

ECESA Consultations on Proposed Programme Budget 2010-2011

ECESA entities conducted a series of consultations on the Proposed Programme Budget 2010-2011 during the last quarter of 2008 within the context of their Thematic Clusters. The exercise proved beneficial as member entities had an opportunity to exchange views on programme formulation and to learn, in an interactive manner, about each others' programme priorities, outputs and activities envisaged for 2010 and 2011. Thematic clusters have regularly exchanged draft strategic frameworks and draft budget narratives with a view to ensuring greater coherence, and avoiding overlap, in the delivery of outputs in their respective thematic areas. ECESA entities intend to build upon this result and have identified areas for enhanced collaboration.

Thematic Clusters

1. Trade

Justification and rationale for coordination

In the 2010-2011 programme budget preparations, the coordination among ECESA entities in the area of trade has progressed further with not only the exchange and discussion of strategic frameworks and draft budget narratives, but now includes the preparation of cluster snapshots to identify and establish concrete areas of joint cooperation, and make suggestions for intensifying future cooperation.

Opportunities for strengthened cross-fertilization and collaboration on trade among cluster entities arise from several factors. First, the objective of all cluster entities is broadly to strengthen the participation and integration of countries in international trade, with a view to achieving development and reducing poverty, consistent with internationally agreed development goals, including the Millennium Development Goals and thus promoting a process of globalization that is inclusive in its development impact.

UNCTAD focuses on the qualitative integration developing countries in international trade and the trading system and on strengthening the contribution of the commodity economy to development. UNDP focuses on the human development aspects of international trade integration. UN-ECLAC, UN-ECE, UN-ECA and UN-ESCAP focus on intra-regional cooperation and integration as an aspect of their respective member States' integration into the global economy for development.

Cluster entities also address multilateral trade negotiations and agreements with UNCTAD being dealing comprehensively with the development dimension of WTO Agreements and the Doha negotiations, UNDP focusing on the human development aspects, and UN regional commissions addressing the specific concerns of countries of their regions. In this area of work, there is need for greater synergy among cluster entities especially in regard to support for trade negotiations, trade facilitation and WTO accession.

The main beneficiaries of cluster entities are developing countries, particularly least developed countries. UNCTAD also explicitly pays particular attention to the special problems of Africa, landlocked and transit developing countries, Small Island Developing States and other structurally weak, vulnerable and small economies. UN-ECE pays attention to assisting the less-advantaged countries of its region. It will also conduct work on trade facilitation needs of economies in transition.

Second, in terms of structure and functions, the global perspectives of UNCTAD and UNDP, on the one hand, and the regional perspectives of UN-ECLAC, UN-ECE, and UN-ESCAP on the other hand, are very complementary. UNCTAD's integrated approach to trade integration by all developing countries allows for the development of general policy perspectives that can be usefully adopted in different regional settings and applied internationally. UNDP's country presence and funding agency role provides much needed support for intergovernmental meetings and consensus-building, analytical research and technical assistance undertaken by the cluster entities. The specialized and detailed UN-ECE's work in such areas as technical standards or trade facilitation complements the relatively more policy-oriented or systemic work of other cluster entities. In these areas, UN-ECE works with countries and organizations from all regions to develop technical standards and trade facilitation recommendations and then it works with other UN organizations in promoting their use through information material and joint projects. UN-ECA will focus on activities directed at strengthening the achievement of the MDGs with a focus on poverty and livelihood, gender and environment.

Third, among key trade issues addressed by cluster entities, the issue of South–South trade cooperation and regional trade integration and cooperation processes in particular is ripe for enhanced coordination among cluster entities in the next and future programme budgets as it is increasingly treated by all of them in the light of emerging new reality of expanded economic (trade and investment) cooperation and regional integration and cooperation processes (as discussed below).

Areas of joint cooperation

In the light of past and on-going experience, cooperation among cluster entities could be focused in two main functional areas:

- One concrete area of on-going joint research cooperation that is being undertaken by cluster entities is the World Report on Regional Integration produced jointly with the United Nations University. The initial agreement is to prepare four issues of the joint report. Two issues have already been produced on respectively multilateralism, regionalism and bilateralism in trade and investment (2007), and aid for trade and development: global and regional perspectives (2008). Another issue will be prepared on a jointly selected topic in 2009, and another in 2010 and possibly in 2011 as well.
- Two concrete technical assistance programmes, namely the Enhanced Integrated Framework for LDCs and the Aid for Trade initiative is engaging the attention of many cluster entities, including through CCA/UNDAFs and One UN assistance plans and in the context of joint programming activities of the CEB Trade and Productive Capacity Cluster.
 - In regard to the Enhanced Integrated Framework for LDCs, UNCTAD will continue to assist LDCs in making effective use of it in strengthening their trade performance, and coordinate the CEB Trade and Productive Capacity Cluster activities in this area. UNDP, through its Geneva Trade and Human Development Unit, will work closely with member agencies of the CEB Trade and Productive Capacity Cluster to coordinate joint proposals and design joint programmes and documents and initiatives at the global level whilst simultaneously supporting UNDP country offices by coordinating the execution of joint programmes with partner agencies. Other cluster entities are also participating in this exercise.
 - In regard to Aid for Trade (AfT), and how it can be utilised to strengthen the trading capacity of developing countries generally, and specifically in terms of each region of the respective cluster entity, cluster entities will need to work together on AfT along the lines

of their comparative advantages in trade-related technical assistance. AfT coordination could usefully take place under existing mechanisms, such as the ECESA Cluster on Trade, the Trade and Productive Capacity Cluster of the Chief Executives Board of the United Nations, and the “One United Nations” country programmes. Cluster entities could also bring in a particular emphasis on South–South AfT as an important complement to North–South AfT.

Prospective/future cooperation

A prospective candidate for increased cooperation and collaboration among cluster entities through research and analysis, and technical cooperation, concerns South–South cooperation and regional integration and cooperation processes. This issue in particular is ripe for enhanced coordination among cluster entities as it is increasingly treated by all of them. The proposed work of cluster entities in this area is highlighted below and provides ample scope for inter-agency cooperation and collaboration:

- UNCTAD will be focusing on promoting practical solutions to strengthening bilateral, regional and interregional economic cooperation and integration among developing countries, pursuant to the mandates provided by UNCTAD XII. Towards this goal, planned outputs (meetings, analyses, and technical assistance) will include annual intergovernmental expert meetings on South–South cooperation and regional integration, promoting coherence and consistency of regional trade agreements with the multilateral trading systems, South-South cooperation in competition law and policy, regional integration on services and investment, strengthening South-South trade information, strengthening of the GSTP Agreement, and also supporting developing countries and their regional groupings engaging in free trade agreements with developed countries.
- UNDP will be analyzing regional trade integration processes and their implications for sustainable human development in the South, aiming at providing important insights for strengthening the foundations of South-South cooperation and to assess the extent to which these trade regimes are aligned with broader human development objectives as a basis for advocacy and policy support. As part of the Inclusive Globalization Cluster (IGC) portfolio, a review and assessment will be undertaken of developing countries' regional integration arrangements from both South-South and human development perspectives, with a view to identifying lessons learnt, policy and capacity gaps and advocacy tools. UNDP strongly emphasizes strategic partnerships and collaboration with a range of stakeholders (including UN agencies). It will continue and strengthened such cooperation, in particular with UNCTAD, through collaborative frameworks.
- UN-ECLAC will assist its member States in the negotiation, implementation and administration of trade agreements at all levels, and in particular follow-up of the major national debates on the modalities, operations and principal decisions of sub-regional integration schemes and analysis of their economic and social impact, including poverty; analysis of the impact that bilateral free trade agreements may have on the dynamics of regional integration and policy proposals; and analysis of economic and trade relations of the region with Asia-Pacific and related technical assistance. It will prepare studies on such subjects as: the impact of the implementation and administration of free-trade treaties on the economies of the region; developments in, and the outlook for, sub-regional and regional integration; strategic aspects of economic and trade relations between Asian countries and Latin America and the Caribbean; developments in, and the outlook for, sub-regional and regional integration; or the impact of bilateral trade agreements on the integration process. Technical cooperation and advisory services are provided to countries, regional integration groupings or other important actors in areas related to negotiation,

implementation and administration of trade agreements or on reinforcing the benefits available from the integration process.

- UN-ECE will be focusing *inter alia* on: reducing barriers to trade (including intra-regional trade) in goods and services caused by differences in regulatory approaches and differences in the procedures, standards and documents used by governments and business; and on developing and promoting simple, transparent and effective processes for global commerce and a predictable, transparent and harmonized regulatory environment for commerce and business. Expected accomplishments include adoption and increased implementation by member States of ECE recommendations, norms, standards, guidelines and tools, for trade facilitation, electronic business, regulatory cooperation and agricultural produce. Reports will be published on such topics as trade facilitation implementation issues in transition economies and related technical cooperation will be undertaken. Such activities will be helpful to general trade integration as well as for regional cooperation and integration agreements in the region.
- UN-ESCAP will contribute to regional integration and South-South cooperation through its analytical and capacity building work, in particular through its Asia Pacific Research and Training Network on Trade. This network will bring together the research component, and several studies will be undertaken on such subjects as: regional trade and investment outlook, enterprise competitiveness through regional value chains, reducing barriers to regional trade in perishable goods, and sharing regional best practices in single window application. Capacity building work will focus on regional trading arrangements, corporate social responsibility, regional and sub-regional trade facilitation initiatives, and aid for trade.
- UN-ECA will continue to focus on making regional integration work for Africa's integration in the global economy in a rapidly changing environment occasioned by new and existing bilateral and multilateral trade agreements and their influence on trade policies, including EPAs with the EU. In particular UN-ECA's African Trade Policy Centre will focus on strengthening the institutional capacity of the regional economic communities of the region. UN-ECA will also conduct studies on how employment and growth could be enhanced in Africa through South-South cooperation. In building up African institutions and cooperation, UN-ECA will also continue providing functional support to the African Union as part of UN system-wide support to the AU and its NEPAD programme.

2. Macroeconomics and Finance

Justification and rationale for coordination

The long-term goal of the member entities of the Macroeconomics and Finance cluster is to promote the understanding of and necessary actions related to economic development issues at the national, regional and global level. As a result, long-term development prospects at all levels should be enhanced, and substantial progress should be made towards the achievement of the internationally agreed development goals, including the Millennium Development Goals.

As member entities work towards the achievement of this overarching goal on the different geographical levels, they are cooperating in a number of realms, in order to ensure that synergies are being used and duplications avoided. As reflected in each member's narrative budget proposal, cooperation is taking place on the subject of macroeconomic analysis of the global economic situation

and outlook; on long-term social and economic development issues; on specific matters related to the status of least developed countries (LDCs); on the issue of financing for development; and within the framework of a number of technical cooperation projects.

Areas of joint cooperation

Specifically, cluster members cooperate in the following ways:

- Cooperation on the subject of macroeconomic analysis of the global economic situation and outlook is undertaken in the preparation of the annual joint publication World Economic Situation and Prospects (WESP) and its mid-year update, as coordinated by DESA/DPAD and with contributions from DESA/FfD, UNCTAD and all Regional Commissions. Contributions draw on each entity's specific area of expertise, with the Regional Commissions contributing analyses of regional trends, UNCTAD contributing on trade and direct investment flows and DESA/FfD on international financial flows. DESA/DPAD is providing overall coordination and leadership in the analysis of global trends, emerging issues and policy recommendations.
- As part of the joint economic forecasting activities, participants from the Regional Commissions also regularly take part in Project LINK meetings, where they present and discuss recent economic developments and outlooks for their respective regions. In addition, UNCTAD and select Regional Commissions have also facilitated past Project LINK meetings.¹
- In turn, such cooperation feeds back into a number of other cluster outputs, as joint macroeconomic forecasts are used as inputs for UNCTAD's Trade and Development Report, ECA's Economic Report on Africa and ESCAP's Economic and Social Survey of Asia and the Pacific. Regional Commissions also contribute to UNCTAD's Trade and Development Report – one example being regional inputs by ESCWA. One goal for the upcoming biennium is to build on these experiences in order to further strengthen such analytical feedback effects in the future.
- Cooperation on long-term social and economic development issues is undertaken in the preparation of DESA/DPAD's annual publication World Economic and Social Situation (WESS), where appropriate according to each issue's main analytical focus. This applies in particular to new and emerging cross-cutting analytical issues, such as the development implications of population ageing and climate change.
- Cooperation on specific matters related to the status of least developed countries (LDCs) is undertaken in connection to the Committee for Development Policy's work on ascertaining which countries belong to the (LDC) category. In this context, UNCTAD is contributing to the analysis by generating country vulnerability profiles, and ESCAP and ECA (to a lesser extent also ECLAC) provide inputs for expert group meetings and CDP triennial reviews of the list of LDC and other related meetings

¹ Project LINK is a co-operative, non-governmental, international research activity which provides a consistent framework for quantitative studies of international economic transmission mechanisms and the effects of international and national policies, developments and disturbances on the outlook for the world economy. LINK organizes two meetings per year; one at the various United Nations offices, the other one at various locations around the world. The activities of the Link consortium are coordinated jointly by the Project LINK Research Centre at the University of Toronto and the United Nations Department of Economic and Social Affairs.

- Cooperation on the issue of financing for development is undertaken through close coordination between DESA/FfD, UNCTAD and the Regional Commissions, in all activities related to the implementation of the Monterrey Consensus and its follow up conferences. For example, past and present cooperation has made it possible to jointly organize the follow up international conference on financing for development in Doha during the period 29 November to 2 December 2008. Similarly, future cooperation is planned on follow up conferences and regional Expert Group Meetings. One example is the need for enhanced cooperation after Doha – under the lead of DESA/FfD – in order to establish a strengthened monitoring process.
- Cooperation between cluster members is also a vital part of a number of ongoing and planned *technical cooperation projects*. Such projects are to a large extent made possible by the Development Account, including:
 - Cooperation between DESA/DPAD and the Regional Commissions (as well as UNDP and the World Bank) on projects aimed at building national capacity for analyzing alternative financing strategies for realizing the MDGs;
 - Between DESA/DPAD and Regional Commissions on projects aimed at building national capacity for the analysis of implications of macroeconomic policy, external shocks and social protection systems for poverty, inequality and social vulnerability;
 - Between DESA/DPAD, UNCTAD and Regional Commissions on projects aimed at building national capacity for graduation strategies for least developed countries (LDCs) in Asia and Africa.

In sum, the above shows how cooperation has become well-established in a wide range of areas under the Macroeconomics and Finance Cluster. During the biennium 2010-2011, the aim is to build on this experience and further strengthen cooperation, both in existing and in new areas, with an emphasis on the economic analysis of cross-cutting issues and their implications for the international development agenda, including the consequences of climate change, population ageing, persistent horizontal inequalities, and conflict and post-conflict situations.

3. Sustainable Development, Human Settlements and Energy

Justification and rationale for coordination

Member entities member entities have in general underscored the need for enhancing collaboration, achieving synergies and tapping into comparative strengths. This is true, for instance, in the shared commitment to supporting intergovernmental processes at the regional and global levels. A number of member entities have identified joint support to the Commission on Sustainable Development, the Governing Councils of UNEP and UN-HABITAT, the COPs of the UNFCCC and other relevant intergovernmental processes as collaborative normative outputs for the biennium. Such collaboration will help highlight, *inter alia*, regional perspectives in global policy deliberations, promote cross-fertilization of ideas, and strengthen global decision-making processes.

Areas of joint cooperation

Most PPBs have further identified analytical outputs and technical cooperation as programme priorities, including publications, reports and technical materials on a range of issues, such as integrated water resource management, environmental review, natural resources, housing, energy, and climate change, etc. In these activities, there are significant possibilities for collaboration in delivery. Specific proposals include the following:

- Harmonizing “One UN” approach in supporting member states of two Regional Economic Commissions – for instance, tapping into the potential of the added value of transferring the method of Environmental Performance Reviews from ECE to ESCAP, and the Green Growth approach from ESCAP to ECE countries.
- Strengthen cooperation among the Regional Commissions, UN-DESA and UNEP and UN-HABITAT in programme activities on biodiversity, land degradation and deforestation.
- Strengthen cooperation between the Regional Economic Commissions and UN-HABITAT in programme activities on climate change, urban development, human settlements and social housing, utilizing existing mechanisms such as Global Sustainable Development Network (SUD-Net) that deals with the impacts of climate change on human settlements and Global Land Tool Network - GLTN.
- Strengthen collaboration among the Regional Economic Commissions on environmental reviews, building on existing methodologies, such as the ECE's methodology on Environmental Performance Reviews.
- Strengthen collaboration between the Regional Economic Commissions and UNEP and UN-HABITAT and UN-DESA in preparation of urban development, consumption and production, and environmental trends reports.
- Strengthen coordination between the Regional Economic Commissions, UN-DESA, UNEP and UN-HABITAT in organizing meeting of experts on climate change mitigation and adaptation and on urban indicators, among others.
- Strengthen cooperation in research and technical activities, such as environmental observation and monitoring, environmental performance review, etc, between the Regional Economic Commissions and UNEP and UN-HABITAT.
- Strengthen the sharing of information and expertise among UNEP, UN-HABITAT, UN-DESA and the Regional Economic Commissions in programme activities on water (including transboundary water), energy, climate change, and on vulnerable ecosystems.

Prospective/future cooperation

To avoid duplication in delivering publication outputs identified in PPBs and to ensure that each report or technical document has a specific regional or thematic focus, member entities concerned could set up appropriate communication channels, either directly or through the thematic co-chairs to promote sharing and joint reviewing of outlines and drafts. To this end, DESA has proposed that the thematic cluster set up an ad hoc “Publications Coordination Group” to facilitate the sharing and reviewing of drafts. Member entities could also explore jointly producing some of these publications.

Likewise, there is scope for further collaboration in delivery of technical cooperation outputs. While it may be difficult to launch joint advisory services for budgetary and personnel factors, a number of capacity-building activities could provide opportunities for joint initiatives. For instance, member entities could look into possibilities for jointly organizing training courses, capacity-building workshops

and seminars. Such collaboration is likely to tap into the comparative institutional strengths and skills and expertise of the member entities and allow for better use of limited financial resources.

To this end, DESA has proposed that the thematic cluster set up also an ad hoc “Events Coordination Group” to facilitate consultation on jointly organizing capacity-building workshops, seminars and training courses.

4. Social Development

Justification and rationale for coordination

The objectives and expected accomplishments included in the budget narratives of the various entities show that there is a clear scope for synergies among the cluster entities on the basis of their common mandates.

- The cluster’s entities share the common duty of following-up to various legislative mandates spanning from major milestones – such as internationally agreed development goals, including the Millennium Development Goals (MDGs), or the World Summit for Social Development - to international plans of action pertaining to specific social groups or related to specific issues.
- The inter-governmental advances on social development and the work implemented at the global level are intended to feed into regional-specific work and the regional-specific work is intended to inform thinking at the inter-governmental level and activities at the global level.
- Reference to regional-specific mandates (e.g. regional plans of actions and commitments) contributes to illustrating some differences in the prioritization of areas of activities and modus operandi between different cluster’s entities, for example between the regional commissions and DESA, in the area of social development.

The various cluster entities focus their work on common types of activities. The areas of synergy and complementarities include:

- Capacity development of Member States as well as other stakeholders, including civil society entities;
- Development and dissemination of policy tools;
- Strengthening of policy dialogue on social development topics;
- Promoting and implementing integrated social development approaches;
- Building the capacity to institutionalizing and mainstreaming social policy;
- Strengthening the partnership with relevant stakeholders; and
- Technical cooperation activities.

The benefits of the sharing of information, knowledge and lessons learned need to be highlighted to illustrate how seemingly overlapping activities represent in fact concurring actions at multiple levels (global, regional, sub-regional). The cluster entities are particularly concerned with capacity development and anti-poverty goals and activities.

Areas of joint cooperation

The cluster's entities are committed to complement and supplement each other's efforts in support of the internationally agreed development goals, including the MDGS, and other key mandates. In this view, effective and efficient coordination of resources, expertise and partnership will be sought among the cluster's members.

The outputs planned to be carried out in a coordinated and cooperative way are, particularly, those related to: 1) capacity development of Member States and other relevant stakeholders; 2) anti-poverty goals and activities; 3) technical cooperation and technical assistance.

Specific cooperation between the cluster's entities will enhance, for example, the implementation of the goals and activities of:

- The Second International Decade of the World's Indigenous People, through promoting awareness of indigenous issues, contributing to the mid-Decade review requested by the General Assembly and promoting capacity development at regional level;
- The Madrid International Plan of Action on Ageing, through capacity development support at the national, sub-regional and regional level, sharing and dissemination of guidelines and good practices, cross-fertilization of materials and activities;
- The Second United Nations Decade for the Eradication of Poverty, now in the process of being further defined by the General Assembly.

In the work pertaining to the advancement of the disability agenda, coordination and cooperation will be promoted between DESA and the regional commissions and with OHCHR. With specific reference to the implementation of the work related to the Convention on the Rights of Persons with Disabilities close collaboration in a DESA–OHCHR joint-Secretariat has been established.

5. Advancement of Women

Areas of joint cooperation

(a) Methods of collaboration

In addition to collaboration within the EC-ESA Cluster on Advancement of Women, all Cluster Members are members of the Interagency Network on Women and Gender Issues which coordinates the work on gender equality across the whole UN system. Cluster Members attend the annual sessions and participate in different ad hoc taskforces which facilitate collaboration/coordination on different topics.

There is close collaboration in intergovernmental processes between DAW as the Secretariat for the Commission on the Status of Women at the global level, and the regional commissions who service the regional intergovernmental processes. The regional commissions have made significant advances in developing strong collaborative partnerships across regions on different issues, with individual regional commissions having agreed to take the lead (formally or informally) in different areas. UNHABITAT regularly shares information on on-going activities and encourages collaboration.

In a more formal manner, DAW and OHCHR prepare a joint work programme on an annual basis, submitted to the Commission on the Status of Women, to ensure complementary and synergy in the work on women's human rights.

The Members of the Cluster collaborate with other UN entities at both regional and national levels, including in addition to gender-specific entities - UNIFEM and INSTRAW - other UN entities as relevant, such as UNFPA, UNDP, and UNHCR. Contact is maintained with Gender Theme Groups at local level.

(b) Collaboration on intergovernmental processes

In preparation for the forthcoming 15th anniversary of the adoption of the Beijing Platform for Action in 2010, the regional commissions will carry out regional review processes to feed into the 54th Commission on the Status of Women. The regional commissions, with support from DAW, have developed a common questionnaire and a common report format to ensure comparability across regions. The regional commissions will also consult among themselves, and with DAW and other Cluster Members, on the follow-up processes in the regions during the 2010-2011 biennium.

(c) Collaboration on critical issues

There are a number of critical areas which cut across the work of all Cluster Members. Effective implementation of the gender mainstreaming strategy requires that all entities identify ways and means to address these issues, within the context of their specific mandates, in a coordinated and collaborative manner. Issues addressed by DAW or OHCHR at the global level, are also addressed within specific regional contexts by the regional commissions and in relation to other specific mandates by other Cluster Members. Consultation and sharing of information allows for the outcomes of the work at regional level, or in specific issue-focused entities such as UNHABITAT, UNCTAD and UNEP, to feed into and impact on work at global level, in ways which maximize complementarities and synergies.

In the area of violence against women, all Cluster Members contribute to the work of DAW at global level, for example by providing inputs to the inventory of UN efforts; encouraging and supporting Member States to provide information for the database on violence against women; and contributing to the quarterly e-Newsletter. Some members participate in the Interagency Taskforce co-convened by DAW and UNFPA. The regional commissions – under the leadership of ECLAC - have undertaken a major collaborative project on violence against women, under the Development Account, which involves collaboration with DAW and with the Statistics Division in DESA, and builds on the work of the Commission on the Status of Women and the Statistics Commission. To facilitate this collaboration an inter-regional website will be established for exchange of information.

Work supporting the implementation of MDG3 among the regional commissions is coordinated by ESCAP, including through a “community of practice” which allows all regional commissions to regularly exchange information on processes and outcomes.

The regional commissions and DAW collaborate actively with OHCHR as the Secretariat for the CEDAW Committee, as well as with other relevant UN entities, on advisory services and capacity-building activities related to implementation of the Convention on the Elimination of All Forms of Discrimination against Women.

Collaboration among Cluster Members on financing for gender equality increased in the context of 52nd session of the Commission on the Status of Women and the preparations for the Doha follow-up conference on financing for development in 2008. The follow-up to the parallel event on financing for gender equality, jointly organized by the Government of Norway and the regional commissions - with ECE taking a leading role on behalf of the regional commissions, at Doha will provide impetus for continued collaboration among members during the 2010-2011 biennium.

An extra-budgetary funded project on strengthening the collaboration among national mechanisms for the advancement of women will be undertaken jointly by DAW and the regional commissions, in collaboration with other relevant UN entities. Studies carried out in all regions will use a common framework and research methodology. The outcomes will be shared across regions to allow for cross-fertilization on strategies, lessons learned and good practices. The outcomes will include a report to the Commission on the Status of Women as well as a capacity development framework for implementation in all regions.

(d) Collaboration on methodological issues

The Cluster Members also collaborate actively on methodological issues in the promotion of gender equality, in particular in relation to statistics and indicators, gender mainstreaming and support to national mechanisms for the advancement of women. There has been increased emphasis on sharing lessons learned and good practices and building on the advances made by other entities. Invitations to attend Expert Group Meetings and exchange of reports, publications and technical materials - such as guidelines, manuals and capacity development tools - support collaboration and coordination processes and increase synergies across regions.

The establishment of common websites/portals or communities of knowledge (for example in the context of the joint Development Account projects implemented by the regional commissions on MDGs and on violence against women) contribute significantly to enhancing consultation and sharing of information. A system-wide example is the interagency portal, WomenWatch, managed by DAW on behalf of the whole UN system.

A matrix of the outputs in the 2010-2011 programme budget provides an overview of the issues covered, as well as the types of strategies, methodologies and tools utilized (such as capacity development, gender mainstreaming, documentation of good practices, development of statistics and indicators, and use of websites, observatories, databases and e-networks). Members have a clear overview of the Expert Group Meetings organized, studies undertaken, technical materials produced and technical assistance provided at national levels on different issues.

6. Countries in Special Situations

Justification and rationale for coordination

The Thematic Cluster on Countries in Special Situations addresses the following groups of countries in special situations: Least Developed Countries (LDCs); Landlocked Developing Countries (LLDCs); and Small Island Developing States (SIDS).

Coordination and cooperation mechanisms among EC-ESA entities benefit from a clear division of labour based on the frameworks set out in: (i) the Brussels Programme of Action for the Least Developed Countries, (ii) the Almaty Programme

of Action for Landlocked Developing Countries, and (iii) the Mauritius Strategy for Small Island Developing States.

(a) Global level

- UN-OHRLLS leads advocacy, monitoring and reporting activities related to: a) the Brussels Programme of Action for the Least Developed Countries (LDCs), and b) the Almaty Programme of Action in support of Landlocked Developing Countries (LLDCs). It also provides advocacy functions for the Mauritius Strategy for Small Island Developing States (SIDS);
- DESA undertakes monitoring and reporting functions for the Mauritius Strategy for Small Island Developing States (SIDS);
- UNCTAD provides policy advisory and technical cooperation services with the aim of promoting economic development and poverty reduction in LDC, LLDCs and SIDS as well as their progressive and beneficial integration into the global economy, in particular through national policies and international support measures which build productive capacities;
- UNEP provides policy guidance and assistance for improved environmental management, including early warning systems and environmental risk management.

(b) Regional level

- The Regional Commissions (ECA, ECE, ESCAP, ECLAC and ESCWA) deliver policy advisory services and facilitate the exchange of experience and best practice among LDCs, LLDCs and SIDS on relevant themes for the implementation of the Brussels and Almaty Programmes of Action as well as of the Mauritius Strategy at regional level.

Prospective/future cooperation

Following this division of labour, the analysis of cluster members' PPB 2010-11 shows multiple opportunities for substantive collaboration among EC-ESA entities in the context of major milestones related to the implementation of the sub-programmes for each group of countries. These include:

- *Preparations for the Fourth United Nations Conference for the LDCs.* The preparatory process will be coordinated by UN-OHRLLS and implemented in close co-ordination with other EC-ESA entities, as well as UN system agencies. The established Interagency Consultative Group on the LDCs, chaired by UN-OHRLLS, will be further enhanced and play a major role in assuring a coordinated approach to the preparations to enhance efficiency and effectiveness, allowing for fine tuning of activities and avoid any overlap and duplication. Specific activities will include:
 - ESCAP and ECA will lead the preparatory process at regional level by hosting regional review meetings, with inputs from ESCWA related to Yemen and from ECLAC related to Haiti. These meetings will provide regional inputs and perspectives for the global review of the Brussels Programme of Action 2001-2010.
 - UNCTAD will actively contribute to the final appraisal of the Brussels Programme of Action through substantive servicing of meetings and preparation of documentation on lessons to be drawn for the successor Programme of Action.
 - EC-ESA entities will jointly organize side-events and special events based on thematic and regional expertise during the preparatory process and the Conference itself.

- *Follow-up to the Midterm Review of the Almaty Programme of Action for LLDCs.* The activities of EC-ESA entities are coordinated and streamlined through the Interagency Group on the LLDCs, which is chaired by UN-OHRLLS. A number of special events will offer collaboration opportunities with specialized inputs from EC-ESA entities.
 - ECA, ECE, ESCAP and ECLAC will provide expert contribution and substantive inputs on regional and sub-regional efforts to develop a transit transport infrastructure in Africa, Asia and Latin America. This will include the organization of a roundtable and preparation of a publication with the overall guidance of UN-OHRLLS.
 - UNCTAD will provide substantive inputs for the organization of a special event on the impact of trade facilitation measures and the Aid for Trade Initiative for the effective participation of landlocked developing countries in the international trading system.
 - ECA will work closely with UN-OHRLLS providing substantive input and support to the work on promotion of an intergovernmental agreement on African Highway

- *Implementation of the Mauritius Strategy.* The interagency mechanism, which is chaired by DESA, established for the coordination of work related to SIDS will be revitalized for enhanced collaboration and partnerships. ECLAC also contributes to the follow-up on the implementation of the Mauritius Strategy through the Work Programme of the Regional Coordinating Mechanism for the Mauritius Strategy. Furthermore, in response to the General Assembly decision "to review progress made in addressing the vulnerabilities of SIDS through implementation of the Mauritius Strategy during the 65th session of the General Assembly", and "to convene a two-day high-level review in September 2010", UNCTAD plans to organize, in cooperation with DESA and the relevant regional economic commissions, before the high-level review in 2010, an expert group meeting on the economic vulnerabilities of SIDS.

7. Governance and Institution-Building

Justification and rationale for coordination

During the biennium 2010-2011, the Division for Public Administration and Development Management (DPADM) which implements Subprogramme 8 on Public Administration, Finance and Development, will continue to assist Member States in their efforts to strengthen, improve and reform their governance systems for attainment of their national objectives in the context of internationally agreed development goals including the MDGs. DPADM has been entrusted with the important responsibility to help the public economic, administrative and financial institutions of developing countries and countries with economies in transition function in an effective, efficient, participatory, transparent, innovative and ICT and knowledge-based manner. Specific focus will be given to the needs of post-conflict/post-crisis countries, the least developed countries and countries with economies in transition.

DPADM assists Governments in improving the overall efficiency and effectiveness of their governance systems and institutions, strengthening their public policy-making processes, and reinforcing their public management capacity by analyzing information and consolidating knowledge, delivering technical assistance and providing an international forum for the exchange of national experiences. The programme implementation strategy of DPADM is based on an integrated approach comprising advocacy, provision of substantive support to relevant intergovernmental bodies, analytical work, advisory services, technical cooperation and training with a primary focus in the following three substantive areas:

- institutional development in the public sector with special emphasis on leadership and human resources development, policy and strategy design, and institutional networking;
- public service delivery improvement through the application of ICTs, e-government and knowledge management; and
- public administration in support of the United Nations Development Agenda, including the MDGs.

The subprogramme falls under the responsibility of the Division for Public Administration and Development Management. Guidance to the subprogramme is provided by the ECOSOC Committee of Experts in Public Administration. The programme of work has been formulated on the basis of the strategic framework for the period 2010-2011. The results of external and internal evaluations conducted during the previous reporting period were taken into account in preparation of the current work programme.

For increased impact as well as in order to engender cooperation and promote common approaches among UN entities, some of the planned outputs, such as the UNPAN portal, Global Knowledge Repository on e/m-Government (EMGKR) and training courses, will be prepared in cooperation with the EC-ESA members of the Governance and Institution-building Cluster.

A review of the work programmes circulated by cluster members has identified no overlap or duplication and no programme inconsistencies. Institutional and regional differences require and justify the existing certain degree of flexibility in the formulation of objectives, accomplishments and indicators.

Prospective/future cooperation

There are positive indications for collaboration on the following projects from a number of partners, as indicated below:

- Contribution to UNPAN to building knowledge in the area of governance and public administration issues at the regional level. Collaboration with the Office of Special Advisor on Africa and ESCWA.
- Building further the Knowledge Base on electronic and mobile government. Collaboration with the Bureau for Development Policy (BDP) of UNDP.
- An Ad Hoc Expert group Meeting on Public Sector Leadership Capacity Building. Collaboration with BDP of UNDP and ESCWA.
- An Ad Hoc Expert Group Meeting on Public Sector Human Resource Development. Collaboration with BDP of UNDP and ESCWA.
- A capacity building workshop on Reforming Institutions of the Public Sector for Development. Collaboration with BDP of UNDP and ESCWA.
- A capacity building workshop on Developing Human Resource Management Capacities in the Public Sector. Collaboration with BDP of UNDP and ESCWA.

8. Science, Technology and Productive Sectors

Justification and rationale for coordination

Improving the measuring of the information society is a core aspect of the follow up of the World Summit on the Information Society (WSIS) and cuts across the mandates of the ECESA entities. Harnessing the complementarity through collaborative actions would strengthen the follow up of the WSIS.

In order to better formulate and evaluate policies that will maximize the benefits of ICT for the development, member States recognize the importance of assessing the state of use and impact of ICTs in their countries. While more and more countries are measuring ICT, it remains a new area of data collection. Many national statistical offices therefore need to create the necessary capabilities and capacity to undertake the collection of data.

Areas of joint cooperation

The process will leverage an existing collaboration arrangement, namely the *Partnership on Measuring ICT for Development*. The membership of the Partnership, which was launched at UNCTAD XI in 2004, includes several ECESA members.² UNCTAD, along with ECLAC and ITU serve as its lead agencies. The collaboration will build on a project financed by the Development Account (2006-2009), through which several regional technical and regional workshop have been organized jointly to increase the capacity in developing countries to implement statistical compilation programmes that are comparable at the international and regional level.

The role of ECESA members within the *Partnership on Measuring ICT for Development* is well defined. For example, while UNCTAD will provide a global perspective, the efforts of the regional commissions will relate to their respective regional concerns. Thus, the work within the *Partnership* will bring together the complementary resources and technical expertise of the participating ECESA members while at the same time help eliminate duplication of work.

9. Statistics

Areas of joint cooperation

(a) General mechanisms of coordination

Effective coordination is of particular importance in the professional field of statistics, as almost all agencies have statistical programme activities, and the risks of unnecessarily burdening member states with data request or disseminating incoherent figures, without adequate explanation of possible conceptual differences need to be avoided.

The EC-ESA Cluster on Statistics, which includes the UN Statistics Division (UNSD/DESA), all Regional Commissions, UNCTAD, Habitat, UNEP and ODC, is part of a larger, strong coordination architecture in the field of statistics: The key mechanisms for coordination are (i) the annual meetings of the Statistical Commission, (ii) bi-annual meetings of the Committee on the Coordination of Statistical Activities (CCSA), where Chief Statisticians of all international organizations participate and (iii) the bi-

² The partnership currently has 10 members: UNCTAD, ECA, ECLAC, ESCAP, ESCWA, UNESCO Institute for Statistics, ITU, the OECD, the World Bank and Eurostat. For more information, see <http://measuring-ict.unctad.org>.

annual meetings of the EC-ESA Statistics Cluster, where the Statistical Programme managers of the UN Secretariat units participate. Whilst the Statistical Commission decides on overall statistical policy (statistical norms/standards) and gives guidelines to international organizations for all areas where coordination is needed, the CCSA is the forum where all practical aspects of the coordination of the international statistical programmes with respect to data management, methodological work and technical cooperation are discussed. The EC-ESA Cluster in Statistics more specifically serves to coordinate the programme budget preparation and implementation of UN Secretariat units. One particularly noteworthy fact in this context is that the EC-ESA principals adopted in 2007 a set of “Principles Governing International Statistical Activities”, which codifies a shared professional vision for the international work in the field of statistics.

The last regular EC-ESA Cluster meeting took place in Tunis on 10 September 2008. Topics discussed included the implementation of the EC-ESA Cluster activities for 2009, the formulation of development account proposals as well as the planning for the 2010/11 budget.

(b) Coordination of the Programme Budget preparations

At its regular meeting in September 2007, the EC-ESA Statistics Cluster conducted an in-depth joint review of the 2008/9 programme budget, including the strategic frameworks, reaching thereby the conclusion that the statistical programmes of all institutions were based on the core mandates of data collection, methodological work and technical cooperation in support of building national statistical capacity at the country level. In addition, most statistical units (especially the Regional Commissions and UNSD) do have an explicit mandate to coordinate statistical activities in their respective geographical areas. The programme/budget documents reflect a strong shared vision on statistical priority areas, such as strengthening national statistical capacity, improving the compilation of development indicators, as well as preparing the 2010 World Population and Housing Census Round and implementing the 2008 System of National Accounts.

Cluster members agreed that in the future the process of harmonization of the formulation of strategic frameworks and narratives should start even earlier. However, they also concluded that differences in the specific content of the work programmes (e.g. relative weight of data, methodological and technical cooperation work) are a consequence of different regional and institutional priorities and arrangements. Differences in the presentation of the programme are mainly due to different approval and review processes in the organizations. For instance the work programme in statistics of ECE is formally presented and endorsed by the Bureau of the Conference of European Statisticians, where a representative from UNSD is usually present.

Building on the communalities identified in this in-depth review, the cluster members prepared their 2010/11 budget/programme proposals and shared in October/November 2008 their respective narratives and list of outputs with each other in an effort to highlight joint activities and eliminate seeming duplications.

(c) Common programme orientation

The priority issues in 2010/11 for all Cluster members continue to revolve around similar key topics as in the previous biennium, namely:

- strengthening statistical capacity in countries, including institutional capacity, to collect, process, compile and disseminate key basic statistics;
- improving the basic data for the compilation of development indicators, especially the MDG indicators;

- preparation and implementation of the 2010 World Population and Housing Census Round as a basis for socio-demographic information for the next decade;
- implementation of the revised 2008 System of National Accounts, including assisting countries to strengthen their economic base data.

(d) Joint outputs and the processes of practical cooperation:

The production of a significant number of outputs included in the programme budget 2010/11 are supported by cooperation between two or more Cluster members:

- Intergovernmental meetings and parliamentary documentation; all cluster representatives participate in the global UN Statistical Commission and support it, e.g through the preparation of relevant topical parliamentary documentation . In particular since 2008 a standing item has been introduced in the Commission agenda on ‘regional statistical development’, in an effort to intensify the linkages between the regional and global intergovernmental bodies. To the extent possible cluster members also regularly participate in regional and sectoral intergovernmental meetings.
- Data collection and dissemination; baseline data are collected from member states. Data agreements are in place to exchange collected information between regional, global and sectoral databases, in order to avoid overburdening member countries with data requests via questionnaires. During 2010/11 the technical capabilities to exchange data will be further developed under the joint programme of implementing the “Standards for Data and Metadata Exchange” (SDMX) endorsed by the Statistical Commission. Cooperation is particularly intensive for the MDG database, where regional, sectoral and global data experts meet regularly to maintain a joint database on MDG indicators, as a basis for official global reporting on progress towards the development goals.
- Methodological work/expert group meetings: all methodological work is conducted jointly. Regional/sectoral experts generally participate and contribute to UNSD expert group meetings and vice-versa. To the extent that global statistical norms are ultimately approved by the UN Statistical Commission, the methodological work is lead centrally by UNSD – with active and full participation of relevant partners. One specific example is the preparation of revised recommendations for International Merchandise Trade Statistics to be jointly presented to the 41st session of the UN Statistical Commission in 2010. Other important areas in which joint development activities are planned include gender statistics and data quality assurance frameworks. Also, UN-ECE has been tasked on behalf of the cluster to explore the development of a business intelligence system, in order to facilitate the effective exchange of relevant information and experiences.
- Technical cooperation/workshops: support of countries in their efforts to build and strengthen national statistical capacity, generally starts with some form of publication (handbook/manual, recommendations, guidelines, website on best practices) and/or training material; UNSD works closely with regional commissions to incorporate regionally relevant features and elements. For the practical application and implementation at the country level, regional commissions are usually in a lead position, due to their proximity to the field level. Events to transmit knowledge (advisory missions, fellowships, workshops) are organized as joint events wherever it is relevant and possible. During the 2010/11 biennium various joint operational events are planned,

especially in the priority areas of implementing the 2010 World Population and Housing Census Round and implementing the 2008 System of National Accounts.

(e) Other cooperative activities

In addition to the preparation of the regular Programme/Budget 2010/11 joint activities are planned for Cluster members under the umbrella of the Development Account. The main statistical projects of the last decade focussed on the strengthening of national and regional statistical capacity in a number of sub-regions (CARICOM, ASEAN, ESCWA, ECOWAS, SADC, SAARC, Central Asia). All these projects were – and are being – jointly implemented either by UNSD and the respective Regional Commissions, or between two Regional Commissions as in the case of Central Asia. Furthermore cluster members have jointly implemented ‘topical’ Development Account programmes, e.g. focussing on improving data for the informal sector. Two jointly discussed and formulated topical Development Account projects in the area of Statistics have been put forward for the 2010-2012 period, aiming at strengthening statistical and inter-institutional capacities for (i) monitoring the MDGs and reducing indicators discrepancies between national and international sources in the regions of Latin-America and the Caribbean, West Asia, Asian and the Pacific and Europe and (ii) dissemination of statistical data. The EC-ESA Cluster for Statistics supports a process by which the clusters are given significant responsibilities for the joint formulation and implementation of development account projects.

(f) Conclusion

Cooperation mechanisms in the field of statistics are strong and have been in place for a significant amount of time. Due to the highly technical nature of the work, specialized networks (working groups, task forces, inter-agency groups) are in place for all subject matter areas (national accounts, census taking, social statistics, environment statistics, trade statistics, housing statistics, etc), facilitating the flow and exchange of data and information among the relevant groups of professionals and reducing significantly the risk of duplication and overlap. One challenge for the near futures is that, to the extent that some statistical activities (e.g. the development of indicators) are conducted outside the statistical units, EC-ESA Cluster of Statistics will have to reach out to the respective subject matter clusters (e.g. population, science and technology, sustainable development), to ensure the full application of professional statistical principles.

The sense of professional community extends to the national level, putting the UN Statistical Commission in a strong position to exercise technical and programmatic oversight. Due to the overriding common concern to strengthen national statistical capacity there is a shared commitment among the EC-ESA Cluster members to use the scarce available resources as effectively as possible.

10. Population

The Population cluster of EC-ESA is characterized by large disparities in institutional strength. Only in two entities (DESA and ECLAC) do population activities form individual subprogrammes (Population divisions). The lack of a critical mass of population specialists in most Regional Commissions poses an important challenge for collaboration within the cluster: the small units can in some instances benefit from the help provided by DESA and ECLAC, but their absorption capacity is limited and to some extent constrained by programmatic priorities.

Opportunities for collaboration

There are three thematic areas that emerge as particularly promising for new or continued collaboration: (1) population estimates and projections, (2) migration and (3) development and changing population age structures, particularly population ageing. All Regional Commissions are interested in authoritative and consistent population figures and demographic indicators for their member countries, but currently only ECLAC and DESA have the technical capacity to produce such data. A division of labour has emerged, by which the Population Division of ECLAC has the primary responsibility for population estimates and projections for the Member States in its region, while the Population Division of DESA produces the corresponding figures for all other countries and ensures consistency of aggregations and underlying models and methodologies. The Population Divisions of ECLAC and DESA have a record of close collaboration in this area, which includes regular contacts and mutual visits of staff involved in estimates and projections work and this collaboration is expected to continue in 2010-2011.

Migration is also an area where collaboration within the Population cluster has been successful and is expected to continue to be so, given the current momentum of interest for intergovernmental dialogue on international migration and development issues. In recent years the Population Division of DESA has co-organised joint expert group meetings with ECLAC, ESCWA and ESCAP and it is most likely that this cooperation will be strengthened by the CELADE-led Development Account project on international migration, which is designed to engage all Regional Commissions and the Population Division of DESA in a series of technical meetings and other activities.

Finally, there is considerable interest in the broad area of changing age structures – some regions being particularly interested in population ageing (ECE, ECLAC and ESCAP) while ESCWA has a distinct focus on the implications for development and international migration of the young age structure of the populations of its member countries. There has been collaboration between CELADE and the Population Division of DESA around technical meetings on ageing and it is expected that broader collaboration on the nexus between population age structures and development will develop among the entities of the cluster in the course of the 2010-2011 biennium.