



## UN Public Administration Programme

Division for Public Administration and Development Management (DPADM)  
UN Department of Economic and Social Affairs (UNDESA)



# DEVELOPMENT MANAGEMENT BRANCH (DMB)

Presentation to Members of the  
Committee of Experts in Public Administration (CEPA)

New York, 21-22 April 2010





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# PART ONE

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## PART ONE

- [DPADM/DMB in the UN](#)
- Some antecedents
- Mission and strategy
- Program of Work 2010-2011

## PART TWO

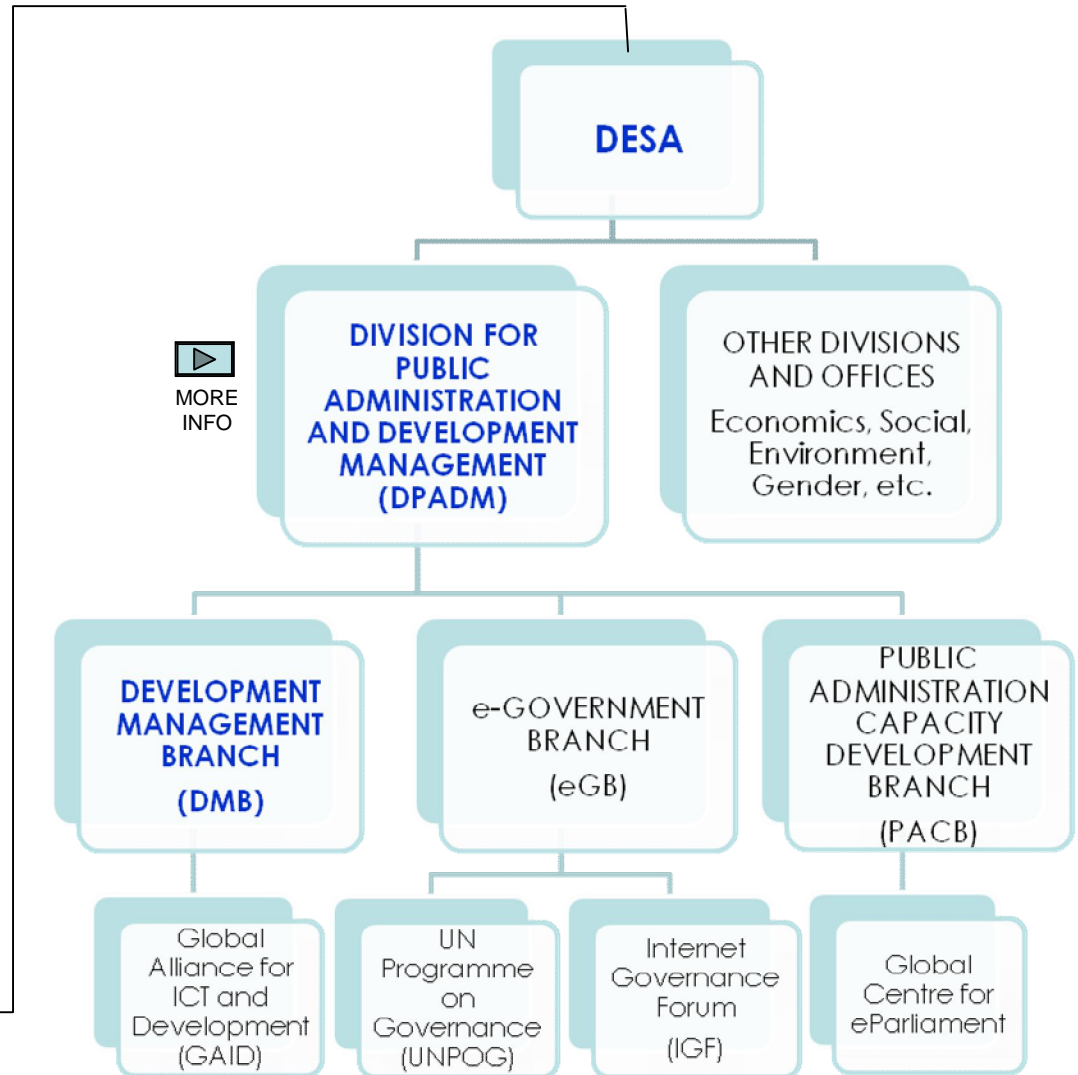
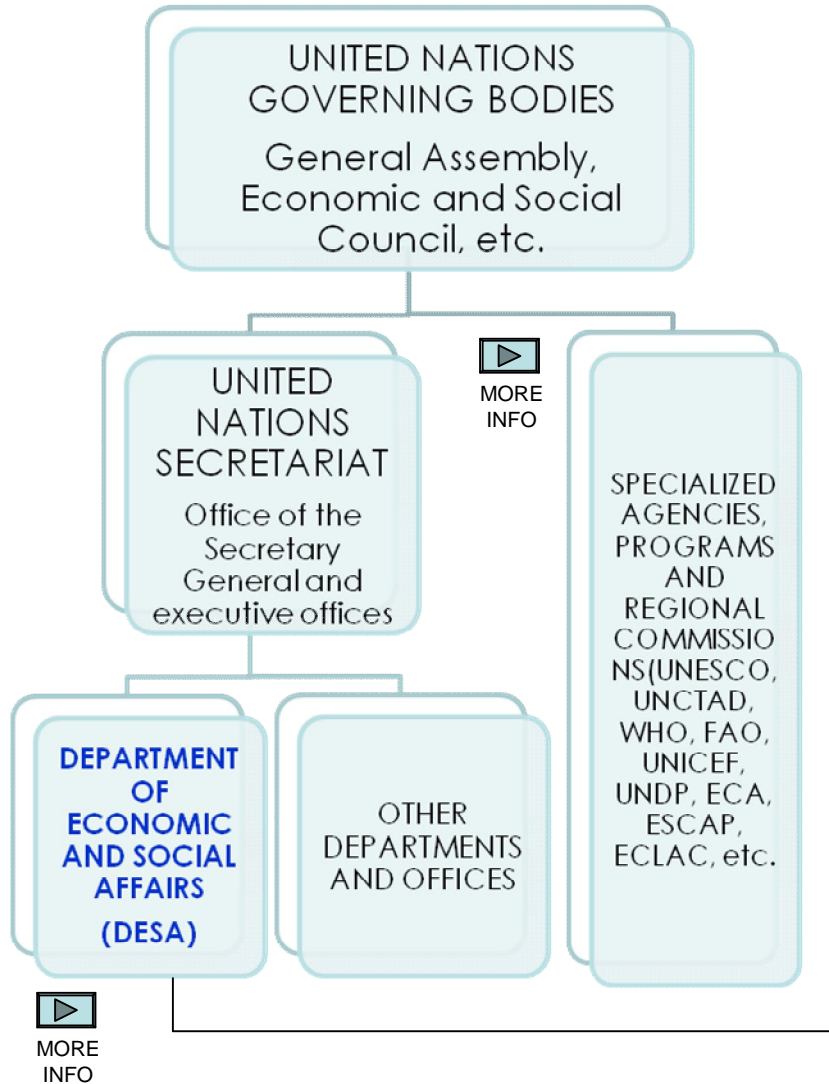
- Challenges
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# DPADM AND DMB IN THE UN SECRETARIAT





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# SOME ANTECEDENTS (1)

- **DMB may be seen as a new Branch and at a very early stage of development on several criteria:**
  - **The Branch was assigned its current focus (Development Management) in 2009**
    - In the previous 5 years it concentrated mostly on citizens' engagement in public administration matters and participatory governance
    - Yet, it exhibited a certain dispersion of themes (including a Center on regional development working on sustainability)
    - In a more distant past, it was active on development planning, economic models, public-private partnerships, macroeconomic and poverty alleviation strategies, and participatory budgeting\*



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\* The Branch was transferred in 2003 into the Division for Public Administration and Development Management (DPADM). Prior to that year, it was ascribed to the Division for Social Development



## SOME ANTECEDENTS (2)

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- **The Branch is at present almost totally integrated by new staff**
  - It now has 8 managerial or technical members (one chief, 5 professionals and 2 inter-regional field advisors), assisted by 6 general service staff and an average of 3 interns
  - Of the first 8 people, 6 joined the Branch in the last two years and another one will retire next June (two of the recently incorporated members came from the two other branches in DPADM, thus facilitating knowledge and technology transfer)



## SOME ANTECEDENTS (3)

- **The Branch is being gradually re-directed since 2009 towards different initiatives**
  - **Novel ones** include (by the Branch itself and in collaboration with CDB and KMB):
    - knowledge management (building a public online Knowledge Space on Development Management)
    - original analytical work, including reports, surveys and indicators (starting)
    - provision of applicable tools and guidelines (after 2010)
    - contributions to the UN intergovernmental process, aiming at assisting Member States on normative actions (211 and beyond)
  - In the past, most attention was devoted to:
    - management of diverse technical cooperation projects on numerous topics and individual countries
      - » Technical cooperation will continue, yet **new approaches** are being considered (groups of countries, sharing of experiences, in collaboration with UN Regional Commissions, etc.)
    - And, to some extent, provision of online training courses
      - » this is also to continue, continuously looking at **new ways** to improve quality, relevance and accessibility, and possibly aiming to build international communities of practice





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# MISSION

- **The mission of the **Development Management Branch (DMB)** is:**
  - In connection with everything related to Development Management, provide DPADM and DESA with quality professional services for them to deliver their respective contributions about promoting development for all UN Member States, specially developing countries, along the three following action lines:
    - **Support the deliberative and normative functions of the intergovernmental process in the UN**
      - particularly providing the Economic and Social Council (ECOSOC) and the General Assembly with relevant information and policy advice about ways in which countries can best conduct public policies economic, social and sustainable development
    - **Assist governments in decision-making on Development Management issues**
      - offering them information on practices and trends observed in Development Management in diverse countries and regions, as well as analyses on this matter
    - **Promote and support international cooperation and capacity building for Development Management**
      - conceiving and carrying out multi-annual projects funded externally or from the UN Development Account, as well as organizing workshops and producing online training courses



# VISION 2015

- It is envisioned that as a result from the efforts of DPADM/DMB, in cooperation with other development stakeholders, **Development Management at the country level will be significantly enhanced by 2015** in all major regions of the world, and thus:
  - Governments will **formulate, implement, monitor, evaluate and reform their public policies for economic, social and sustainable development in better ways**, in the sense that:
    - the overall **policy process** will be more effective and efficient, people-centered and transparent, and to these aims will engage citizens in all stages
    - the **public sector entities** in charge of the different stages of the process will be more responsive, capable and prepared, accountable and open, to better meet the legitimate development aspirations of the people
    - the **population, organized civil society and the private sector** will be empowered in connection with public policies, take more ownership and contribute as appropriate with information, views, discussion, negotiation or consensus building, as well as resources, and to these aims citizens will be engaged in all stages of Development Management
    - countries would have advanced more or reached the **Millennium Development Goals (MDGs)**



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# STRATEGY (1)

- DPADM/DMB considers to proceed **gradually** but with firm steps to reach its Vision.
  - The year 2010 will be of an initial **transition**: previous work on **citizens' engagement** will continue, yet the objectives will be to:
    - **Deepen the analysis** of enabling conditions and legal frameworks to facilitate the engagement of citizens in all stages of the policy process
    - **Compile the laws, institutions, mechanisms and instruments which exist in countries of all regions, for promoting citizens' engagement**, and incorporate this information, as a reference for any interested country, in a section of DPADM's Public Administration Knowledge Space (PAKS)
    - **Create partnerships with practitioners and experts** on citizens' engagement, e-participation and participatory governance in several regions



## STRATEGY (2)

- The year 2011 will then be devoted to start addressing issues of **Development Management**, of importance for large numbers of countries, specially developing ones, in all regions; the objectives will be to:
  - Build international networks and communities of practice on Development management
  - Compile valuable experiences from different countries regarding convenient ways to proceed on formulation, implementation, monitoring, evaluation and reform of development policies, and incorporate this information, as a reference for any interested country, in a section of DPADM's Public Administration Knowledge Space (PAKS)
  - Further develop the capacities of the Branch and external partners about analyzing the most relevant issues for developing countries with regard to all stages of the policy process, and reflect this on a flagship biannual publication on Development Management
  - Address progressively aspects of good governance which affect in diverse ways Development Management



## STRATEGY (3)

- The years 2012 and 2013 will subsequently be devoted to extend the analytical and knowledge sharing efforts, and great importance will be given to generate **practical tools** and **guidelines** for **Development Management**, useful for large numbers of countries, specially developing ones, in all regions
  - Particular attention will be paid to **citizens engagement** and **participatory governance** in Development Management



MORE  
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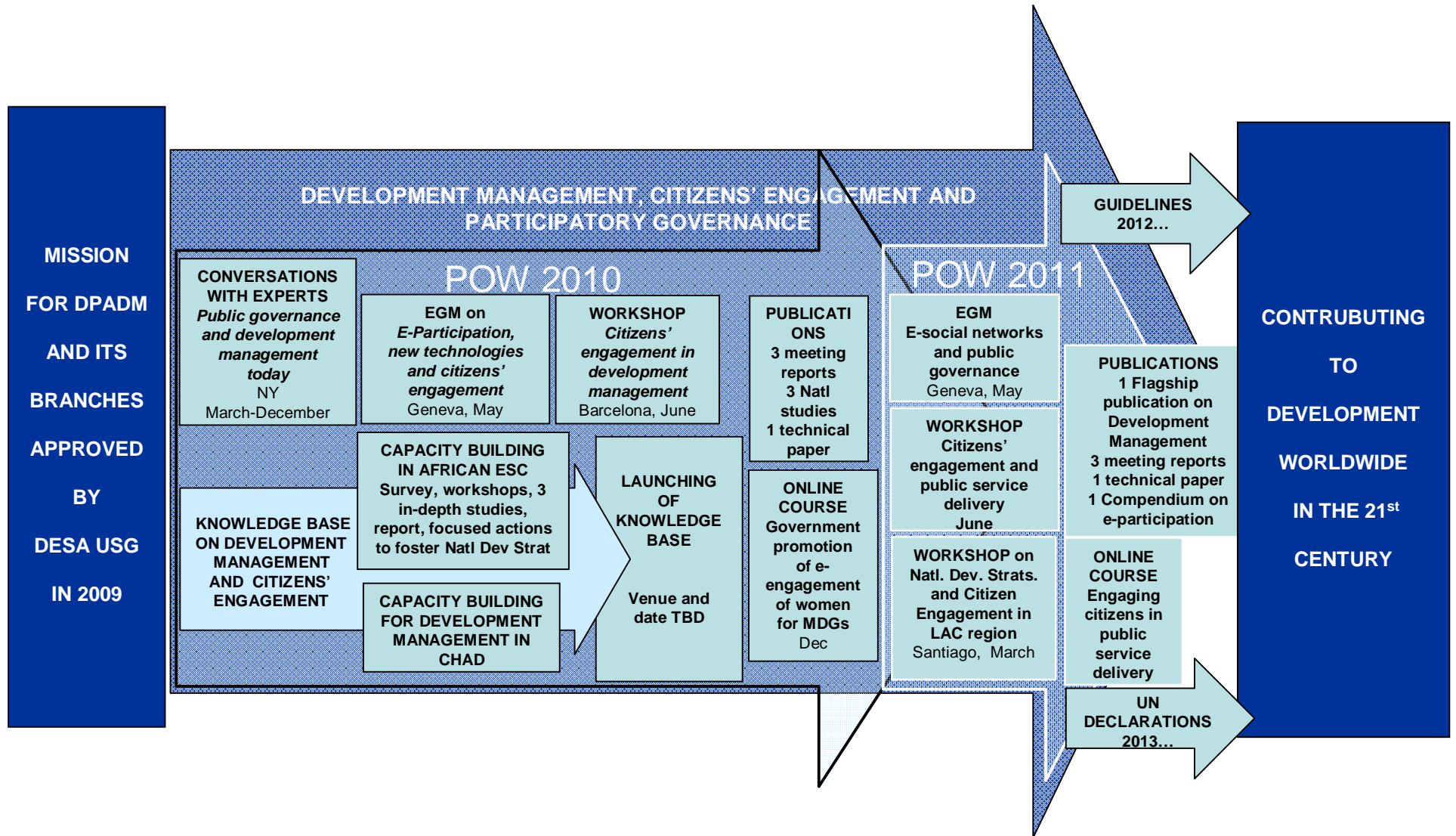
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# DMB, PROGRAM OF WORK 2010-11







# MEETINGS 2010

- **Expert Group Meeting**
  - *“E-Participation, new technologies and citizens’ engagement”*
  - Geneva, May
  
- **Workshop**
  - *“Economic and Social Councils and Development Management in Africa”*
  - Ouagadougou, June
  
- **Workshop**
  - *“Citizens’ engagement in Development Management”*
  - Barcelona, June

OBJECTIVES

PARTNERS

PROGRAM



# CHALLENGE

Determine the relative specific **weights that should be given** within the Program of Work 2010-111 of DPADMB/DMB to the following issues

- **Public governance** for development
- **Citizens' engagement** in different stages of Development Management
- **Specific uses and applications of ICT** in Development Management

## FOR POSSIBLE DISCUSSION:

What are some of the most pressing needs of developing countries in these regards?

Which approaches should be followed, to effectively meet existing needs in each case, considering different conditions and circumstances in diverse types of countries (political regimes, decentralization, public finances, social and cultural features)?



# DISCUSSION

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- **CEPA members are kindly invited to provide their *views, suggestions and advice on all the preceding topics***

**THANKS**

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# PART TWO

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# PROPOSED DIALOGUE

- Members of the **Committee of Experts on Public Administration (CEPA)**, from the perspectives of the different regions of the world they are familiar with, can provide DPADM/DMB with most valuable **information, views and advice** to enhance its contributions to UN Member States, particularly developing countries
- To facilitate a dialogue to this aim, between CEPA Members and the staff of DPADM/DMB, a **list of the 6 most pressing challenges perceived by DMB** is presented next and some **questions are posed for deliberation**
- A **summary** of this will be presented by a Rapporteur at the last day of the CEPA meeting, a note-taker will assist in this task
- **DMB thanks CEPA members in advance** for their generosity in joining us to address these issues, and other related ones that they may raise



# CHALLENGES

1. Establish a closer **relationship with interested CEPA members** to enhance the contributions of the Branch to Member States
  - Emerging themes, regional lens, expertise, synergies with external institutions and networks of experts and stakeholders

## FOR POSSIBLE DISCUSSION:

### Which modalities can be recommended?

Examples:

- participation in intra-annual expert-group meetings and workshops;
  - preparation of ad-hoc meetings in the expert's country;
    - contributions to periodical policy notes;
    - review and comments on Branch publications;
- contributions to the knowledge base on development management, citizens' engagement and public governance;
  - sponsoring of secondments or internships;
  - Other



# CHALLENGES

2. To effectively deliver to most countries, specially developing ones, useful views on Development Management under the prevailing circumstances presented by the ongoing economic and financial crisis, so as to help them better overcome the crisis and, at the same time, look beyond short-run responses, specially to reach the Millennium Development Goals

## FOR POSSIBLE DISCUSSION:

What issues attract or concentrate nowadays most of the attention from governments in general, and from particular entities (Office of the Head of Government; Economic or Social Cabinets; Ministries of Finance, the Economy, Social Development, Public Administration, and so on) as it comes to Development Management?

Which messages or advice from the UN about Development Management would be most useful for developing countries in these circumstances, particularly during 2010-2011?

How can the UN better influence governments to enhance Development Management looking forward to achieve the MDGs, in the context of the crisis?

How would these messages be more clearly received, considering messages going out simultaneously from the Breton Woods institutions and the G20?





# CHALLENGES

## 3. Identify most **relevant and viable contributions on Development Management** to serve Member States

- Topics of highest priority for developing and least developed countries, in general and also specifically to reach the MDGs
- Specific manners to efficiently disseminate existing knowledge among stakeholders (including public sector officials, civil society, academic institutions)
- Optimal balance over time (depending on countries' development levels) between capacity development and knowledge sharing

### FOR POSSIBLE DISCUSSION:

Which are the most important needs about Development Management in developing countries nowadays, in general, and in different regions of the world?

How can an entity like DPADM/DMB be most useful to UN Member States? Which products or services would be of highest value for them?

Which delivery modes would attain the biggest impact, on particular countries and regions or groups of countries? For example: workshops, advisory missions including peers and experts, periodical publications, specific analysis, online information, etc.



# CHALLENGES

4. Stepping into **new trends, approaches and techniques about Developing Management** in our time, while maintaining a fully practical and realistic character to adequately serve developing countries

## FOR POSSIBLE DISCUSSION:

Which are the dominant paradigms on some of the main elements of Development Management? Which are their strengths and weaknesses in today's context, particularly for developing countries'

Which are the new trends, approaches and techniques about Development Management, that are recognizable in the most advanced countries?

Which are some of new practices on Development Management that are being increasingly looked after in middle-income and developing countries in general? Why?

Are there, in the near future, significant opportunities for knowledge transfer from the former to the latter?



# CHALLENGES

5. Identify most **pertinent prospective partners to combine efforts towards enhancing Development Management in every region of the developing world**

## FOR POSSIBLE DISCUSSION:

Which organizations or networks would be recommended, and for what specific purposes related to Development Management, in each region?

Which are the top sources of knowledge (research institutions) at the global and regional levels, or in particular countries, in every different aspect of Development Management?

Which sources of finance are available at present, at the global or regional levels, or in connection with determined countries, to support technical cooperation projects on capacity building for Development Management to be pursued by DESA/DPADM/DMB?

What recommendations can be made regarding access to these resources?



# CHALLENGES

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## 6. Special needs on Development Management perceived by **countries in post-conflict situations**

### **FOR POSSIBLE DISCUSSION:**

**What are the most pressing needs of countries in post-conflict circumstances, with regard to Development Management?**

**How could DPADM/DMB best serve these countries in this regard?**



**THANKS**

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**END OF PRESENTATION**



# APPENDIX 1

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## THE UN SYSTEM



# THE UNITED NATIONS

- The **United Nations** is a global international organization with 192 Member States
- Its mandates (fundamentally the UN Charter) entrust the UN with fundamental responsibilities:
  - preserving **peace and security**
  - overcoming **humanitarian crises**
  - maintaining a productive **political dialogue, and**
  - promoting **development for all**



# THE UN SECRETARIAT, AGENCIES AND PROGRAMS FOR DEVELOPMENT

- To assist Member States in promoting development, the UN relies on:
  - The core **Secretariat** (specifically, the **UN Department of Economic and Social Affairs, DESA or UNDESA \***), looking at global cross-cutting development challenges
  - Five **Regional Commissions** which are part of the Secretariat and are focused on all Member States in respective large geographical regions (Africa, Asia-Pacific, Europe, Latin America and West Asia)
  - **Specialized agencies and programs** (for example, UNESCO, UNICEF, UNCTAD, UNIDO, FAO, ILO, WIPO, UNDP, UNEP, WB, IMF and many others of similar relevance), which focus on particular sectors

\* **DESA is organized in the following Divisions and Offices:** Development Policy and Analysis Division; Division for the Advancement of Women; Division for Public Administration and Development Management; Division for Social Policy and Development; Division for Sustainable Development; Financing for Development Office; Office of ECOSOC Support and Coordination; Office of the Special Advisor on Gender Issues and the Advancement of Women; Office of the Under Secretary General; Population Division; Secretariat of the United Nations Forum on Forests; and the Statistics Division.





# THE UNITED NATIONS AND DEVELOPMENT

- The UN fosters a **Development Agenda** established by resolutions, declarations and mandates from Member States, through the regular work of the UN Governing Bodies (General Assembly, Economic and Social Council) and periodic special conferences or high-level meetings
  - This Agenda defines that development should be:
    - **integral**: balancing economic and social aspects, in a context of expanding freedoms under the Rule of Law
    - **Inclusive**: being people-centered and looking after the diverse necessities of all social groups, fundamentally the specific needs of women, the elderly and the young, indigenous peoples and vulnerable groups (the poor, populations affected by conflicts or crisis, etc.)
    - **sustainable**: securing permanence over the mid and long run and maintaining accomplishments over time to benefit successive generations, in particular by warranting a healthy natural environment
    - **autonomous**: being based on the self-determination of nations, nationally owned and driven policies and programmes, people's self reliance



# PUBLIC ADMINISTRATION AND THE DEVELOPMENT AGENDA

- **Several UN declarations and resolutions underline that development is favored by:**
  - Maintenance of peace and security
  - Adequate governance
  - Prevalence of the Rule of Law
  - Democracy
  - Promotion and protection of human rights and fundamental freedoms
  - Transparency, accountability, coordination and cooperation of governance institutions, at all levels of government
  - Consultation by government to civil society and the private sector, dialogue and cooperation among stakeholders and government, participation of people and communities in political life and public decision-making, in relation to:
    - all stages of development policy making and public service delivery: legislation, design, formulation, planning, implementation, management, assessment and reform



# THE DEVELOPMENT AGENDA AND THE UN SECRETARIAT

- The **Development Agenda** is fostered by the UN Secretariat along these converging lines, through three types of actions:
  - **Normative actions**, resulting from the intergovernmental process
  - **Analysis of key development challenges** faced by countries around the World, particularly on emerging issues
  - **Technical cooperation for capacity building actions**
- The contributions of DPADM/DMB to Member States on Development Management are precisely to be made along these three action lines



# UN INTERINSTITUTIONAL COORDINATION FOR DEVELOPMENT



GO BACK

- **Coordination among these development-oriented entities is looked after in many ways, specially through the [Executive Committee of Economic and Social Affairs \(ECESA\)](#) \*, which comprises several thematic clusters:**
  - **Trade; Macroeconomics and Finance; Sustainable Development and Human Settlements; Social Development and Social Integration; Advancement of Women; Countries in Special Situations; Governance and Institution Building; Science, Technology and Productive Sectors; Human Rights; Statistics; and Population.**
    - In particular, the [Cluster on Governance and Institution Building](#) is headed by DPADM/DESA, and co-chaired by UNDP, and also includes: OHRLLS, OHCHR, OSAA and the Regional Commissions for Africa, Asia-Pacific and Latin America.

\* [ECESA is headed by DESA and includes the following 18 entities of the UN System](#): Comprised by: Economic Commission for Africa; Economic Commission and Social for Asia and the Pacific; Economic Commission for Europe; Economic Commission for Latin America; Economic and Social Commission for Western Asia; Office of the High Commissioner for Human Rights; Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States; Office of the Special Adviser on Africa; United Nations Conference on Trade and Development; United Nations Development Programme United Nations Environment Programme; United Nations Human Settlements Program; United Nations International Research and Training Institute for the Advancement of Women; United Nations Office on Drugs and Crime; United Nations Research Institute for Social Development; United Nations University; United Nations Institute for Training and Research;



# DESA



GO BACK

- **The Department for Economic and Social Affairs (DESA)**
  - Supports the Economic and Social Council (ECOSOC) and the General Assembly with system wide guidance for economic and social development
  - Assists governments in agenda-setting and decision-making on development issues at the global level
  - Promotes and supports international cooperation to achieve development for all



# DPADM

- **Within DESA, the Division for Public Administration and Development Management (DPADM)**
  - Assists the UN intergovernmental bodies by providing information and policy oriented analysis on public administration matters geared to development, specially to the Committee of Experts on Public Administration (CEPA)
  - Serves Member States in improving public service delivery, building enhanced public institutions and increasing capacities in the public sector, through research, information sharing, advocacy, advice, training and technological modernization (particularly ICT)
  - Operates the Online Network on Public Administration (UNPAN), [www.unpan.org](http://www.unpan.org)



# DPADM/DMB AND DESA ON DEVELOPMENT



DEVELOPMENT	ABOUT POLICY	DIVISION OR OFFICE IN DESA	FOCUS
<b>ECONOMIC</b>	What are the development challenges? What is done about these? Why is it done? Which are the results?	<ol style="list-style-type: none"> <li>1. Division for Development Policy and Analysis</li> <li>2. Financing for Development Office</li> <li>3. Division for Social Policy and Development</li> <li>4. Division for the Advancement of Women</li> <li>5. Division for Sustainable Development</li> </ol>	<p>Economic development and MDGs</p> <p>Debt and aid issues, public finance</p> <p>Social development</p> <p>Gender issues</p> <p>Environment</p>
	Who does it?	1 to 5 above	All stakeholders
<b>SOCIAL</b>	Which resources are used for it? What are the existing capacities?	<b>Division for Public Administration and Development Management through CDB</b>	<b>Public Sector</b>
	<b>How is it done?</b> <b>How is it governed?</b> <b>What is the performance?</b>	1 to 5 above <b>Division for Public Administration and Development Management through DMB</b>	All stakeholders <b>Public Sector</b>
<b>ENVIRONMENT</b>	What information is used for it? How is this information managed?	1 to 5 above <b>Division for Public Administration and Development Management through KMB</b>	All stakeholders <b>Public Sector</b>



# APPENDIX 2

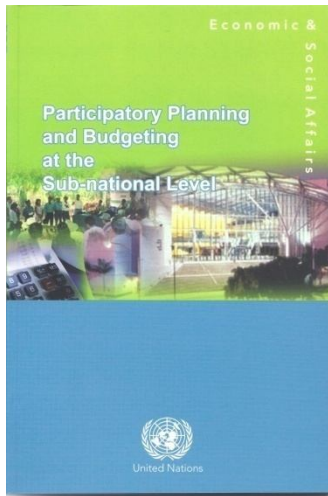
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## PAST DMB WORK

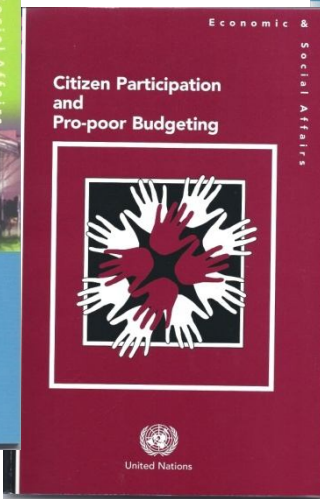




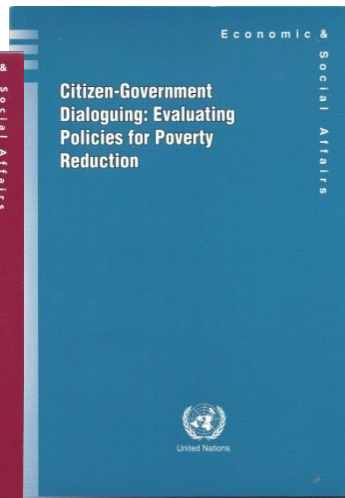
# DPADM/DMB PUBLICATIONS ON CITIZENS' ENGAGEMENT



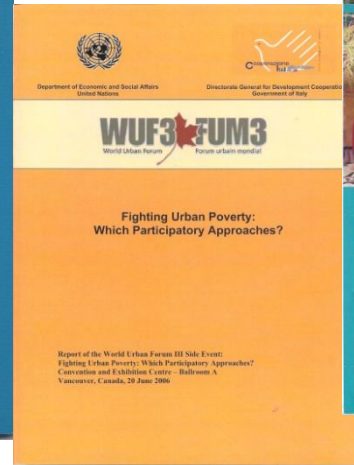
2005



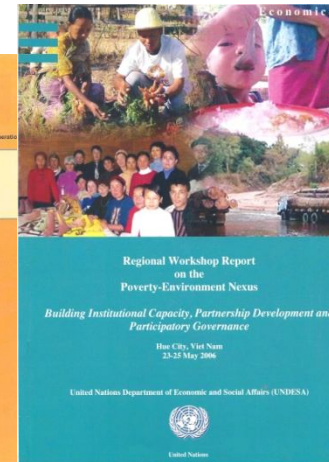
2005



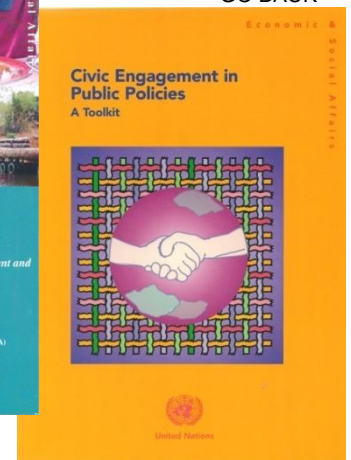
2005



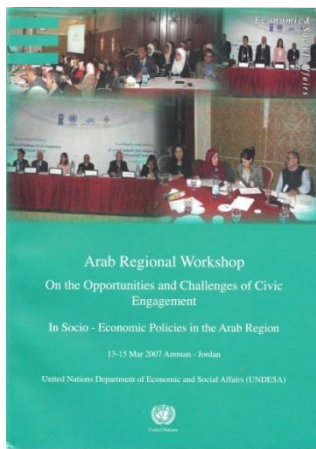
2006



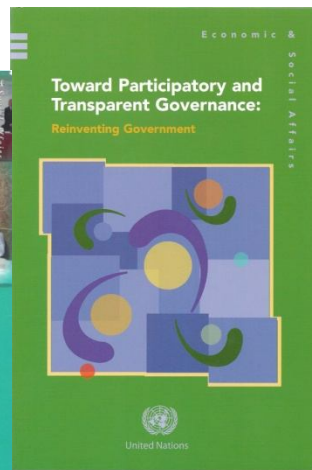
2006



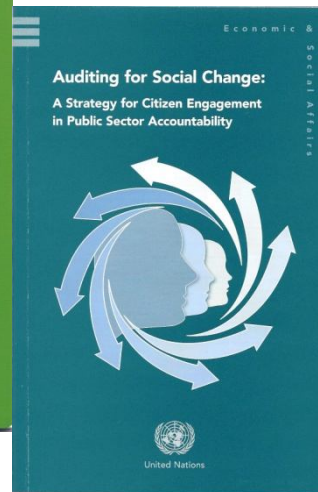
2007



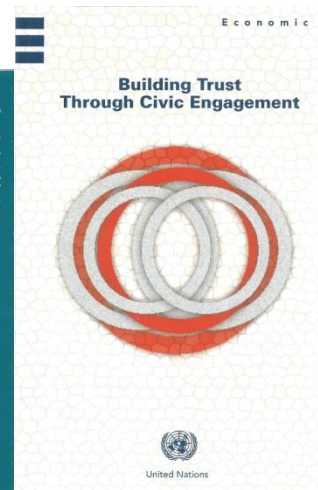
2007



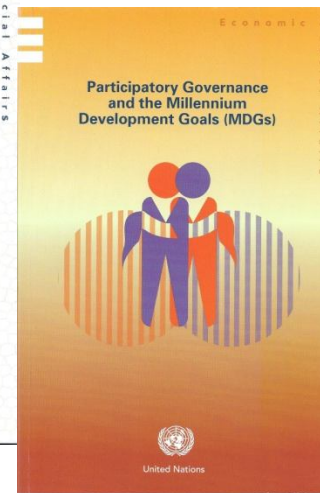
2007



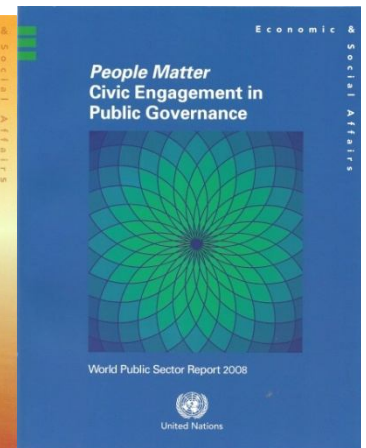
2007



2008



2008



2008





## **DPADM/DMB WORK ON DEVELOPMENT PLANNING, MODELLING, BUDGETING AND RELATED MATTERS (1)**

- **Capacity Building of Socio-Economic Institutions in:**
  - (1) formulation and implementation of development plans, policies, and strategies;
  - (2) public sector management reform,
  - (3) structural investment policy,
  - (4) decentralization,
  - (5) results-based monitoring and evaluation,
  - (6) aid management, etc.
  
- **Tools, Techniques, and Strategies for Achieving the MDGs, such as:**
  - (1) mainstreaming of Poverty Reduction Strategies (PRS),
  - (2) pro-poor macroeconomic policy formulation,
  - (3) public-private partnership for poverty alleviation,
  - (4) social impact assessment,
  - (5) MDGs costing and reporting,
  - (6) elaboration of National Human Development Reports for pro-poor policies,
  - (7) MDGs/poverty monitoring information systems,
  - (8) poverty-environment nexus, etc.



## DPADM/DMB WORK ON DEVELOPMENT PLANNING, MODELLING, BUDGETING AND RELATED MATTERS (2)

GO BACK

- **Strengthening and Mainstreaming Social Capital**  
through:

(1) Corporate Social Responsibility, (2) social inclusion policy advice, (3) poverty reduction programme and community development, (4) promoting citizens' perspectives in policy processes, etc.

- **Public Finance**, such as:

(1) fiscal policies and resource planning, (2) pro-poor public finance, including people-based budgeting, (3) people-based audit, (4) planning of financial resources for development, (5) special economic zones, (6) development project financing, including BOT scheme, etc.



## **APPENDIX 3**

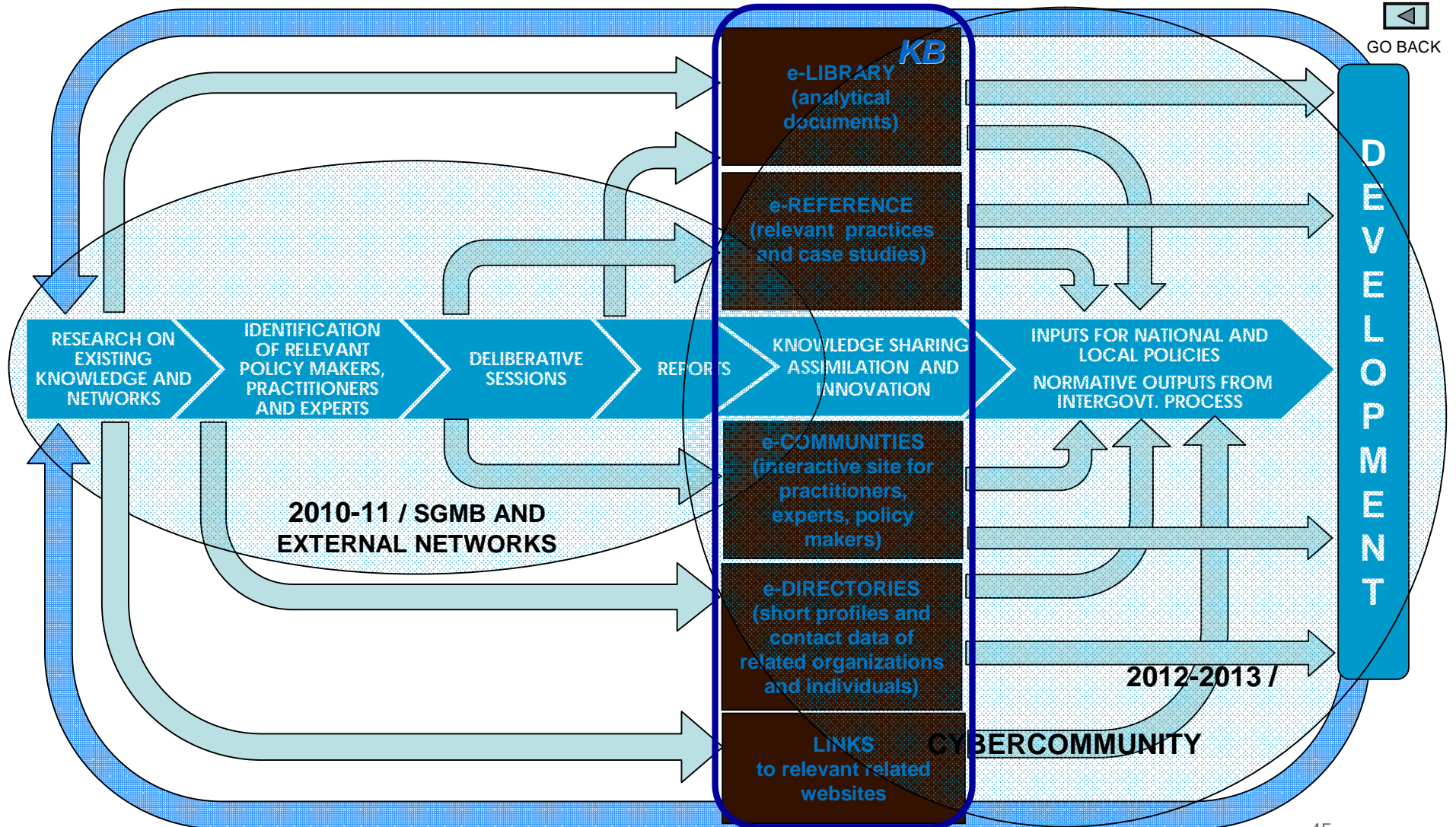
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**DMB STRATEGY:  
PROCEDE GRADUALLY OVER  
2010-2013  
LINKING ALL ACTIVITIES TO  
CREATE SYNERGIES**

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## BUILDING AND USING THE KNOWLEDGE BASE ON DEVELOPMENT MANAGEMENT, CITIZENS' ENGAGEMENT AND PARTICIPATORY GOVERNANCE





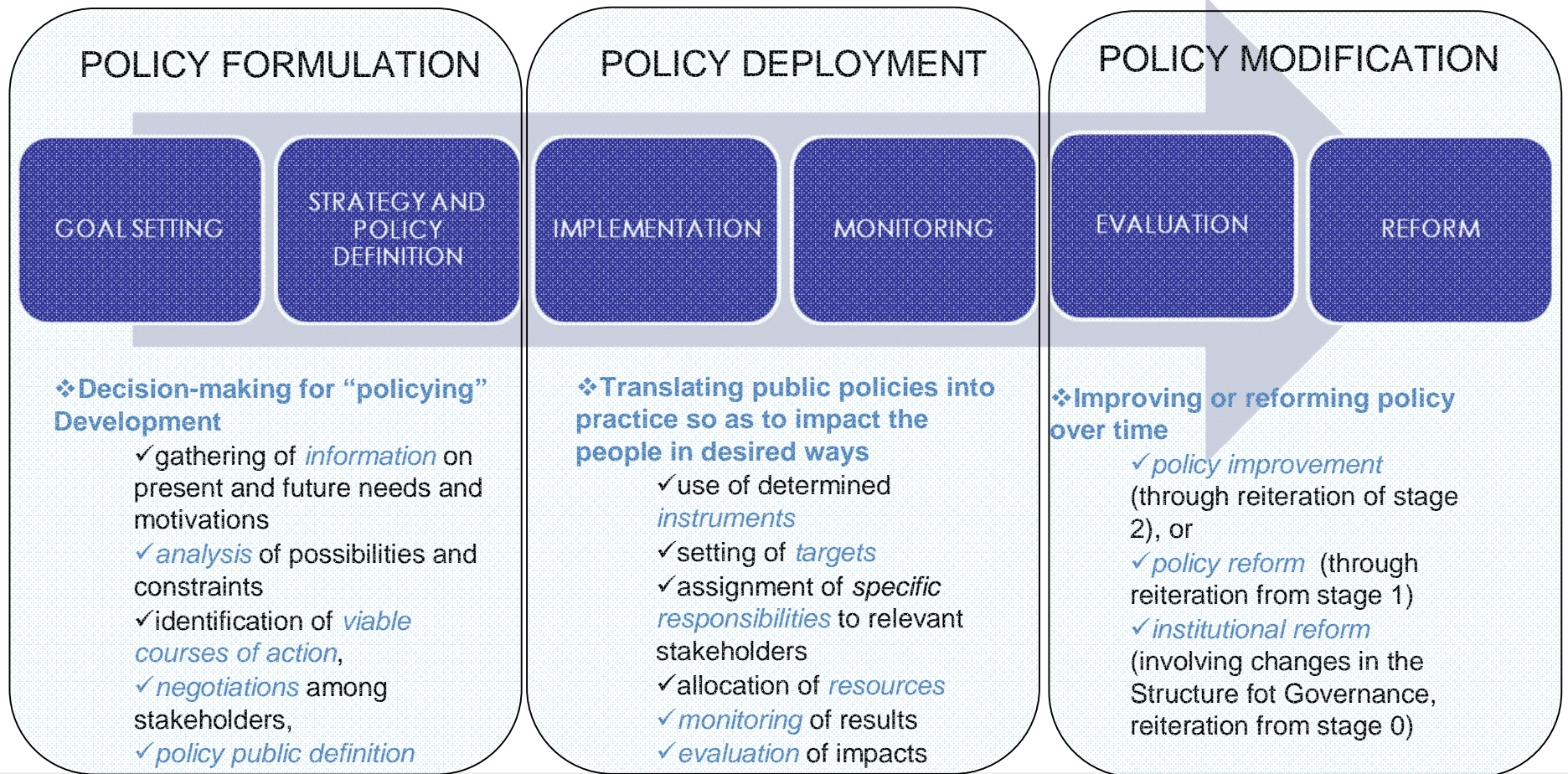
# APPENDIX 4

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## **BASIC NOTIONS ON DEVELOPMENT MANAGEMENT, CITIZENS' ENGAGEMENT AND PARTICIPATORY GOVERNANCE**

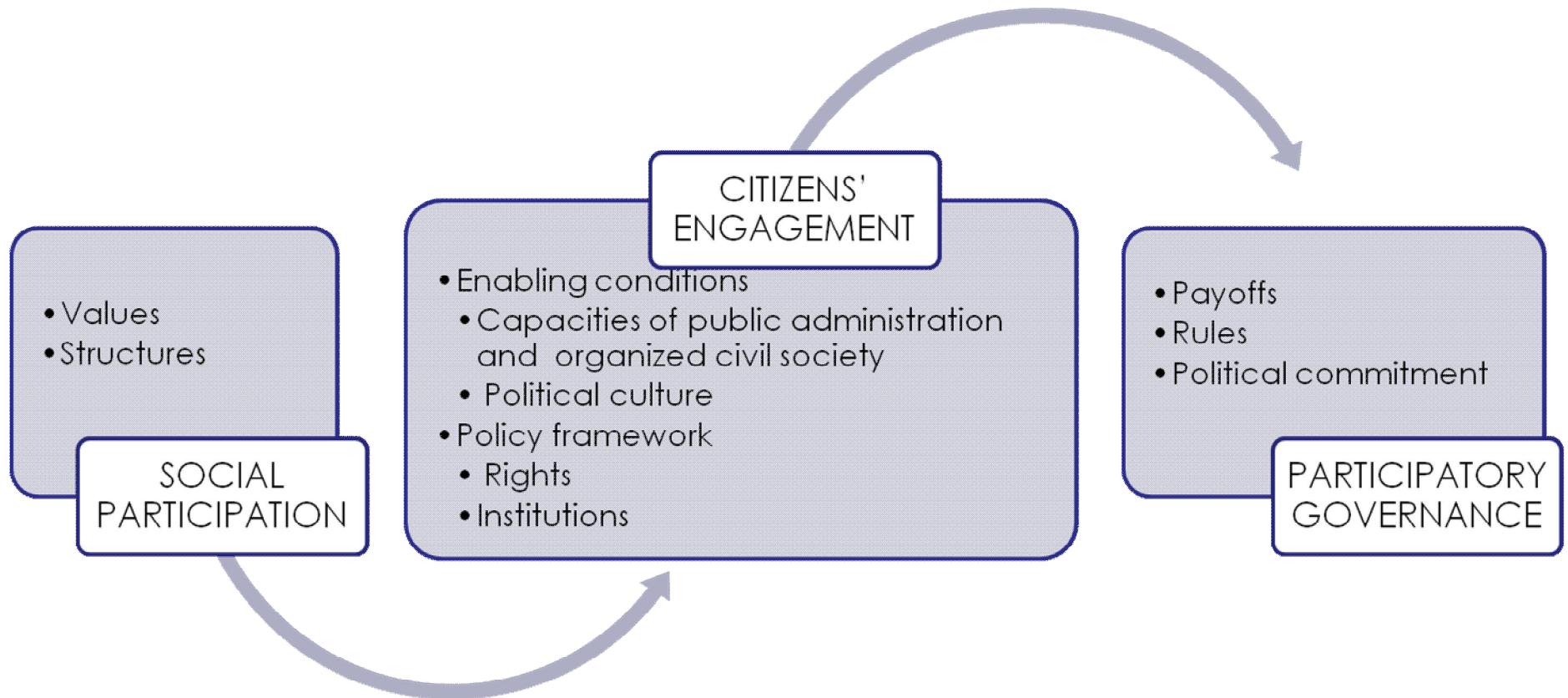


# THE POLICY PROCESS





# ENHANCING DEVELOPMENT MANAGEMENT BY PARTICIPATORY GOVERNANCE



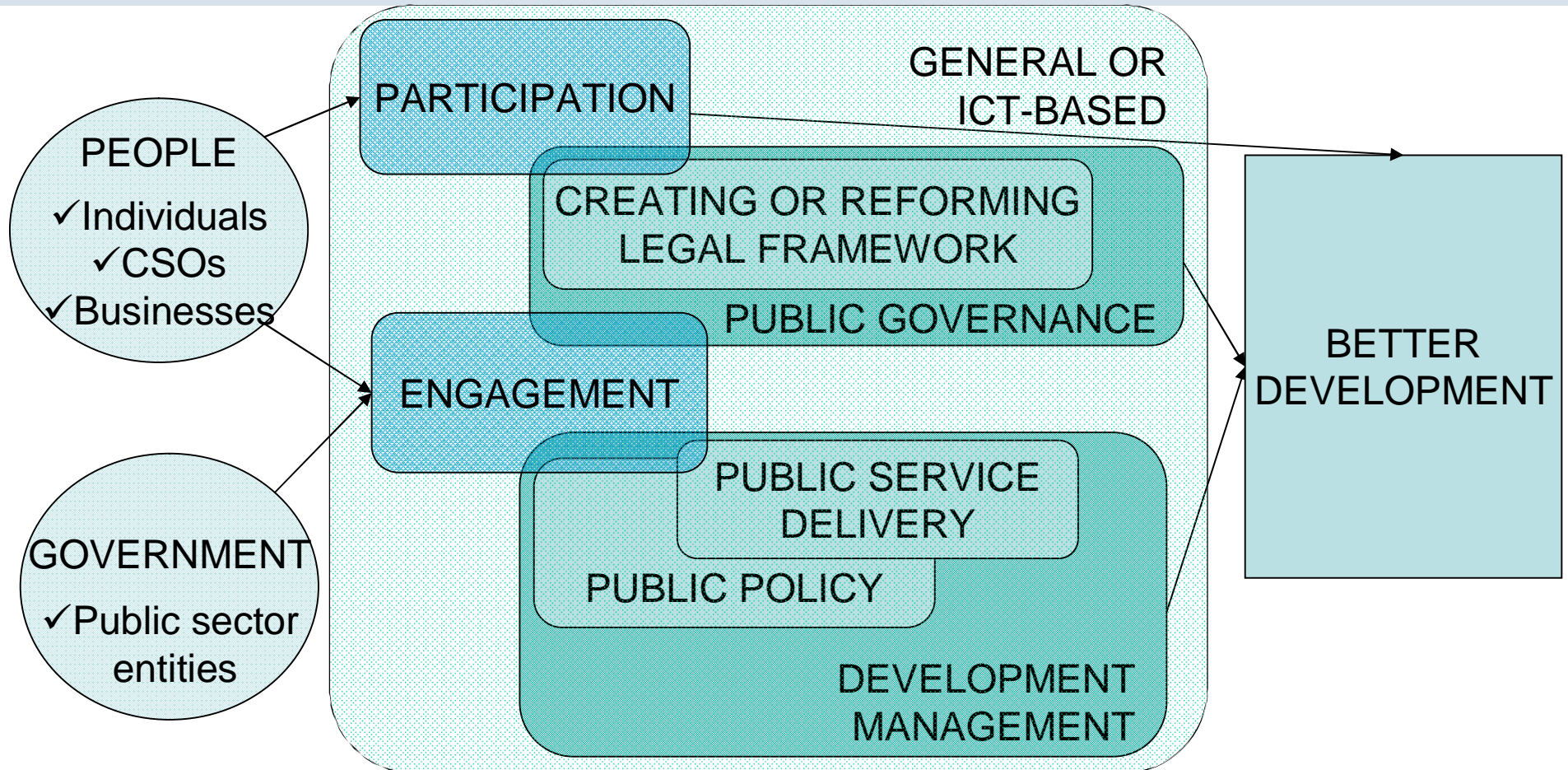




# PARTICIPATION AND ENGAGEMENT: CONCEPTUAL DIAGRAM



GO BACK





# APPENDIX 5

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## MILLENNIUM DEVELOPMENT GOALS (MDGs)



# MILLENNIUM DECLARATION

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- Development encompasses a considerable large array of matters, so to focus attention and concentrate efforts from relevant actors in a set of very fundamental ones, the **Millennium Declaration** adopted by the UN General Assembly in 2000, highlighted the following and set corresponding targets for the year 2015 to guide adequate progress

(continued...)

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# MILLENNIUM DEVELOPMENT GOALS AND TARGETS (1)

## Goal 1 End Poverty and Hunger

- Target 1: Halve, between 1990 and 2015, the proportion of people whose income is less than \$1 a day
- Target 2: Achieve full and productive employment and decent work for all, including women and young people
- Target 3: Halve, between 1990 and 2015, the proportion of people who suffer from hunger

## Goal 2 Achieve Universal Primary Education

- Target 1: Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling

## Goal 3 Promote Gender Equality and Empower Women

- Target 1: Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015



## MILLENNIUM DEVELOPMENT GOALS AND TARGETS (2)

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### **Goal 4 Reduce Child Mortality**

- Target 1: Reduce by two thirds, between 1990 and 2015, the under-five mortality rate

### **Goal 5 Improve maternal Health**

- Target 1: Reduce by three quarters the maternal mortality ratio
- Target 2: Achieve universal access to reproductive health

### **Goal 6 Combat HIV/AIDS, Malaria and Other Diseases**

- Target 1: Have halted by 2015 and begun to reverse the spread of HIV/AIDS
  - Target 2: Achieve, by 2010, universal access to treatment for HIV/AIDS for all those who need it
  - Target 3: Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases
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# MILLENNIUM DEVELOPMENT GOALS AND TARGETS (3)

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## Goal 7 Ensure Environmental Sustainability

- Target 1: Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources
  - Target 2: Reduce biodiversity loss, achieving, by 2010, a significant reduction in the rate of loss
  - Target 3: Halve, by 2015, the proportion of the population without sustainable access to safe drinking water and basic sanitation
  - Target 4: By 2020, to have achieved a significant improvement in the lives of at least 100 million slum dwellers
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# MILLENNIUM DEVELOPMENT GOALS AND TARGETS (4)



GO BACK

## Goal 8 Develop a Global Partnership for Development

- Target 1: Address the special needs of least developed countries, landlocked countries and small island developing states
- Target 2: Develop further an open, rule-based, predictable, non-discriminatory trading and financial system
- Target 3: Deal comprehensively with developing countries' debt
- Target 4: In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries
- Target 5: In cooperation with the private sector, make available benefits of new technologies, especially information and communications



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**END OF APPENDICES**

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