliquidated obligations and cancellation of prior-period obligations as a percentage of final appropriation (ii) Maintain the turnaround time for the issuance of extrabudgetary allotments (iii) Reduced percentage variance between extrabudgetary allotments and expenditures
(b) Improved integrity of financial data	(b) (i) Unqualified audit opinion of the Board of Auditors on financial statements

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| (c) Timely and accurate financial transactions | (ii) No more than two significant adverse audit findings related to other financial matters

(i) Maintain the percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents

(ii) Reconciliation of bank accounts within 30 days of month's end |
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Strategy

25.56 The subprogramme is the responsibility of the Financial Resources Management Service. During the biennium, the Service will continue to strengthen the monitoring of budget performance, financial control and reporting. The Service will continue to assist all programme entities of the United Nations Office at Vienna and the United Nations Office on Drugs and Crime in the areas of programme planning, budgeting, implementation and reporting on budget implementation and financial management. The strategy will include: (a) improving client services and simplifying administrative processes; (b) providing assistance, guidance and training to programme managers and administrative units of client organizations on financial management and budgetary matters, review of procedures and effective budget implementation; (c) strengthening internal financial controls and streamlining financial procedures and guidelines to ensure effective financial management; (d) improving current procedures for the administration of extrabudgetary funds, including further increasing the timeliness of responses to client departments and offices; (e) participating in the formulation of, and keeping abreast of, changes and developments in the United Nations policy on budget, finance, treasury and related areas, in particular as regards the new enterprise resource planning system and IPSAS.

Subprogramme 3

Human resources management (Vienna)

Objective of the Organization: To promote organizational culture change at the United Nations Office at Vienna in order to address new requirements and needs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved ability of current staff to implement mandates	(a) (i) Percentage of staff members benefiting from the minimum target of 5 days' training per year (ii) Increased percentage of staff responding to survey who express satisfaction with the overall services provided by the Human Resources Management Service

(b) Improved recruitment, placement and promotion, as well as facilitation of greater geographical representation and gender balance of staff

(b) (i) Increased selection of candidates from unrepresented and underrepresented Member States against posts subject to the system of geographical ranges

(ii) Increased percentage of female staff in the Professional and higher categories

(iii) Average number of days from the date of issuance of vacancy announcements to the date of selection for all regular vacancies advertised

Strategy

25.57 The subprogramme is the responsibility of the Human Resources Management Service. The Service will focus on implementing the Secretary-General's human resources management reform programme, in particular in the areas of: (a) staff development, by upgrading the staff's substantive and technical skills, linking learning and training initiatives closely to the performance appraisal system, succession planning, performance management, career development mechanisms, improved conditions of service and gender mainstreaming; (b) strengthening a mechanism of staff and management accountability and responsibility at all levels; (c) fostering a more mobile, versatile and multi-skilled workforce; and (d) in coordination with the International Atomic Energy Agency (IAEA), making efforts to ensure that appropriate medical services, including health and wellness programmes, are provided to staff of all United Nations entities stationed in Vienna.

Subprogramme 4 Support services (Vienna)

1. Objective of the Organization: To ensure the efficient and effective functioning of the United Nations Office at Vienna, the United Nations Office on Drugs and Crime, and affiliated entities with regard to office and conference facilities management, asset management, travel and transportation, archives and records management, mail and pouch services and commercial activities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced quality and timeliness of facilities services	(a) Increased proportion of services provided as per established turnaround time
(b) Savings achieved in travel costs for the Organization	(b) Maintenance of savings achieved relative to the full cost of travel

2. Objective of the Organization: To ensure efficient, cost-effective, transparent, timely and high-quality procurement

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Procurement services that fully meet the requirements of acquisition plans	(a) (i) Increased percentage of clients responding to surveys who express satisfaction (ii) Maintenance of number of weeks between final statement of work and contract award
(b) Enhanced level of international competition	(b) Increased number of vendors eligible for tender invitations
(c) Improved access and participation of vendors from developing countries and countries with economies in transition	(c) Increased number of registered vendors from developing countries and countries with economies in transition participating in the process of United Nations procurement, ensuring international competition in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations

3. Objective of the Organization: To provide comprehensive library and information services for the Secretariat units at Vienna, field offices and Permanent Missions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced awareness and usage of electronic research resources	(a) Increase usage of electronic library resources available at the Organization

Strategy

25.58 This subprogramme is the responsibility of the General Support Services and Library Services of the Division for Management. The focus will be on: (a) maintaining efficient and cost-effective travel, visa and transportation services, in particular through close cooperation with other organizations of the United Nations system located at the Vienna International Centre; (b) improving the record-keeping standards for the United Nations Office at Vienna and the United Nations Office on Drugs and Crime, with a view to the achievement of a paperless office, focusing, in particular, on the electronic distribution and archiving of documents; (c) pursuing energy-saving and environmentally friendly measures at the Vienna International Centre; (d) improving the efficiency of general services by introducing cost-containment measures in photocopying and printing services, mail services and facilities alternation services at the United Nations Office at Vienna; (e) continuing to improve quality and reduce processing time in the area of procurement through increased automation and the further rationalization of the procurement process, wherever possible; (f) extending training of procurement processes to the field offices of the United Nations Office on Drugs and Crime; and (g) improving outreach

services of the Library to the United Nations Office at Vienna and the United Nations Office on Drugs and Crime, especially in the use of electronic resources.

Subprogramme 6

Information and communications technology operations (Vienna)

Objective of the Organization: To facilitate the achievement of the operational goals of the Organization through information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the management of its activities	(a) (i) Increased number of substantive services automated or enhanced by ICT projects (ii) Increased percentage of ICT services enhanced or automated (iii) Percentage of ICT services that meet agreed upon service levels
(b) Enhanced alignment of standardized service and project delivery processes with best practices	(b) Increased number of ICT services provided with increased maturity levels as defined by best practice frameworks (International Organization for Standardization (ISO), the Information Technology Infrastructure Library methodology or Control Objectives for Information and Related Technology (COBIT))

Strategy

25.59 The subprogramme is the responsibility of the Information Technology Service of the Division for Management. The emphasis of the Service's work programme will be on: (a) translating the Organization's functional and operational requirements into the effective and efficient implementation of ICT solutions, with a focus on improving the management of information and resources; (b) identifying service requirements and defining commensurate delivery and support activities and structures; and (c) defining comparable levels of performance with industry benchmarks and monitoring performance.

D. United Nations Office at Nairobi¹⁰

Subprogramme 2

Programme planning, budget and accounts (Nairobi)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Nairobi

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Overall resources for the programme budget are better managed	(a) (i) Reduced obligations and cancellations of prior-period obligations as a percentage of final appropriation (ii) Reduction in the turnaround time for issuance of extrabudgetary allotments (iii) Reduced percentage in the variance between extrabudgetary allotments and expenditures
(b) Timely approval of extrabudgetary budgets and timely payments thereof by clients	(b) (i) Extrabudgetary budgets approved with minimal amendments within 30 days (ii) Percentage of extrabudgetary receivables over 12 months
(c) Improved integrity of financial data	(c) (i) Unqualified audit opinion of the Board of Auditors on the IPSAS-compliant financial statements (ii) Absence of significant adverse audit findings
(d) Timely and accurate financial transactions	(d) (i) Maintain percentage of payments processed and transactions recorded within 30 days of the receipt of all appropriate documents (ii) Reconciliation of bank accounts within 30 days after month's end

Strategy

25.60 The subprogramme is the responsibility of the Budget and Financial Management Service of the Division of Administrative Services. During the biennium, the Service will continue taking advantage of technological innovations to streamline financial and budgetary processes and to strengthen monitoring, financial control and reporting. The strategy will include:

(a) Managing the utilization of resources by leveraging technology to improve services to clients and to simplify administrative processes;

(b) Providing assistance, guidance and training to programme managers and administrative units of client organizations on budgetary matters, review procedures and effective budget implementation;

(c) Strengthening internal financial control and streamlining financial procedures and guidelines to ensure effective financial management;

(d) Reviewing, on a regular basis, the workflow procedures to identify ways of ensuring a more efficient and faster response to clients;

(e) Participating in the formulation of, and keeping abreast of, changes and developments within the new enterprise resource planning system. IPSAS support teams at the United Nations Office at Nairobi will continue to collaborate with Headquarters to mitigate risks and ensure implementation of IPSAS according to plan.

Subprogramme 3

Human resources management (Nairobi)

Objective of the Organization: To support our client departments in achieving their strategic objectives by providing them with efficient and effective human resources management services

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved ability of current staff to implement mandates	<p>(a) (i) Percentage of staff members benefiting from the minimum target of 5 days' training per year</p> <p>(ii) Increased percentage of staff responding to surveys, who express satisfaction with the overall services provided by the Human Resources Management Service</p>
(b) Improved occupational health services	<p>(b) (i) Increased percentage of clients expressing satisfaction with health-care services rendered to staff</p> <p>(ii) Percentage of medical clearances done within 5 working days</p>
(c) Improved recruitment, placement and promotion as well as facilitation of greater geographical representation and gender balance of staff	<p>(c) (i) Increased selection of candidates from unrepresented and underrepresented Member States against posts subject to the system of geographical ranges</p> <p>(ii) Percentage of female staff in the Professional and higher categories</p> <p>(iii) Average number of days from the date of issuance of vacancy announcements to the date of selection for all regular vacancies advertised</p>

Strategy

25.61 The subprogramme is the responsibility of the Human Resources Management Service. The Service will aim to achieve excellence in service delivery through the implementation of a strategy based largely on the following specific action areas:

- (a) Streamlining procedures and processes and introducing online administrative applications;
- (b) Keeping staff informed of the United Nations rules and their entitlements through policy briefs, online notifications/pamphlets and outreach activities;
- (c) Promoting a service-focused, client-oriented work culture among the human resources staff that values better employee relations and service delivery;
- (d) Promoting needs-based training programmes to enhance managerial leadership skills and staff career progression;
- (e) Assisting departments in meeting their staffing targets through assistance with recruitment activities and the timely issuance of quarterly reports on their performance;
- (f) Advocating quality of work-life balance and improvement of the working environment by promoting flexitime, telecommuting and providing stress counselling services and health management advice;
- (g) Providing policy advice to management on human resources matters;
- (h) Fostering a more mobile, versatile and multi-skilled workforce.

Subprogramme 4 Support services (Nairobi)

1. Objective of the Organization: To ensure the effective and efficient functioning of the United Nations Office at Nairobi with regard to office and conference facilities management, asset management, travel and transportation, archives and records management, mail and pouch services and commercial activities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced quality and timeliness of facilities services	(a) Decrease in the number of infrastructure system malfunctions in services provided
(b) Improved management of facilities	(b) Increased percentage of capital maintenance programmes that are standardized, complete and up to date
(c) Savings achieved relative to the full cost of travel	(c) Maintenance of savings achieved relative to the full cost of travel

2. Objective of the Organization: To ensure efficient, cost-effective, transparent, timely and high-quality procurement

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Procurement services that fully meet the requirements of acquisition plans	(a) (i) Increased percentage of strategic long-term agreements such as blanket purchase orders and systems contracts (ii) Reduction in the average number of weeks between final statement of work and contract award on major acquisitions
(b) Enhanced level of international competition	(b) Increased number of vendors eligible for tender invitations
(c) Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement	(c) Increased number of registered vendors from developing countries and countries with economies in transition participating in the United Nations procurement process, ensuring international competition in accordance with financial regulation 5.12 of the financial Regulations and Rules of the United Nations

Strategy

25.62 The subprogramme is the responsibility of the Support Services Service of the Division of Administrative Services. The Service will seek to harmonize policies and procedures, concentrate on redesigning process flows, build capacity, introduce common services, build partnerships with clients and improve infrastructure. It will focus on:

- (a) Reducing the turnaround time for the provision of facilities services;
- (b) Improving and upgrading facilities;
- (c) Further improvement of quality and processing time in the area of procurement through increased automation and further rationalization of the procurement process.

Subprogramme 6

Information and communications technology operations (Nairobi)

Objective of the Organization: To ensure the efficient, effective and transparent achievement of the functional and operational goals of the United Nations Environment Programme (UNEP), the United Nations Human Settlements Programme (UN-Habitat) and the United Nations Office at Nairobi by leveraging information and communication technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capabilities of the Organization in the management of its activities	(a) (i) Increased number of substantive services automated or enhanced by ICT projects (ii) Increased percentage of ICT services enhanced or automated (iii) Percentage of ICT services that meet agreed upon service levels
(b) Enhanced alignment of standardized service and project delivery processes with best practices	(b) Increased number of ICT services provided with increased maturity levels as defined by best practice frameworks (International Organization for Standardization (ISO), the Information Technology Infrastructure Library methodology or the Control Objectives for Information and Related Technology (COBIT))

Strategy

25.63 The subprogramme is responsible for providing ICT services for UNEP, UN Habitat and the United Nations Office at Nairobi. The strategy will include:

- (a) Meeting the Organization's functional and operational requirements through the effective and efficient implementation of ICT solutions, with a focus on improving the management of information and resources;
- (b) Identifying service requirements and defining commensurate delivery and support activities and structures;
- (c) Defining comparable levels of performance with industry benchmarks and monitoring performance.

Legislative mandates

Overall

General Assembly resolutions

41/213	Review of the efficiency of the administrative and financial functioning of the United Nations
42/211	Implementation of General Assembly resolution 41/213
52/12 A and B	Renewing the United Nations: a programme for reform
55/231	Results-based budgeting
57/300	Strengthening of the United Nations: an agenda for further change
58/269	Strengthening of the United Nations: an agenda for further change
59/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/1	2005 World Summit Outcome
60/260	Investing in the United Nations: for a stronger Organization worldwide
60/266	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/283	Investing in the United Nations: for a stronger Organization worldwide: detailed report
61/276	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
61/279	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations
62/236	Questions relating to the proposed programme budget for the biennium 2008-2009
62/238	Special subjects relating to the proposed programme budget for the biennium 2008-2009
64/243	Questions relating to the proposed programme budget for the biennium 2010-2011
64/244	Proposed programme budget for the biennium 2010-2011
66/246	Questions relating to the proposed programme budget for the biennium 2012-2013
66/247	Special subjects relating to the proposed programme budget for the biennium 2012-2013
66/248	Programme budget for the biennium 2012-2013

Subprogramme 1**Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination***General Assembly resolutions*

57/307	Administration of justice in the Secretariat
58/268	Programme planning
58/280	Review of duplication, complexity and bureaucracy in United Nations administrative processes and procedures
58/316	Further measures for the revitalization of the work of the General Assembly
59/271	Report of the Secretary-General on the activities of the Office of Internal Oversight Services
59/272	Review of the implementation of General Assembly resolutions 48/218 B and 54/244
59/275	Programme planning
59/283	Administration of justice at the United Nations
59/313	A strengthened and revitalized General Assembly
60/254	Review of the efficiency of the administrative and financial functioning of the United Nations
60/260	Investing in the United Nations: for a stronger Organization worldwide
60/283	Investing in the United Nations: for a stronger Organization worldwide: detailed report
61/245	Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies
61/261	Administration of justice at the United Nations
61/275	Terms of reference for the Independent Audit Advisory Committee and strengthening the Office of Internal Oversight Services
62/228	Administration of justice at the United Nations
63/253	Administration of justice at the United Nations
63/262	Information and communications technology, enterprise resource planning and security, disaster recovery and business continuity
63/276	Accountability framework, enterprise risk management and internal control framework, and results-based management framework
64/259	Towards an accountability system in the United Nations Secretariat

65/251 Administration of justice at the United Nations

66/237 Administration of justice at the United Nations

Subprogramme 2

Programme planning, budget and accounts

General Assembly resolutions and decisions

49/233 Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

57/575 Results-based budgeting

59/296 Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues

60/234 Financial reports and audited financial statements, and reports of the Board of Auditors

60/257 Programme planning

61/233 Financial reports and audited financial statements, and reports of the Board of Auditors

61/235 Programme planning

62/223 Financial reports and audited financial statements, and reports of the Board of Auditors

62/224 Programme planning

63/246 Financial reports and audited financial statements, and reports of the Board of Auditors

63/247 Programme planning

64/268 Financial reports and audited financial statements, and reports of the Board of Auditors

64/229 Programme planning

65/243 A and B Financial reports and audited financial statements, and reports of the Board of Auditors

65/244 Programme planning

66/8 Programme planning

66/232 Financial reports and audited financial statements, and reports of the Board of Auditors

Subprogramme 3
Human resources management

General Assembly resolutions

49/222 A and B	Human resources management
51/226	Human resources management
52/252	Revisions to article I of the Staff Regulations and chapter I of the 100 series of the Staff Rules of the United Nations
53/221	Human resources management
55/258	Human resources management
57/305	Human resources management
58/144	Improvement of the status of women in the United Nations system
59/266	Human resources management
60/238	Human resources management
61/239	United Nations common system: report of the International Civil Service Commission
61/244	Human resources management
61/262	Conditions of service and compensation for officials other than Secretariat officials: members of the International Court of Justice and judges and ad litem judges of the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda
61/274	Comprehensive proposal on appropriate incentives to retain staff of the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia
62/248	Human resources management
63/250	Human resources management
63/271	Amendments to the Staff Regulations
64/243	Questions relating to the proposed programme budget for the biennium 2010-2011
64/260	Special subjects relating to the programme budget for the biennium 2010-2011
65/247	Human resources management
65/248	United Nations common system: report of the International Civil Service Commission

- 66/234 Human resources management
- 66/235 United Nations common system: report of the International Civil Service Commission

Subprogramme 4
Support services

General Assembly resolutions and decisions

- 31/194 Utilization of office accommodation and conference facilities at the Donaupark Centre in Vienna
- 56/286 Strengthening the security and safety of United Nations premises
- 57/279 Procurement reform
- 57/304 Information and communication technology strategy
- 58/263 Report of the Joint Inspection Unit on the revenue-producing activities of the United Nations system
- 58/272 Special subjects relating to the proposed programme budget for the biennium 2004-2005, section I, information and communication technology strategy
- 58/276 Outsourcing practices
- 58/277 Report of the Joint Inspection Unit on the management audit review of outsourcing in the United Nations and the United Nations funds and programmes
- 58/278 Report of the Joint Inspection Unit on common and joint services of the United Nations system organizations at Vienna
- 59/276 Questions relating to the programme budget for the biennium 2004-2005
- 59/288 Procurement reform
- 61/246 Procurement reform
- 61/251 Capital master plan
- 62/87 Capital master plan
- 62/269 Procurement reform
- 63/263 Questions relating to the programme budget for the biennium 2008-2009
- 63/268 Special subjects relating to the programme budget for the biennium 2008-2009, section III
- 63/270 Capital master plan

- 64/243 Questions relating to the proposed programme budget for the biennium 2010-2011
- 66/246 Questions relating to the proposed programme budget for the biennium 2012-2013

Subprogramme 5

Information and communications technology strategic management and coordination

General Assembly resolutions

- 52/12 A and B Renewing the United Nations: a programme for reform
- 57/304 Information and communication technology strategy
- 59/275 Programme planning
- 60/283 Investing in the United Nations: for a stronger Organization worldwide: detailed report
- 61/235 Programme planning
- 62/224 Programme planning
- 62/250 Support account for peacekeeping operations
- 63/247 Programme planning
- 63/262 Information and communications technology, enterprise resource planning and security, disaster recovery and business continuity
- 63/269 Information and communications technology, disaster recovery and business continuity for the United Nations: arrangements for the secondary data centre at Headquarters
- 63/287 Support account for peacekeeping operations
- 66/246 Questions relating to the proposed programme budget for the biennium 2012-2013
- 66/247 Special subjects relating to the proposed programme budget for 2012-2013

Subprogramme 6

Information and communications technology operations

General Assembly resolutions

- 57/304 Information and communication technology strategy
- 58/272 Special subjects relating to the proposed programme budget for the biennium 2004-2005, section I, information and communications technology strategy

- 63/262 Information and communications technology, enterprise resource planning and security, disaster recovery and business continuity
- 63/269 Information and communications technology, disaster recovery and business continuity for the United Nations: arrangements for the secondary data centre at Headquarters
- 63/287 Support account for peacekeeping operations
- 66/246 Questions relating to the proposed programme budget for the biennium 2012-2013
- 66/247 Special subjects relating to the proposed programme budget for 2012-2013

Programme 26

Internal oversight

Overall orientation

26.1 The overall purpose of the programme is to enhance transparency and accountability and contribute to high efficiency, effectiveness and goal fulfilment in the Organization. The Office of Internal Oversight Services exercises operational independence under the authority of the Secretary-General in the conduct of its duties, in accordance with Article 97 of the Charter of the United Nations. The Office has the authority to initiate, carry out and report on any action that it considers necessary to fulfil its responsibilities with regard to its oversight functions. The Office assists the Secretary-General in fulfilling his internal oversight responsibilities in respect of the resources and staff of the Organization through monitoring, internal audit, inspection, evaluation and investigation.

26.2 The mandate for the programme is derived from General Assembly resolutions 48/218 B, 54/244 and 59/272, and the relevant provisions of the Financial Regulations and Rules of the United Nations (ST/SGB/2003/7) and of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8). The Office works closely with the other relevant United Nations bodies, namely, the United Nations Board of Auditors, the Independent Audit Advisory Committee and the Joint Inspection Unit, to promote effective coordination and to minimize possible overlap and duplication of effort.

26.3 The Office strives to achieve accountability and transparency by supporting the Organization as it endeavours to establish an effective and transparent system of accountability and to enhance its capacity to identify, assess and mitigate the risks. This will be accomplished through the issuance of timely, high-quality reports on inspections, evaluations, internal audits and investigations, in accordance with applicable international standards and its mandate, as approved by the General Assembly in its resolution 48/218 B.

26.4 The Office assists the Organization in achieving better results by determining the factors affecting the efficient and effective implementation of programmes in accordance with intergovernmental mandates and, inter alia, the internationally agreed development goals, including those contained in the Millennium Development Goals and in the outcomes of the major United Nations conferences and international agreements since 1992. In addition, the Office undertakes a number of measures to support the Organization's commitment to gender mainstreaming, including oversight of United Nations gender mainstreaming efforts.

Subprogramme 1

Internal audit

Objective of the Organization: To improve the Organization's risk management, control and governance processes

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased contribution to the decision-making process of Member States, and increased ability of the Secretariat to take appropriate actions based on internal audits, which strengthen internal control and governance processes and improve risk management	(a) (i) Increased acknowledgements of the Internal Audit Division's reports in the decision-making of Member States (ii) Maintained percentage of programme managers who express satisfaction with the quality and usefulness of the Internal Audit Division's reports
(b) Improved levels of efficiency and effectiveness in the implementation of mandates and enhanced accountability by programme managers	(b) (i) Maintained percentage of critical audit recommendations accepted by programme managers relating to accountability, efficiency and effectiveness (ii) Maintained percentage of audit recommendations implemented by programme managers

Strategy

26.5 The Internal Audit Division will continue, giving particular emphasis to quality assurance, the provision of methodological guidance and training for its staff, which should result in continued improvement in the quality, relevance and timeliness of its reports. The Division will also perform risk-based audits applying the International Standards for the Professional Practice of Internal Auditing to assist management in establishing and strengthening risk management, internal control and governance using a combination of assurance and advisory services. The Division will adapt its organization by reinforcing its capacity to meet future challenges, such as the implementation of the enterprise resource planning system, the International Public Sector Accounting Standards, enterprise risk management and major capital projects.

Subprogramme 2

Inspection and evaluation

Objective of the Organization: To strengthen accountability, learning, relevance, efficiency, effectiveness and impact in the implementation of programmes, as well as to ensure that outcomes of evaluation have a corresponding impact on strategic planning

Expected accomplishments of the Secretariat	Indicators of achievement
Increased contribution to the decision-making process of Member States, and increased ability of the Secretariat to take appropriate actions based on Office of Internal Oversight Services inspections and evaluations, including self-evaluations, that assess the relevance, efficiency and effectiveness of programmes and thematic issues	<p>(i) Increased percentage of programme and thematic inspections and evaluations that have contributed to more informed decision-making on relevance, efficiency and effectiveness in the implementation of programmes</p> <p>(ii) Increased number of programmes evaluated and inspected</p>

Strategy

26.6 The Inspection and Evaluation Division will continue to contribute to the decision-making of Member States and strengthen the ability of the Secretariat to take appropriate actions through evaluations and inspections that provide timely, objective, credible and relevant information on the Organization's performance. In coordination with other divisions of the Office and oversight bodies as appropriate, the Office will conduct a programme of evaluations and inspections that includes cyclical coverage of programmes and topics on a risk-assessed basis, using a standardized and methodologically rigorous approach to ensure the quality and usefulness of Inspection and Evaluation Division reports. To provide quality assurance for self-evaluation and reporting, the Division will continue to conduct validation inspections and reviews, to provide Member States with reasonable assurances about the credibility and reliability of results reported by Secretariat programmes. The Division aims to complete validation inspections of all Secretariat programmes' performance reporting by the end of 2012. The Division will continue to strive to strengthen further the quality of inspections and evaluations through greater use of subject expertise and partnerships with relevant knowledge centres, for example research and academic institutions.

26.7 The Division aims to provide independent evaluative evidence to enhance the Organization's accountability and promote learning. Evaluations and inspections will contribute to improved relevance, efficiency, effectiveness and impact of the United Nations.

Subprogramme 3 Investigations

Objective of the Organization: To enhance accountability through investigations of possible violations of rules or regulations

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality and timeliness of investigations to enable effective action to be taken in relation to misconduct	(a) (i) Increased percentage of closure and investigation reports ^a that meet timeline targets (ii) Increased percentage of closure and investigation reports for which processes for applying corrective measures commence within 12 months
(b) Increased awareness of United Nations personnel, including programme managers and others, to prevent or respond appropriately to misconduct	(b) (i) Increased number of United Nations personnel responsible for investigations or investigation tasks who receive investigation training (ii) Increased number of overall awareness-raising activities aimed at informing United Nations personnel about the consequences of misconduct and the related mechanisms (iii) Increased percentage of cases reported to the Office by United Nations personnel

^a Reports in which misconduct is substantiated. If misconduct is not substantiated, a closure report, not an investigation report, is issued.

Strategy

26.8 The Investigations Division investigates, with assurances of confidentiality, reports of possible misconduct and makes recommendations for appropriate action to ensure that the Organization can more effectively promote accountability. The Division conducts reactive investigations driven by reports of wrongdoing or misconduct submitted to it, and pro-active investigations, especially with regard to high-risk operations.

26.9 In particular, the Division is approaching issues of sexual exploitation and abuse in peacekeeping missions more comprehensively through cooperation with the Department of Field Support and mission personnel so that investigations can form part of an overall response that emphasizes prevention, awareness and accountability. The strategy includes follow-up with troop- and police-contributing countries and military command. Economic fraud within the United Nations system is also

targeted so as to promote accountability and safeguard the Organization's interests, assets and resources by limiting exposure to organizational risks.

26.10 The Division's direct responsibility ends with the production of an investigation report, but its work is part of a larger system of justice and deterrence and, as the entry point to that system, the quality of its work is critical to the success of the system as a whole. The Division is considering ways in which it might influence other parts of the system, such as the processes for applying sanctions, in order to increase the impact and value of investigations.

26.11 The Division provides outreach services further to promote protection of the Organization's interests, assets and resources by empowering staff to limit exposure to such risks. These include advisory services to programme managers to encourage a preventative approach to wrongdoing and, in accordance with General Assembly resolution 59/287, developing training for investigators outside the Office to improve the quality of first-response investigations and promote individual accountability.

Legislative mandates

General Assembly resolutions

48/218 B	Review of the efficiency of the administrative and financial functioning of the United Nations
53/207	Programme planning
54/244	Review of the implementation of General Assembly resolution 48/218 B
57/292	Questions relating to the programme budget for the biennium 2002-2003
59/270	Reports of the Secretary-General on the activities of the Office of Internal Oversight Services
59/271	Report of the Secretary-General on the activities of the Office of Internal Oversight Services
59/272	Review of the implementation of General Assembly resolution 48/218 B and 54/244
59/287	Report of the Office of Internal Oversight Services on strengthening the investigation functions in the United Nations
60/1	2005 World Summit Outcome
60/254	Review of the efficiency of the administrative and financial functioning of the United Nations
60/257	Programme planning
60/259	Report of the Secretary-General on the activities of the Office of Internal Oversight Services

61/245	Comprehensive review of governance and oversight with the United Nations and its funds, programmes and specialized agencies
61/275	Terms of reference for the Independent Audit Advisory Committee and strengthening the Office of Internal Oversight Services
62/234	Reports of the Office of Internal Oversight Services and financing of the Procurement Task Force
62/247	Strengthening investigations
63/263	Questions relating to the programme budget for the biennium 2008-2009
63/265	Report of the Office of Internal Oversight Services on its activities
63/270	Capital master plan
63/276	Accountability framework, enterprise risk management and internal control framework, and results-based management framework
64/232	Report of the Office of Internal Oversight Services on its activities
64/243	Questions relating to the proposed programme budget for the biennium 2010-2011
64/259	Towards an accountability system in the United Nations Secretariat
64/263	Review of the implementation of General Assembly resolutions 48/218 B, 54/244 and 59/272
65/250	Report of the Office of Internal Oversight Services on its activities
66/236	Report of the Office of Internal Oversight Services on its activities
66/246	Questions relating to the proposed programme budget for the biennium 2012-2013

Programme 27

Jointly financed activities

A. International Civil Service Commission

Overall orientation

27.1 By its resolution 3357 (XXIX), the General Assembly established the International Civil Service Commission (ICSC) for the regulation and coordination of the conditions of service of the United Nations common system. Under its statute, the Commission is a subsidiary organ of the Assembly. It performs its functions in respect of the United Nations and of those specialized agencies and other international organizations that participate in the United Nations common system. In the exercise of its functions, the Commission is guided by the principle set out in the agreements between the United Nations and the other organizations aimed at the development of a single unified international civil service through the application of common personnel standards, methods and arrangements. The Commission is further mandated, through Assembly resolutions 51/216 and 52/216, to play a lead role in the development of innovative approaches in the field of human resources management as part of the overall reform currently taking place in the organizations of the common system.

Objective of the Organization: To coordinate and regulate the conditions of service of the United Nations common system as mandated by the General Assembly in its resolution 3357 (XXIX) of 18 December 1974

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High quality of substantive service to the Commission	(a) (i) Positive assessment by the Commission of the policy recommendations submitted (ii) Percentage of recommendations adopted by the Commission
(b) Effective remuneration and benefits systems under the Noblemaire and Flemming principles that meet the requirements of organizations	(b) High percentage of recommendations on the pay and benefits systems adopted by the Commission
(c) Improved methodology for cost-of-living measurements	(c) Maintenance of the percentage of proposals for cost-of-living measures approved by the Commission
(d) Up-to-date post adjustment classifications and rental subsidy thresholds and mobility/hardship classifications for all duty stations of the United Nations common system	(d) (i) Maintenance of the time between the request for surveys and the carrying out of cost-of-living surveys and of the number of duty stations reviewed for hardship and mobility classification

	(ii) Maintenance of the completion rate for all requests for hardship classification of field duty stations (250 per year)
(e) Up-to-date daily subsistence allowance rate system	(e) Maintenance of the time required to implement changes in the subsistence allowance rate system

Strategy

27.2 To accomplish its objectives, and bearing in mind the limitations imposed by Member States on their national civil services, the Commission's programme of work includes the following objectives: (a) to develop further and to strengthen the common system of salaries, allowances and benefits under the Noblemaire and Flemming principles; (b) to equalize the purchasing power of salaries worldwide through post adjustment classifications; (c) to develop and maintain equitable job evaluation and other human resources management systems; (d) to provide guidance and advice on the administration of such systems; and (e) to provide substantive support to Member States and common system organizations (including staff) in the reform and maintenance of a coherent and effective human resources management system more closely aligned with the achievement of organizational goals and objectives.

B. Joint Inspection Unit

Overall orientation

27.3 According to the statute of the Joint Inspection Unit (see General Assembly resolution 31/192, annex), the Inspectors have the broadest powers of investigation in all matters bearing on the efficiency of services and the proper use of funds, and they provide an independent view, through inspection and evaluation, aimed at improving management and methods and at achieving greater coordination between the organizations of the common system. The Unit is to satisfy itself that the activities undertaken by the organizations are carried out in the most economical manner and that optimum use is made of resources available for carrying out those activities.

27.4 In accordance with article 1 of its statute, the Unit shall perform its functions in respect of, and shall be responsible to, the General Assembly and similarly to the competent legislative organs of the organizations of the United Nations common system.

27.5 On the basis of its statute, the Joint Inspection Unit uses three management tools for the implementation of results-based management, namely, its programme of work (article 9), its annual report (article 10) and its biennial budget (article 20). The programme of work is submitted as part of the annual report through which the Unit reports on its performance and which is assessed by the General Assembly.

27.6 In accordance with article 19 of its statute, the Unit is assisted by an Executive Secretary and by such staff as may be authorized in accordance with article 20 of the statute.

27.7 As established in the system of follow-up to the reports of the Joint Inspection Unit, which was endorsed by the General Assembly in its resolution 54/16, in order for its reports to be thoroughly and effectively utilized by the legislative organs of participating organizations, the recommendations contained in such reports must be: (a) directed at correcting clear deficiencies with practical, action-oriented measures to solve significant problems; (b) convincing and well supported by the facts and analysis in the report; (c) realistic in terms of implied resource commitments and technical capabilities; (d) cost-effective; and (e) specific regarding action to be taken, and those responsible for taking action, so that implementation and resulting impact can be clearly tracked, that is, in line with SMART (specific, measurable, attainable, relevant and time-bound) guidelines. The secretariat of the Unit has an important role to play in assisting it in this regard as well as in monitoring the degree of acceptance and implementation of the recommendations after they are issued for disclosure in the Unit's annual report.

27.8 In view of the above, the present strategic framework reflects how the secretariat of the Unit supports the work of the Inspectors and focuses on measuring the performance of the secretariat. It should be recalled however that, in accordance with General Assembly resolution 63/272, oversight is a shared responsibility of Member States, the organizations and the internal and external oversight bodies.

27.9 The expected accomplishments of the secretariat, set out below, have been drawn from the long- and medium-term strategic priorities of the Unit, as defined in its strategic framework for 2010-2019 (A/63/34, annex III), submitted for consideration to the General Assembly and acknowledged by the Assembly in paragraph 17 of its resolution 63/272. In 2012, the Unit updated the strategic framework, as requested by the Assembly in its resolution 65/270 (see A/66/34, annex I). The following indicators are based on the revised long-term strategic framework.

Objective of the Organization: Improve the implementation and utilization of and follow-up to the reports, notes and management letters of the Joint Inspection Unit

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased ability of Member States and secretariats of participating organizations to make timely decisions that improve the efficiency, effectiveness and relevance of the programmes and subprogrammes	(a) (i) Increased rate of acceptance of system-wide recommendations by legislative organs and by participating organizations aggregated over the previous three years (ii) Increased rate of implementation of accepted system-wide recommendations by the participating organizations and by the legislative organs aggregated over the previous three years

(b) Improved capacity of participating organizations to ensure the timely and informed consideration of the Unit's reports and recommendations by their respective legislative organs	(b) Increased percentage of participating organizations providing updated information within the established deadlines by entering the information in the new online web-based tracking system
(c) Increased awareness and visibility of the Unit's reports and notes	(c) Increased number of visits to the Unit's website

Strategy

27.10 During the biennium 2014-2015, the work of the Unit is expected to benefit further from the results of the reforms implemented in previous years. As noted above, in its annual report for 2011 the Unit has presented its revised long- and medium-term strategy (A/66/34, annex I), which will determine the way the secretariat approaches its work, including: (a) the development of a more strategic approach to the selection of issues to be covered by the programme of work by actively engaging Member States, other oversight bodies, participating organizations and the United Nations System Chief Executives Board for Coordination (CEB) in the conceptualization of the programme of work and by staying abreast of major developments in key reform areas relevant to the work of the Organization: as requested by Member States, the programme of work will continue to focus on system-wide issues, aiming for consistency in strategic priority areas, as well as the timely filling of investigations posts in order to allow the Unit to respond to requests for investigations; (b) strengthening of the follow-up system on the implementation of recommendations through the development of a web-based tracking system and more proactive follow-up by the secretariat staff and the development of key knowledge management strategies in order to ensure better use of the Unit's products; (c) the systematic and periodic review of the management and administration of participating organizations, which should allow the Unit to develop a system-wide overview and understanding of the performance of its participating organizations: such agency-specific reviews will also allow identification of system-wide and systemic issues that need to be addressed in thematic reviews and evaluations, for which secretariat staff will act as focal points by monitoring events and developments in participating organizations; (d) the development of a self-evaluation mechanism for the Unit's activities in order to ensure that the work of the Unit is based on state-of-the-art methods in the fields of evaluation, inspection and investigations, coupled with greater engagement and interaction with other oversight bodies, including the Board of Auditors, the Office of Internal Oversight Services, the Independent Audit Advisory Committee, the United Nations Evaluation Group, the representatives of Internal Audit Services and the International Conference of Investigators; and (e) the enhancement of the capabilities of evaluation staff through appropriate training programmes in relevant areas of interest to the Unit: the strategic focus for such training will be on evaluation methodologies and investigation techniques and also in key areas of reform of the work of the United Nations.

C. United Nations System Chief Executives Board for Coordination

Overall orientation

27.11 The United Nations System Chief Executives Board for Coordination is responsible for promoting coherence, cooperation and coordination in the policies, programmes and activities of the organizations of the United Nations system in accordance with their respective mandates and in response to the decisions of intergovernmental bodies. The Board, which is composed of the Secretary-General and the executive heads of all organizations of the United Nations system, replaced the former Administrative Committee on Coordination (established in 1946 by the Economic and Social Council in its resolution 13 (III)). CEB has established two high-level committees to assist it: the High-level Committee on Programmes, whose central role is to develop concerted and effective policies, strategies and guidance for the United Nations system to meet emerging challenges and issues relating to international cooperation and development; and the High-level Committee on Management, which elaborates policy and provides guidance to the organizations of the system on administrative, management and security and safety issues with system-wide relevance, promotes inter-agency cooperation and coordination on such issues and helps with the management of the common system of pay and benefits. The United Nations Development Group, which became the third pillar of CEB in 2008, is responsible for the coordination of country-level development operations. The CEB structure, with the exception of the activities of the United Nations Development Group, which is not financially supported from the budget of the CEB secretariat, is serviced and supported by a single, jointly financed secretariat.

27.12 In the biennium 2014-2015, the Board will focus on and coordinate the activities of the United Nations system to accelerate progress in the implementation of internationally agreed development goals, including those contained in the United Nations Millennium Declaration and the outcomes of the major United Nations conferences and international agreements. The focus of its efforts will be: deepening the understanding of and coordinating joint responses to global challenges, including those related to sustainable development, climate change, the global food security crisis, the eradication of poverty and safety and security issues, in accordance with intergovernmental mandates; achieving the inclusive, purposeful mobilization of all resources and capacities and enhancing knowledge-sharing; and helping to increase transparency and accountability. The Board will also strengthen the support of the system for the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system and the sustainable development of Africa within the overall framework of the New Partnership for Africa's Development and will actively support the mainstreaming of a gender perspective in the design, implementation, monitoring and evaluation of the policies and programmes of the system, in accordance with intergovernmental mandates. In addition, the Board will continue its efforts to ensure the security and safety of United Nations system personnel, premises and assets, inter alia, by enhancing system-wide support for an effective and unitary security management system.

27.13 Through its High-level Committee on Programmes, CEB will continue to promote joint action across a range of intergovernmental mandates with a view to further enhancing the coherence and effectiveness of the contribution of the system

to advance the implementation of the internationally agreed development goals, including the Millennium Development Goals. In the same context, special attention will be given to aligning the efforts of the organizations of the United Nations system in support of intergovernmental reviews and the monitoring of progress towards these goals in the General Assembly and the Economic and Social Council and in the governing bodies of the specialized agencies, funds and programmes. At the same time, the High-level Committee on Programmes will continue to scan and identify emerging programme issues requiring a system-wide response and to develop joint approaches on such priority issues as climate change in the context of sustainable development, food security and the impact of the financial and economic crises on development and post-crisis recovery.

27.14 Through its High-level Committee on Management, CEB will continue its work for the enhancement of the United Nations system-wide security management system in order to provide improved safety and security for United Nations system personnel, premises and assets. It will work on furthering cooperation in: advancing accountability and transparency in the work of the organizations of the United Nations system; harmonizing human resource management practices, consistent with recent reforms approved by governing bodies of member organizations; utilizing information and communications technology for better management and better programme delivery; and promoting best practices and lessons learned in the area of management through, inter alia, increasingly harmonized business practices across the United Nations system. In the area of human resources management, the focus will be on enhanced collaboration with the International Civil Service Commission and on the harmonization of human resources practices and procedures. In the financial and budgetary areas, there will be continuing emphasis on: supporting the broader implementation of the International Public Sector Accounting Standards (IPSAS) and post-implementation activities throughout the system; putting in place common treasury services that have the demonstrated potential to generate considerable savings; completing the development of an advanced database with financial statistics on the entire United Nations system; and furthering the development of financial and budgetary best practices. In the area of information and communications technology, special attention will be given to capitalizing on investments, especially through the identification of common best practices and the continued deployment of a common framework for the analysis of information and communications technology spending and usage in United Nations system organizations as well as further developments in the area of common data communications facilities. Through the High-level Committee on Management, CEB will give special attention during the biennium 2014-2015 to building on the results achieved through the High-level Committee on Management Plan of Action for the Harmonization of Business Practices. It will also seek to promote further initiatives to facilitate access to information on the United Nations system for Member States and the general public through, inter alia, the publication of the inter-agency decisions.

27.15 The work of the CEB secretariat will continue to be structured to ensure the efficient and effective provision of support services in connection with its major functions: (a) facilitate regular and structured information flow on major trends and developments in the organizations of the United Nations system of concern to the system as a whole. This service would be of particular value to smaller agencies. The CEB secretariat will continue to provide such an information-sharing service

which all parties may use, supporting an enhanced capacity for knowledge-sharing system-wide, including financial statistics, personnel statistics, headcounts of field staff and policies and practices; (b) promote further initiatives to facilitate access to information on the United Nations system for Member States and the general public; (c) ensure that the strategic discussions of CEB and its clusters are supported by sound analytical material that adds scope and value to the contribution and knowledge that individual organizations bring to the table; (d) support the Board in developing the structure, content and organization of its sessions in a flexible manner, responding to evolving needs; (e) develop analysis and information to assist CEB to gain greater understanding of issues related to the duplication and overlap of activities in specific areas and assist the Board in developing a system-wide methodology for different agencies working on the same issues; and (f) strengthen the engagement of CEB with intergovernmental bodies, in particular the Economic and Social Council, and the engagement of the CEB secretariat with the Committee for Programme and Coordination, including by facilitating the participation of executive heads in high-level intergovernmental forums and improving CEB reporting to intergovernmental bodies.

Objective of the Organization: To leverage the full capacity of the organizations of the United Nations system to deliver better results in response to intergovernmental mandates and emerging challenges

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced horizontal cooperation among member organizations in response to the decisions of intergovernmental bodies	<p>(a) (i) Number of joint United Nations system initiatives (such as common position papers of coordinated support to Member States) developed through CEB in response to global challenges</p> <p>(ii) Number of joint or complementary activities, in the form of task forces and working groups, by the High-level Committee on Management, the High-level Committee on Programmes and their subsidiary networks in response to decisions emanating from the governing bodies of CEB member organizations</p> <p>(iii) Number of joint or complementary activities to implement the decisions of the intergovernmental organs, especially the General Assembly and the Economic and Social Council, as well as recommendations of the Committee for Programme and Coordination as approved by the Assembly</p>

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| <p>(b) Enhanced coherence, efficiency and cost-effectiveness of the United Nations system of organizations</p> | <p>(b) (i) Increased number of coordinated system-wide responses, under the purview of the High-level Committee on Management and its functional networks (finance and budget, human resources, information and communications technology, procurement), to initiatives of the International Civil Service Commission, staff-management issues, and financial and budgetary matters</p> <p>(ii) Number of coherence, efficiency and cost-effectiveness measures implemented following completion of system-wide coordinated activities</p> |
| <p>(c) Improved knowledge-sharing within the system as well as with Member States and more efficient utilization of information technologies within the United Nations system</p> | <p>(c) (i) Number of actions taken to enhance system-wide knowledge-sharing through additions and enhancements to knowledge repositories and tools (web- or paper-based)</p> <p>(ii) Number of information and communications technology standards endorsed by agencies based on industry best practice and institutional requirements developed through system-wide consultation</p> |
| <p>(d) Informed decision-making by Member States and the organizations of the United Nations system in relation to the implementation of IPSAS and post-implementation</p> | <p>(d) (i) All information on IPSAS standards is provided on time for consideration by the organizations of the United Nations system for the purpose of implementation and post-implementation</p> <p>(ii) All information on the progress of IPSAS adoption and post-implementation activities by organizations of the United Nations system is reported on time to Member States</p> |
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Strategy

27.16 During the biennium 2014-2015, the two High-level Committees, in support of CEB, will actively engage the organizations of the United Nations system within a joint framework to pursue strategic actions for the promotion of global, regional and country-level coherence within the work of the United Nations system and on management and administrative issues to enhance the capacity of the organizations of the common system through the coherent and coordinated use of resources, capacities and knowledge. The High-level Committee on Programmes will focus on promoting greater synergy in the policies and programmes of the organizations of

the United Nations system in order to enhance their overall impact on helping countries meet the internationally agreed development goals, including the Millennium Development Goals. The United Nations Development Group will continue to promote coherence and coordination with regard to country-level operations. As necessary, the two Committees will draw on inter-agency networks, task forces and clusters to strengthen linkages between the normative and operational work of the system and to ensure that the main horizontal policy themes, sustainable development, human rights and gender, are taken into account in decision-making. The High-level Committee on Management, through its functional networks dealing with finance and budget, security, human resources, information and communications technology, procurement and legal and medical-related issues, will continue to focus on inter-agency cooperation to reinforce measures for the security and safety of United Nations system personnel, premises and assets, including by: strengthening the United Nations system-wide security management system; promoting accountability and transparency across the system; and disseminating best practices, modern management approaches and partnerships in all areas of management, including human resources, procurement, security, finance and budget management, information and communications technology and medical issues.

27.17 With regard to the adoption of IPSAS by the United Nations system organizations, the system-wide IPSAS team will focus on: (a) developing and maintaining IPSAS guidance and addressing specific technical issues; (b) facilitating information-sharing on IPSAS implementation, including implementation challenges, post-implementation activities and monitoring and coordination of accounting diversity, through website and e-mail communication and reports and meetings; and (c) supporting input into and understanding of developments with regard to IPSAS through the monitoring of developments, the formulation of submissions on draft standards, attendance at IPSAS Board meetings and the timely provision of information on such developments to the organizations of the common system.

Legislative mandates

A. International Civil Service Commission

General Assembly resolutions

3357 (XXIX) Statute of the International Civil Service Commission

51/216 and United Nations common system: report of the International Civil
52/216 Service Commission

B. Joint Inspection Unit*General Assembly resolutions*

31/192 Statute of the Joint Inspection Unit

50/233, 57/284 Joint Inspection Unit
A and B,
58/286, 59/267,
60/258, 61/238,
62/226

62/246 Report of the Joint Inspection Unit for 2007 and programme of
work for 2008

63/272 Report of the Joint Inspection Unit for 2008 and programme of
work for 2009

64/262 Report of the Joint Inspection Unit for 2009 and programme of
work for 2010

65/270 Report of the Joint Inspection Unit for 2010 and programme of
work for 2011

C. United Nations System Chief Executives Board for Coordination*Economic and Social Council resolution and decision*

13 (III) Coordination Committee

2001/321 Further consideration of the annual overview report of the
Administrative Committee on Coordination

General Assembly resolutions

57/295 Information and communications technologies for development

59/250 and Triennial comprehensive policy review of operational activities for
62/208 development of the United Nations system

60/283 Investing in the United Nations for a stronger Organization
worldwide: detailed report

62/277 and System-wide coherence
63/311

62/224, 63/247, Programme planning
64/229, 65/244
and 66/8

Programme 28

Safety and security

Overall orientation

28.1 The purpose of the programme is to provide leadership, operational support and oversight of the United Nations security management system, as established by the General Assembly in its resolution 59/276 and subsequent resolutions. It is to be noted that the United Nations security management system covers over 150,000 personnel and 300,000 dependants in over 2,000 duty stations.

28.2 The overall objectives of the programme are: (a) to enable United Nations activities by ensuring a coherent, effective and timely response to all security-related threats and other emergencies; (b) to ensure effective risk mitigation through the establishment of a coordinated security risk management methodology, including a threat and risk assessment mechanism implemented in full cooperation with national authorities of host countries; and (c) to continue to develop high-quality best-practice security policies, standards and operational procedures across the United Nations system, including the appropriate degree of standardization, and to support their implementation and monitor compliance.

28.3 Recognizing that sharing ideas, experiences, opportunities and costs is the only way to reduce the common vulnerability, and maximize resources, the Department of Safety and Security will achieve its mission through an integrated and interdependent organizational approach by working closely with all the United Nations system agencies, funds and programmes, under the umbrella of the Inter-Agency Security Management Network.

28.4 The work of the Department will be implemented under two subprogrammes: security and safety coordination and regional field coordination and support. For the period 2014-2015, the Department will continue to focus on enhancing the coordination of the United Nations security management system; ensuring the continuing formulation and implementation of policies and procedures relating to the security and safety of United Nations personnel and their eligible dependants, visitors, delegates, premises, and assets; and consolidating, harmonizing and promulgating common policies, standards and operational procedures. The Department will continue to support and advocate the systematic determination by the United Nations system of the criticality of its programmes, especially in high-risk environments, in order to augment the security risk management approach followed by the United Nations security management system. The Department will continue to increase and improve its security analysis capability and foster Member State collaboration. The Department will continue to take the lead in coordinating the activities of the United Nations system security and safety network. The Department will continue to examine measures to strengthen both human and financial capacity available in the Department to facilitate rapid response to security incidents and emergencies and to enhance crisis management within the United Nations system security and safety network.

Subprogramme 1

Security and safety coordination

Objective of the Organization: To provide a secure and safe environment for staff members, delegates, visiting dignitaries and other visitors on United Nations headquarters premises and regional commissions, and to prevent damage to United Nations property and facilities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) A safe and secure environment for staff, delegates and visitors at United Nations headquarters locations and regional commissions	(a) (i) Increased percentage of elements of minimum operating security standards achieved at United Nations headquarters locations and regional commissions (ii) Decreased number of unauthorized entries to United Nations premises (iii) Reduced number of safety-related claims received
(b) Systematic and coordinated United Nations close protection operations	(b) Increased number of personal protection operations coordinated across United Nations headquarters locations and regional commissions
(c) Improved planning and preparedness for emergencies and crisis situations at United Nations headquarters locations and regional commissions	(c) All updates and testing of crisis, evacuation and contingency plans as required by the administrative phase at the duty station are fully complied with at all duty stations

Strategy

28.5 This subprogramme is the responsibility of the Division of Security and Safety Services. The Division will provide strategic guidance and direction in order to better position the Security and Safety Services to support the programmes of the United Nations system and manage global security threats within its area of responsibility; and through the Protection Coordination Unit, will manage all United Nations personal protection operations in a systematic and coordinated manner. Decisions on the deployment and staffing of personal protection teams will be based on detailed security threat and risk assessments. The Security and Safety Services will continue to enhance the security and safety of the United Nations environment by: (a) increasing the level of preparedness for managing crisis and emergency situations; (b) coordinating the standardization of safety and security policies and monitoring their implementation; (c) implementing and complying with headquarters minimum operating security standards; (d) enhancing coordination of security- and safety-related efforts with the host country authorities; (e) enhancing security awareness among delegations and staff; (f) improving crisis and emergency response efficiency at United Nations headquarters locations and regional commissions; and (g) increasing the level of professionalism of security and safety personnel through the provision of specialized training, which will also maximize the utilization of

officers for multiple specialized security roles. The focus will be on: sound delivery of their core functions of reviewing; and enhancing basic physical and operational security, developing and updating contingency plans and exercising effective management of its resources.

Subprogramme 2

Regional field coordination and support

Component 1

Regional field operation coordination

Objective of the Organization: To provide a secure and safe environment for staff members of the United Nations system, associated personnel and eligible dependants, and to enable United Nations programme activities at all duty stations

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved safety and security arrangements for the United Nations	(a) (i) Updated security risk assessments endorsed by the Division of Regional Operations (ii) Increased percentage of minimum operating security standards/minimum operating residential security standards consistent with security risk assessments implemented
(b) Enhanced preparedness for contingencies and crisis situations along with timely response to security incidents	(b) (i) Increased percentage of security plans of Division of Regional Operations endorsed (ii) Crisis Coordination Centre activated by the Department of Safety and Security no more than 3 hours from the time of a significant security incident
(c) Enhanced security management system	(c) (i) Increased percentage of host countries which have dedicated security focal points (ii) Increased percentage of agency, fund and programme offices, facilities or operations that receive security assistance visits, assessments and surveys by Department of Safety and Security Officers where there is no agency Security Officer

Strategy

28.6 This subprogramme is the responsibility of the Division of Regional Operations. The strategy for implementing the subprogramme will be to focus on creating conditions to strengthen safety and security arrangements by: (a) coordinating safety and security issues among the organizations of the United Nations system; (b) monitoring the implementation of established security and safety policies; (c) developing security requirements for new missions as well as for special, regular and emergency operations; (d) ensuring the timely updating and high quality of all country-level security risk assessments; (e) assisting and monitoring the implementation of the minimum operating security standards at all duty stations and in the security components of peacekeeping operations and humanitarian and other special missions in the field; (f) carrying out situational analyses of the extent of participation of the host country in strengthening United Nations security; (g) updating security and safety modalities and operating procedures, and developing crisis-management response plans, capabilities, and procedures; (h) coordinating with the Department of Peacekeeping Operations, the Department of Field Support, the Department of Political Affairs and the Office for the Coordination of Humanitarian Affairs on the planning, implementation and review of safety and security programmes for peacekeeping, humanitarian and other special missions in the field; and (i) strengthening cooperation with the host country regarding the safety and security of staff members, facilities and equipment of the United Nations system. Additional efforts will focus on enforcing the accountability and responsibility of designated officials, field security officers and other participants within the framework of the new mechanism of accountability and responsibility in the area of field security for the implementation of the minimum operating security standards at all duty stations of the United Nations system. Efforts will also be made to increase the number of security management teams that undertake joint country planning as well as the number of United Nations agencies, funds and programmes that include cost considerations in their planning and delivery of programmes.

Component 2

Field support

Objective of the Organization: To provide safety and security knowledge and skills to all relevant actors within the United Nations system and to reduce and/or prevent critical-incident stress

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of staff of the United Nations system to manage critical-incident stress	(a) (i) No less than 96 per cent of staff and their families in the high-risk duty stations in the field receive stress-management training (ii) Increased number of United Nations and partner counsellors trained in critical-incident stress management in emergency settings

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| | (iii) No less than 97 per cent of affected United Nations staff receive emotional first aid and psychological damage control following reported critical incidents |
| (b) Strengthened capacity among the United Nations security management system, managers (designated officials, security management team members) and United Nations personnel | (b) Increased participation in security training |
| (c) Capacity to locate staff and to provide members of the security management system with relevant security information | (c) (i) Increased percentage of United Nations personnel and eligible dependants can be located at any given time at all United Nations locations worldwide

(ii) Increased percentage of United Nations staff members with responsibilities in the security management system have access to the information management tools provided by the Department on the www.unsmin.org website, including the security level system, premises vulnerability questionnaire, cost share budget system, travel request information process, travel advisory and directory and the United Nations locations database |
| (d) Capacity to provide advice and guidance to the United Nations security management system to make well-informed decisions regarding aviation safety, risk mitigation and operational planning for United Nations staff travel, worldwide, via commercial airlines/air carriers (international and domestic) and other aviation operations | (d) Increased dissemination of safety information related to commercial scheduled airlines |
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Strategy

28.7 This subprogramme is the responsibility of the Field Support Service. The strategy for the subprogramme is to focus on creating conditions to minimize security-related incidents by: (a) translating security and critical-incident stress training standards into a coherent training programme for all participants in the United Nations security management system; (b) conducting regional workshops and seminars on security and safety issues, as well as stress management; (c) developing and updating related training materials, taking into account gender-specific issues; (d) providing counselling services to staff exposed to critical-incident stress, as needed; and (e) developing tools to ensure that all United Nations staff members with responsibilities in the United Nations security management system have access to the information needed to perform their security functions.

Legislative mandates*General Assembly resolutions and decisions*

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| 54/192 | Safety and security of humanitarian personnel and protection of United Nations personnel |
| 55/468 | Security arrangements at the United Nations Office at Geneva |
| 56/255,
sect. VIII | Special subjects relating to the proposed programme budget for the biennium 2002-2003: safety and security of United Nations personnel |
| 56/286 | Strengthening the security and safety of United Nations premises |
| 57/567 | Inter-organizational security measures: framework for accountability for the United Nations field security management system |
| 59/211 | Safety and security of humanitarian personnel and protection of United Nations personnel |
| 59/276,
sect. XI | Questions relating to the programme budget for the biennium 2004-2005: strengthened and unified security management system for the United Nations |
| 60/123 | Safety and security of humanitarian personnel and protection of United Nations personnel |
| 61/263 | Strengthened and unified security management system |
| 65/132 | Safety and security of humanitarian personnel and protection of United Nations personnel |

Security Council resolution

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| 1502 (2003) | Safety and security of humanitarian personnel and protection of United Nations and associated personnel |
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