

RESPONSIBILITY, INCLUSIVENESS AND ENGAGEMENT



**PROF. DR. IGOR LUKSIC
MONTENEGRO'S CANDIDATE PLATFORM FOR THE POSITION OF
UN SECRETARY GENERAL**

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Ministry of Foreign Affairs
and European Integration
of Montenegro

IMPRESSUM

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FOR THE POSITION
OF UN SECRETARY GENERAL

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VISION STATEMENT

by
Prof. Dr. Igor LUKSIC
Montenegrin candidate for the position of
United Nations Secretary General





April 2016

Many believe this is by far the best time in history to be born. Growing life expectancies, ever better medical aid and care for the elderly, IT revolution opening new windows of opportunities. **But does the youth globally share this sentiment?**

People tend to grow pessimistic, and many lie down or wake up in fear.

2015 was a pivotal year for concluding several multilateral agreements that will shape our future development efforts. Against the current state of global affairs it may sound as a paradox.

The adoption of milestone agreements comes at a time when we increasingly realize the challenges simply cannot be solved by individual countries alone regardless of their economic power and level of development. There is no better way to achieve peace and security, foster development and protect human rights than by pursuing our common Agenda through global and

coordinated endeavor supported by extended partnerships. **There is reason for optimism! The first task ought to be building optimism through committed efforts.** We must show our youth we deserve this chance!

The role of the next Secretary General will not be to reinvent the wheel, but to make sure to optimize delivering on agendas agreed including through mobilizing collective wisdom to make the UN more effective, efficient and relevant. To make ever more value for money invested in order to achieve the commitment to leave no one behind.

PEACE AND SECURITY

Complex challenges such as contemporary and protracted conflicts, dire humanitarian situations, migration/refugee flows, spread of international terrorism and violent extremism are testing our ability to protect the Charter and ensure effective protection of civilians, especially the most vulnerable.

Confronting these challenges through compliance with international law warrant our collective efforts to be redoubled towards:

- Placing primacy on political solutions for achieving sustained peace.
- Greater prioritization and strengthening of prevention and mediation capacities and tools across the UN.
- Addressing the underlying causes of conflict; addressing drivers of international terrorism and violent extremism. Role of youth is vital in this.
- Stipulating holistic and integrated approach to preventing, mitigating and resolving conflicts.
- Stronger partnership and collaboration with regional and sub-regional organizations.
- Revitalization of disarmament and non-proliferation agenda, keeping in mind a vision of the world free of nuclear and other WMDs.
- Enhancing coordination of emergency humanitarian assistance.
- Increasing coordination and cohesion within the UN in the area of counter-terrorism; intensifying activities across all levels to combat the growing threat of terrorism.
- Strengthening participation and partnerships with women and youth in peace processes.
- Seeking solutions to migration challenges that place HRs of migrants at the forefront.
- Maximizing the potential of the three review processes.

- Further mainstreaming of R2P agenda within the UN and utilization of HRuF initiative for the benefit of prevention.
- Ensuring accountability for grave violations.

More efficiency and effectiveness in addressing challenges in the peace and security pillar can be brought about by setting up the Peace Operations Group within the Chief of Executives Board encompassing key USGs (DPKO, DFS, DESA, OHCHR, OCHA, DPA) including leaders of crucial AFPs. UNPOG will have to be closely supervised by SG and DSG. This modification can make difference in supplying the Security Council and the Peace Building Commission with necessary and improved insight enabling better decisions and improved coordination including more effective use of the core budget and voluntary contributions as well as consistent implementation of the HRuF initiative. Additionally DSG should have more accentuated role in dealing with regional and sub-regional arrangements, as well in the field of mediation and prevention.

SUSTAINABLE DEVELOPMENT

The 2030 Agenda, along with Addis Ababa Action Plan, Sendai Framework and Climate Agreement, create global development framework for spurring action in areas of critical importance to humanity while responding in the long run in a viable way to challenges in all three pillars of UN work.

Understanding that efficient implementation of new development framework requires integrated, holistic approach undertaken by countries, **it is ever more important that the UN be efficient and effective in supporting countries to successfully deliver on the SDGs. This stipulates work across all UN pillars, but also strengthening capacities of the UN system, including Resident Coordinators System, for supporting countries to integrate the SDGs into national strategies and plans, monitor and report on progress achieved, while ensuring national ownership.** The UN system, including all agencies, programs and funds, should be improved in a way to ensure policy coherence and close collaboration, while drawing on each other's expertise. **In order to avoid duplication, it is critical to define leading UN AFPs for each goal, which should be results-oriented and cluster-shaped, without giving any single AFP**

exclusive ownership of or responsibility for the review of a specific goal.

Cooperation must be strengthened with other multilateral partners (WB, IMF, OECD, WTO), but also with regional arrangements **for ensuring adequate support/expertise related to specific goals and targets.** Development of cooperation mechanisms with the private sector is needed.

UN Regional Economic Commissions should be an important player in the establishment of Regional Fora for Sustainable Development consisting of different stakeholders, which can be pivotal in making sure the global development agreements are implemented. This could be crucial for better communicating the 2030 Agenda to the ordinary people. Such communication could be done through appointing new or reorienting some existing Special Envoys for every SDG, both women and men of different age and professions from the public sphere to engage in spreading the potential of the 2030 Agenda globally, without incurring additional costs.

Being aware that millions of people are still being left behind, despite significant achievements

made in implementing MDGs, new global development framework requires working differently. It requires the UN system to be fit for purpose by undertaking measures to fine-tune, streamline and engage in further UN internal reforms in order to have more impact on the ground. This must be a priority for the next Secretary General. **Furthermore, UN Development Group should be transformed into a UN Sustainable Development Group, co-chaired by the UNDP Chief Administrator and Human Rights High Commissioner, and with participation of AFPs defined for each SDGs, along with other multilateral and regional partners as observers, should be put in place. UNSD Group should make sure that the new generation of UN-DAFs fully reflects the overlapping and complementary Agendas related to development and human rights.**

HUMAN RIGHTS

Promotion of the principles of non-discrimination, gender equality and women's empowerment, promotion and protection of universality and indivisibility of all human rights in close cooperation with member states, regional organization and civil society, must be seen as a core of the UN human rights agenda. The fact that human rights permeate the whole 2030 Agenda but are at the same time in the core of the peace operation give that pillar a very prominent role.

One of the main challenges is a more coordinated use of instruments and policies related to human rights. **This requires strengthening UN's human rights capacities and additional knowledge and skills improvements on both sides.** The new generation of UNDAF, based on human rights and recommendations of all human rights mechanisms, will help national authorities to improve human rights situation and meet the international standards of human rights protection. It will increase and emphasize responsibility of the UN system to act in accordance with the country's development needs and international obligations. **A particular attention in making this happen will be to continue**

and further strengthen the HRuF initiative as it gives higher priority to early warning and prevention and to better integration of UN action across the three pillars of its work.

In order to improve the efficiency and effectiveness on the ground, we need to reinforce partnerships with Governments, civil society, NHRIs and regional organizations. That will enable us to deliver more effectively in areas that are more strategic-oriented, to discuss in more details our common challenges and improve our results.

HRC has proved itself as the main global body for improving human rights agenda. It deserves a debate about making it one of the principal bodies particularly given the 2030 Agenda.

Many of the challenges and tasks ahead need to be considered, not exclusively in the light of absence of political will, but in the context of capacities of certain groups of member states to accept and incorporate international norms into national legislation.

People continue to be excluded and marginalized on different grounds.

Although there are a number of internationally agreed norms and standards related to ending violence against women, still there is no specific UN legally binding instrument explicitly addressing the violence against women. The large scale of violation and consequences indicates that it is reasonable to consider this issue.

Reducing inequalities and combating discrimination requires system-wide coordinated engagement and further strengthening of collaboration between UN entities. UNCTs must perform in terms of raising awareness of the existing international legal instruments and standards and building up capacities of states for the development of policies and mechanisms that will improve their abilities to counter discrimination and to fully realize human rights.

Recent events have clearly demonstrated how an absence of the rule of law leads to violations of human rights, repressive rule and conflicts. It can never be taken for granted and therefore further strengthening and coordinating UN rule of law activities in order to improve the ways and means of developing the linkages between the rule of law and its main pillars are needed.

MANAGEMENT AND STRENGTHENING OF THE UNITED NATIONS

The 21st Century UN must have results-oriented, modern, efficient and truly global Secretariat, with adaptable and dynamic workforce that is better suited to meet growing expectations and deliver on its mandates within budgetary constraints. Building upon the lessons learnt and taking forward the "Delivering as One" model continues to be central in generating more cohesion in the work of the UN, resulting in better outcomes.

Thus the next Secretary General should appoint Deputy Secretary General with more specified roles and should seek to meet gender as well as northern-southern hemisphere equality principle in that case. Nairobi should be discussed as a seat of the DSG. The Senior Management Team should strive to reflect regional participation as well as gender equality. Office for the Youth should be established in the Secretariat.

Secretary General as part of the preparations to deliver 2018-2019 has to undertake a deep review of the current budget in line with the need to prepare to deliver on the vast agenda

agreed globally in 2015. It also means that program budgeting has to be the central effort in order to strengthen results and indicator-oriented activities resulting in the mid run with the more flexibility to produce tailor made solutions and less earmarked contributions. Extending partnerships should lead to avoiding duplications and more effective role of other donors including the private sector. This will also lead to more flexibility in making decisions about individual programs, which will create an opportunity to better prioritize in favor of prevention, mediation, human rights agenda as well as to strengthen the position of offices in charge of close cooperation with regional arrangements in the core budget in particular.

Regarding internal procedures reforms it is both needed and inevitable. The ongoing implementation of the **Mobility** Framework will continue. While staff concerns need to be taken into consideration, regular consultations between the Senior Management and staff unions have to continue. The UN needs a mobile staff to "share the burden" as it is unfair that some spend years and years in hardest duty stations, while others never leave the Headquarters. The same applies to the necessary consolidation of the fragment-

ed **administrative structures** within and across duty stations. The continuous implementation of **Umoja** across the Secretariat is of crucial importance. There can always be room for modifications and improvements as we go ahead, so retraining and acquisition of new skills should be seen as a lifelong learning process and our own commitment to SDGs within the UN itself.

Our role and the role of the future UN administrations will be to do our best to reflect the needs of the ever changing world and life. We cannot afford to resist changes. Nothing lasts forever but the certainty of change, therefore we have to work to be able to accommodate for those that come up. The vision is about ensuring effective and efficient UN system in addressing existing and emerging challenges by extending partnerships and strengthening coordination. We NEED to reinvent multilateralism through the principles of responsibility, inclusiveness and engagement.

Prof. Dr. Igor LUKSIC
Montenegrin candidate for the position of United Nations Secretary General

ENSURING EFFECTIVE AND EFFICIENT UN SYSTEM IN ADRESSING EXISTING AND
EMERGING CHALLENGES BY EXTENDING PARTNERSHIPS AND STRENGHTENING COORDINATION

RESPONSIBILITY, INCLUSIVENESS AND ENGAGEMENT

May 2016

Numerous researches indicate that this is by far the best time in history to be born in. Growing life expectancy, ever better healthcare and care for the elderly, IT revolution opens ever greater prospects. **But does the youth globally share the sentiment?** Are those under 25, who make the half of the world population, happy with what lies ahead of them? People tend to get pessimistic, and many languish or wake up in fear. We have

been strong in adopting agendas but not as strong in delivering them. Therefore, I believe we have to ask ourselves – What did we do right? And, more particularly, what did we do wrong? Where can we improve our approach? This may well be the first time in history that we are trying to synchronize our global development efforts, so does the process take some time? Or we have to realize the globalization marches on and some want to stop it?

Current international peace and security landscape and growing number of hot spots compared to 10 years ago cause deep concern. In too many places, international community has been unable to prevent and end bloodshed and curb atrocities and suffering of millions of people. Syrian conflict stands out as the most tragic illustration of this. In addition, the ongoing crises and persecutions in Iraq, Yemen, Libya, South Sudan and CAR, to name a few, point to the urgency of finding solutions to achieve lasting peace and put an end to agony and despair. Our engagement and focus on peaceful resolution of protracted conflicts, such as Palestinian-Israeli crisis, must not be

compromised or delayed in the wake of other crises that emerged. In fact, the number of people forcibly displaced at the end of 2014 has reached 60 million, which is the highest number since the WWII. However, it is only a fraction of the number of people who want to resettle for economic reasons. At the same time, terrorist attacks and tragic events taking place all too frequently across the globe are stark reminders that only limited results have been achieved so far in fighting terrorism, thus calling for more resolve, unity, coordination and active engagement by every single member state of the United Nations.

2015 was a pivotal year for concluding several multilateral agreements that will shape our future development efforts.

Against the backdrop of current state of global affairs, this may sound as a paradox. However, international community has never been more productive in shaping agendas that should make this world ever better. The adoption of SDGs through a remarkable bottom-up process, along with other milestone agreements – Paris Climate Agreement, Addis Ababa Action Agenda, Sendai Framework for Disaster Risk Reduction come at a time when we realize better than ever that challenges simply cannot be solved by individual countries alone regardless of their economic

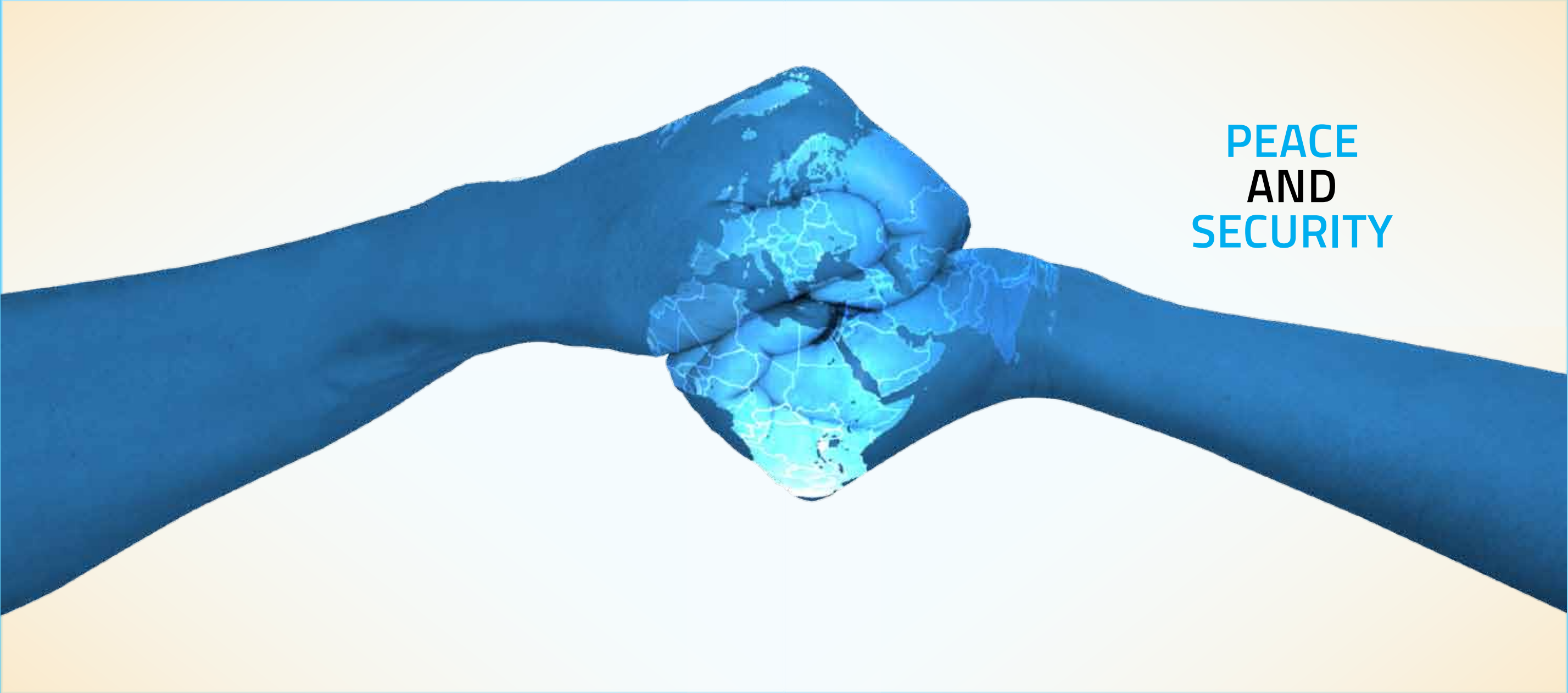
power and development. A truly global and coordinated endeavor supported by extended partnerships is the only viable way forward! The lessons learned from the MDGs agenda are invaluable.

These important global agreements provide a framework for progress and accountability and call for integrated approaches across the UN pillars. **Therefore the role of the next Secretary General and his/her team will not be to reinvent the wheel, but to lead the way towards delivering on agreed agendas and mobilizing collective wisdom to make the UN more effective, efficient and relevant. To make the greatest value for money invested.**

Leaders and all other stakeholders should work together, redoubling efforts to ensure a sustainable future and a life in dignity for all. **Thus, the UN's role is to spearhead the mentality change as well.** In implementing SDGs we must ensure that all people, regardless of their sex, age, disability, sexual identity, ethnicity, race, socio-economic status or geographic location have equal opportunities to achieve their full potential and have dignified life, free from extreme poverty, violence and discrimination. Successful implementation of the SDGs, while providing response to emerging global challenges such as conflict,

extremism, climate change and migration, lies in upholding the principles of universality, accountability, inclusiveness and equality.

There is no better way to achieve peace and security, foster development and protect human rights than by pursuing our common Agenda. **We can do it! There is reason for optimism! The first task therefore ought to be building optimism through committed efforts.** We must show our youth we deserve this chance!



PEACE
AND
SECURITY

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Complex challenges such as contemporary and protracted conflicts, dire humanitarian situations, migration/refugee flows, spread of international terrorism and violent extremism, they all test our ability to protect the Charter and ensure effective protection of civilians, especially the most vulnerable. Confronting these challenges warrants redoubling our collective efforts towards:

1. Placing primacy on political solutions and peaceful means for solving differences, rectifying tensions and achieving sustained peace and stability.

This is something very obvious but cannot be stressed enough. Road to political solutions is often long and exhaustive. But there is no substitute to it, as the Syrian crisis, now in its sixth year, painfully testifies. There has to be a strong commitment to a regular dialogue and to building trust, which in practice means less of assuming positions of other side and more of communication between opposing sides for the benefit of better solutions and progress. Pro-

viding humanitarian assistance, although critical for relieving suffering of civilians, cannot be taken as our only means in dealing with crisis. Sometimes the hardest steps and relentless efforts are needed to bring opposing parties to negotiating table. Regional and sub-regional organizations need to play valuable and positive role in facilitating beginning of the dialogue and setting conciliatory tone, as we have seen in many instances. Once the parties are brought together, it takes persistence, belief and serious commitment to “give-and-take” process that is carefully balanced, one that will leave no clear-cut winners or losers.

A crucial aspect that cannot be overlooked throughout the diplomatic process of searching for political solutions is constructive engagement of concerned states and other stakeholders (regional organizations etc.), from the immediate neighborhood and region beyond as well as global players, those that can use their leverage on the developments on the ground to help carve the best possible solution. To that point, the Security Council's unity is indispensable, and as it is often said, geo-political rivalries and other national dynamics have to give way to Charter-based solutions in order to end the suffering of civilians. Political unity on difficult issues is possible, as demonstrated by P5+1 agreement on Iranian nuclear programme.

2. Greater prioritization and strengthening of prevention and mediation capacities and tools across the UN.

Prevention stands at the core of the UN. Prevention is an overarching theme of the reviews conducted in 2015. Prevention is also the key issue in the SG's Action Plan on countering violent extremism. The current fragile and deteriorating international peace and security situation and all associated negative effects demonstrate a pressing need to take substantive strides in shifting from the culture of “reaction” to the culture of “prevention”. The Security Council plays the key role in prevention. It seems odd that appeals for prevention and mediation have not been heeded well enough over past decades.

Global cost of conflicts in 2014 was estimated at around \$14.3 trillion and global humanitarian appeal by the OCHA for 2015 stood at \$20 billion. When one factors in the human cost of violence and the fact that the UN and international community are overwhelmed with conflict management and resolution, it is only logical to make greater investment in prevention. Even though the cost of meeting humanitarian appeal comes up to only 0.00025% of the world GDP and eventually should not be an insurmountable challenge. Focusing solely on that would mean the

international community would reduce its scope of action to mere acceptance of inevitable. **Small investment in prevention, albeit it is hard to measure its effectiveness, can have disproportionate effect and go a long way in alleviating those grave consequences and costs of armed conflicts.** But the UN capacities for prevention and mediation continue to be under-resourced and under-funded as the DPA relies heavily on extra budgetary funding to carry out these activities. Only 1.5% of the UN's budget is allocated for prevention and peacemaking, while the Department for Political Affairs relies heavily on extra budgetary funding to carry out these activities. **Therefore, capacities and tools for early warning and early action, including analytics, have to be strengthened.** Early warning can only be effective when followed by an early action on prevention. Core budget reforms are necessary to make room for that. **Additional regional offices need to be established in North Africa, West Asia and Southern Africa as that could prove beneficial to our common quest to prioritize prevention and make a part of our vision around the concept of extended partnership and better coordination through inclusiveness, responsibility and engagement.**

Member states can further help by investing more efforts into strengthening various groups

such as the Group of Friends of Mediation. A standby team of mediation experts within the DPA has proven very effective in helping States overcome difficulties and defuse tensions. Being such cost-effective tool, mediation merits greater attention and resources from the international community, including the UN, **so that it can truly be established as a core function of the UN, as prescribed in Article 33 of the Charter.** We have to further mainstream the Responsibility to Protect agenda within the UN system and utilize the Human Rights Up Front initiative towards preventing serious human rights violations. This highlights the need to enhance cooperation and communication between the Security Council and the Human Rights Council/OHCHR and special procedure mandate holders.

3. Addressing the underlying causes of conflict in the interest of conflict prevention and resolution and preventing relapse into conflict; addressing drivers of international terrorism and violent extremism.

This has a lot to do with understanding the underlying societal patterns, culture, the concept of education and resources that we can harness

and combine with efforts to build bridges among different societies that sometimes exist shoulder to shoulder within the same national borders. The best possible prevention in the long run is to create window of opportunities for people to show their talents and develop skills. Sustained and continued engagement is crucial to attain such a complex objective.

4. Overcoming “silos” and fragmentation of UN activities, while at the same time stipulating holistic and integrated approach to preventing, mitigating and resolving conflicts, across the entire nexus of prevention, peacekeeping, peacebuilding, human rights, development and rule of law.

We tend to keep our focus on responding to symptoms of problems and threats (repressive measures and potential use of force should be looked upon as a short-term solution only), rather than addressing the root causes, which, in the long run, is vital to prevent conflict from emerging or relapsing. This has to change. Eliminating consideration and delaying resolution of root causes make any gains in consolidating peace

fragile and unsustainable while the vulnerable and innocent bear the brunt.

Today's violent conflicts and violent extremism are rooted in weak institutions and governance, absence of respect for fundamental rights, rule of law and justice, unemployment, marginalization, exclusion, corruption, organized crime. It is important to keep in mind that societies with effective, inclusive and accountable institutions are more likely to withstand crisis and peacefully manage disputes. **Addressing root causes through peacekeeping cannot be considered as the viable option.** It takes broader and more comprehensive engagement from entire UN system. **2030 Sustainable Development Agenda, best reflected in its Goal 16, offers an invaluable opportunity to make substantial progress and a difference in this area.**

Breaking down “silos” and addressing the interdependence of three pillars, with the particular consideration for improving the Security Council's work and its coherence vis-a-vis development and human rights components is therefore central. The Security Council's recent practice to take up issues such as climate change and health crises is welcome as it should be further advanced, based on differentiated but complementary roles of UN bodies, as prescribed in the UN Charter.

5. Stronger partnership and closer collaboration with regional and sub-regional organizations (in particular with the African Union), based on their comparative advantages.

The UN and international community often get overstretched and overburdened with different crises, so there is more room and growing need to bring on board regional and sub-regional organizations to play an active role in assisting and, if need be, leading efforts on bringing peace and stability. This does not and must not mean that UN subsidies. **The UN should be proactive and leading in building special ties with regional arrangements and not the other way around.** The UN founding fathers were visionaries and they enshrined this in the Charter. The time has come to make full use of it. In this sense, it is vital to realize that emerging multi-dimensional and asymmetric risks and threats to peace and security are as much challenges as they are opportunities for regional and sub-regional actors to take responsibility and make important contribution to conflict prevention and dispute settlement.

Role of regional and sub-regional organizations is gaining more traction and significance as the

UN increasingly relies on regional expertise and capacities, civilian and military, for peace and security efforts. Emphasis is being increasingly placed on regional solutions that are becoming not only the essential building block of a more effective global multilateral system but also the important factors of the global decision-making processes. Modern security context and the threat posed by armed conflicts require international organizations, particularly the UN, and regional arrangements to work more closely and more effectively, in order to maximize synergies and complementarities. Regional organizations possess comparative advantages (for example - OSCE in Ukraine) and valuable assets, such as the capacities, knowledge and understanding of crisis, but equally important is the fact that they ensure that the countries directly affected by crisis are involved. The UN should deepen strategic partnership with the AU, including deepening cooperation between the Security Council and the AU Peace and Security Council. More predictable financing for the Security Council authorized AU peace operations has to be ensured, through the UN assessed contributions **as one of the primary options.** Partnership and engagement with other regional organizations needs to be strengthened as well (ASEAN, LAS, OSCE, etc.).

6. Revitalization of disarmament and non-proliferation agenda, with the emphasis on making progress in achieving the vision of a world free of nuclear and other weapons of mass destruction.

Nuclear disarmament remains a priority. Many countries are frustrated over the lack of substantive progress towards "global zero". The NPT should be considered as a road map to a world free of nuclear weapons, whereby all states parties, particularly nuclear possessor states, must share the responsibility of reaching the final destination in the shortest possible time. So the universalization and full implementation of the NPT is essential.

Looking towards a world free of nuclear weapons, it will be necessary to give further thought to how a non-discriminatory and internationally verifiable nuclear disarmament framework such as a multilateral nuclear weapons convention or a pluri-lateral arrangement among those with nuclear weapons, would look like. It could be seen as complementary to the NPT or possibly a replacement of Article VI of the NPT.

Inclusivity and consensus-building are crucial in our efforts to realize the vision of a world free of nuclear weapons. To that point,

we need to widen the approach of our disarmament agenda and include parliamentarians in some of the important proceedings since they have potential to help our common quest. There is a clear need to continue to promote and advocate prompt entry into force and universalization of the Comprehensive Nuclear Test Ban Treaty (CTBT) as well as immediate commencement and early conclusions of negotiations on the Fissile Material Cut-Off Treaty (FMCT). Breaking the deadlock in the Conference on Disarmament continues to be among key priorities as is reinvigorated work towards the establishment of regional nuclear weapon free zones. Universalization and robust implementation of the ATT are essential.

7. Enhancing coordination of emergency humanitarian assistance.

We have to move beyond short-term, supply-driven approaches, and instead focus on demand-driven outcomes seeking not only to deliver aid, but reduce the need and vulnerability. International humanitarian assistance still largely operates in traditional ways: success is measured by projects achieved, people deployed, structures set up and funds released, rather than the results

they produce. We need new approach, one that is based on complementarity, greater levels of inter-operability and achieving sustainable, collective outcomes rather than coordinating individual projects and activities. International aid system has to reinforce, not replace national and local systems; anticipate, and not wait, for crisis; transcend humanitarian-development divide by working towards collective outcomes, based on comparative advantage.

8. Increasing coordination and cohesion within the UN system in the area of counter-terrorism; intensifying activities across all levels to combat the growing threat of terrorism.

In the wake of rising numbers of terrorist attacks, evolving nature and growing complexity of terrorism and ever present threat of terrorist groups such as ISIL, Al-Qaida, Boko Haram and others, it is urgent to redouble efforts in the fight against terrorism, particularly in the implementation of the UN Global Counter-terrorism Strategy. The UN has to lead global movement against terrorism and this movement needs to involve not only member states, but civil society and other stakeholders. There is a need to move away from

responsive, military and law enforcement-based approaches to counterterrorism toward a more long-term, preventive approach to terrorism based on social, political, and economic efforts (addressing measures conducive to the spread of terrorism). The United Nations should strive to do more to provide political leadership to guide and encourage international cooperation against terrorism. The Secretary-General and other senior officials should be more vocal and visible in inspiring and directing UN agencies and member states to fulfill their counterterrorism obligations. **In order to increase efficiency, due attention has to be given to ensuring counter-terrorism coordination and cohesion within the UN system, including through establishing a single coordinator for all UN activities in this area.**

9. Strengthening participation and partnerships with women and youth in peace processes.

More work has to be done to promote the role of women and youth as positive agents and key asset for peace and security. The experience has showed that women's participation and inclusion makes humanitarian assistance more effective, strengthens the protection ef-

forts of peacekeepers, contributes to the conclusion and implementation of peace talks and sustainable peace and accelerates economic recovery. We have to ensure that rhetoric around resolution 1325 matches the reality on the ground, and that women's participation is consistently advocated and implemented as an integral tool for building peaceful and inclusive societies. This also effectively means that there is a need to appoint more women in leadership positions in the area of peace and security within the UN. Women and youth could and should play significant role in peacebuilding. We have to invest in young people in order to fulfill their potential and help bring about peace and security. **Young people can make important contribution in preventing and countering violent extremism. We need to realize it is about their future and they have crucial stake in it. Finally, true pursuit of principles of inclusiveness, responsibility and engagement implies so.**

10. Seeking solutions to migration challenges that place human rights of migrants at the forefront.

We have to ensure "shared responsibility" and solution to the current crisis based on international

refugee law, human rights and humanitarian law. Human rights of migrants have to guide our actions. Only by global solidarity can we overcome this enormous challenge.

The UN has to be more proactive and assertive in facilitating effective response to the migration crisis. The UN simply cannot afford to be sidelined and in the waiting mode for other stakeholders to reach a decision. Reacting in the aftermath of the EU-Turkey deal and pointing to its shortcomings cannot be an option for the organization that should instead be guiding and leading global endeavor in this complex task, in order to reaffirm and strengthen its relevance in the global governance system.

11. Maximizing the potential of the three review processes under the peace and security pillar.

There is a need to change the way in which we plan and conduct peace operations in order to make them faster, more responsive and more accountable to the needs of countries and people in conflict. Mandates are often very general or go beyond what is realistic to achieve afield. This leads to partial failures, loss of credibility and waste of resources. One of very useful tools,

as has been suggested, is to broaden dialogue with troop and police contributing countries, introduce sequenced and tailored mandates as well as more frequent reviews of mandates. **Peace operations have to be viewed as inherently political and long-term processes aiming to help countries consolidate and graduate towards development agenda.**

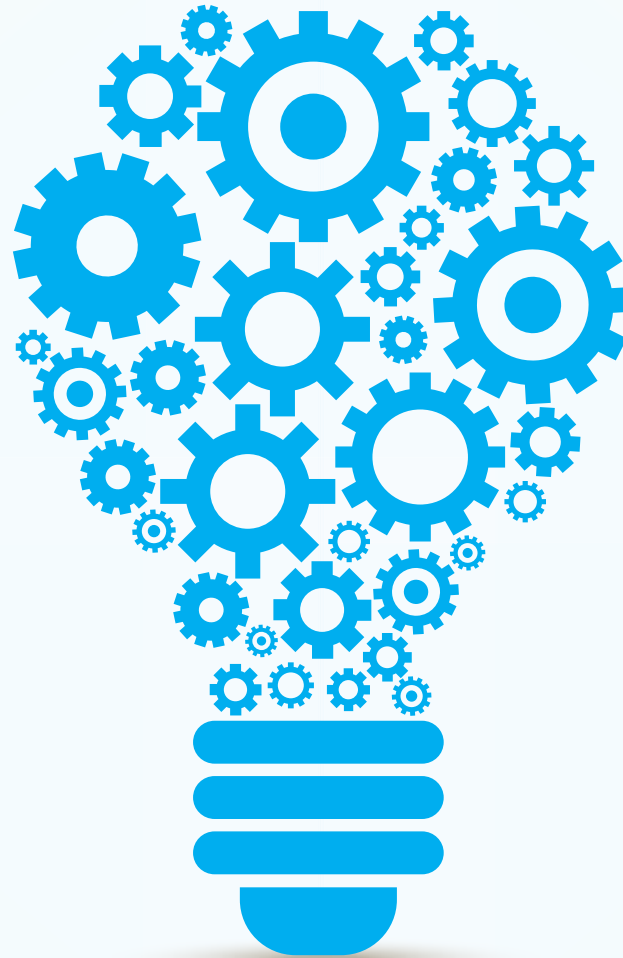
The Evidence strongly suggests that a narrow focus on the cessation of hostilities rather than addressing their root causes are significant factors in relapse. For this reason, a comprehensive approach to "sustaining peace" is called for, one that relies on uniting all three pillars of the UN. Without this approach, the UN efforts to sustain peace will continue to fail. This includes efforts to clear the name of the UN due to blue helmets sexual violations. While welcoming the actions of the UN Security Council in addressing this issue, the efforts in this direction need to be more transparent and effective, focusing on the individualization of guilt, as this is the only way to keep credibility of the UN riding high. Sending back those contingents whose members committed sexual abuse is not enough. We have to do more. By the virtue of individualized guilt, justice has to be served to all offenders, either through the Special Tribunal to be set up by the UN, or through close cooperation with the member states.

12. Stipulating compliance and ensuring respect for fundamental norms and principles of the international law in conflict situations; ensuring accountability for grave violations.

States and other actors engaged in armed conflicts have to respect and protect the principle of humanity. We live in an era in which the international community almost accepts it as a given the harmful impact of war on people. This is both morally unacceptable and in contradiction with international laws and principles. In the absence of political solutions, we have to make sure humanitarian law and principles are respected, so that human suffering is minimized. International humanitarian law established limits in war. States and non-State armed groups have duty to protect, not target, civilians and to facilitate, not hinder the delivery of humanitarian assistance and protection activities.

All the above related to the challenges in the field of the peace and security pillar, experience so far as well as many reviews undertaken lead to the conclusion that there has to be a certain modification in the way the UN team works. More efficiency and effectiveness can be ensured by setting up the UN Peace Op-

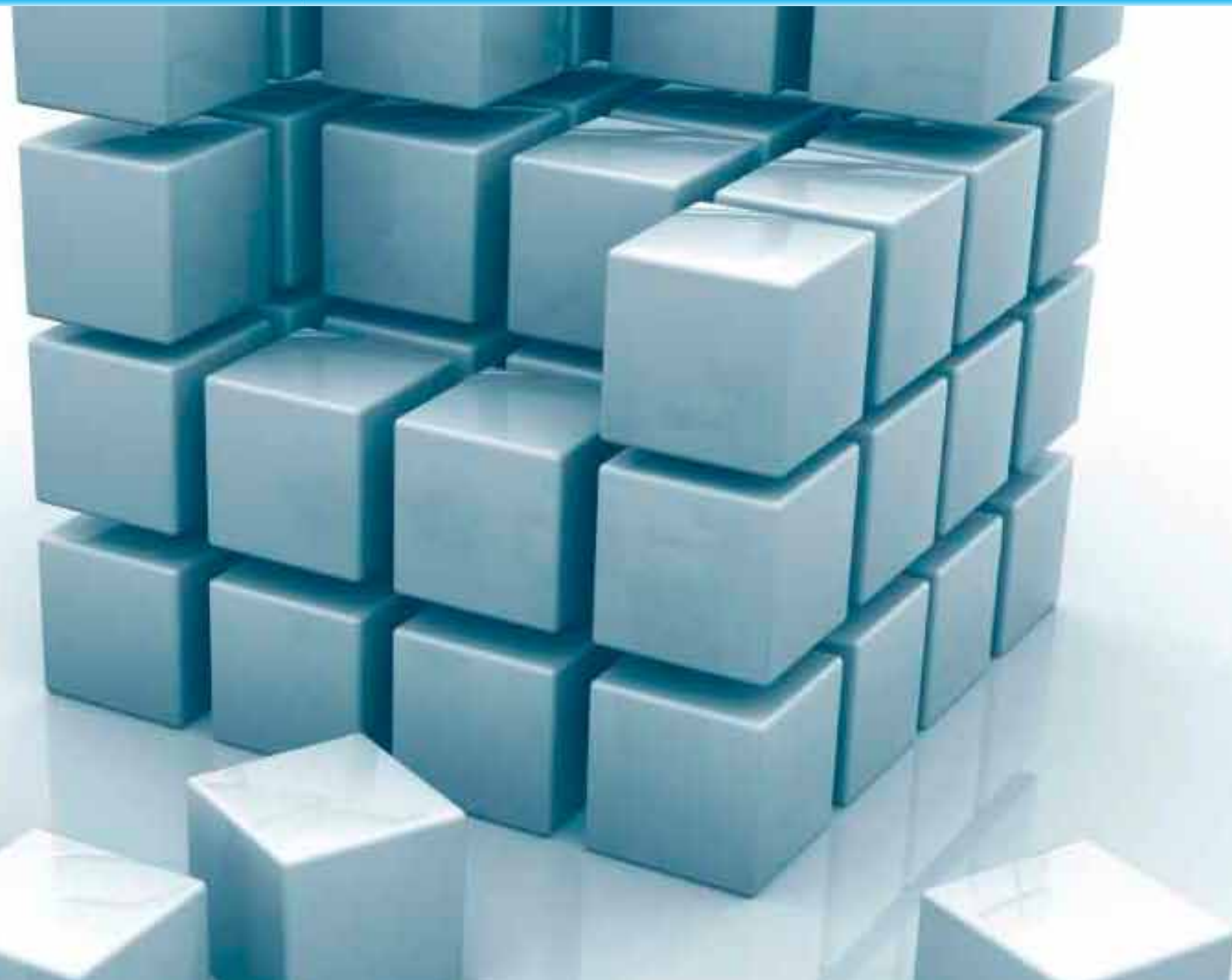
erations Group within the Chief of Executives Board encompassing key Under Secretaries General (DPKO, DFS, DESA, OHCHR, OCHA, DPA) as well as leaders of specialized agencies, funds and programs. The UNPOG will have to be closely supervised by the Secretary General and Deputy Secretary General. This modification can make difference in supplying the Security Council and the Peace Building Commission with necessary and improved insight enabling better decisions and improved coordination including more effective use of the core budget and voluntary contributions as well as consistent implementation of the Human Rights Up Front initiative. Additionally the DSG should have more accentuated role in dealing with regional and sub-regional arrangements and in the field of mediation and prevention.



**ACHIEVING
SUSTAINABLE
DEVELOPMENT**

Global understanding of development has changed over the years, and by adopting the 2030 Agenda, along with other milestone agreements, countries committed themselves to making sustainable development i.e. development that promotes prosperity and economic growth, social well being, and environmental protection – a reality. Consisting of 17 goals and 169 targets to run action in the areas important to people, the new development framework as such will considerably shape our efforts for the next 15 years. And probably roll on for the next 15 at least. One has to be realistic. It is a very complex and ambitious agenda. But it represents a result of global efforts. Historically, this first of a kind bottom up process shaped a comprehensive vision building upon the MDGs lessons learned. The vision is about possible ways in which the world should respond to challenges in all UN pillars in the long run. Therefore, our main task is to identify the best way of delivering on it through a joint effort at national, regional and global levels.

Intrinsic added value of the 2030 Agenda is its interconnectedness with the Climate Agreement and the Sendai Framework. A successful, new approach to global cooperation on climate change, resulting in agreeing and signing the Paris Climate Agreement, confirmed once again countries' commitment to transform



the global economy to low-emission, thus ensuring climate-resilient growth of our societies. In implementing these agreements, we must strongly rely on disaster risk reduction measures and build resilience to preserve current and future development achievements. Disaster risks need to be effectively managed, in order to prevent increasing disaster-related losses and impacts as they undermine efforts to reduce poverty and achieve sustainable development.

1. Making sustainable development reality on the ground

Integrated, holistic approach to the implementation of the 2030 Agenda is a prerequisite for its successful delivery. All countries have to implement agreed development framework in its entirety by promoting coherence through nationally owned processes and innovative partnerships. In order to be fully implemented, the 2030 Agenda has to be mainstreamed through national policies and plans, as well communicated to the citizens who have to take important part in holding states and all different stakeholders accountable.

The UN system, including all its agencies, programs and funds (UN AFPs) will have to work in close cooperation to ensure that adequate

expertise and support related to specific goals be provided to countries. **In order to successfully address the SDGs, it is critical to define leading UN AFPs for each goal, as quite often more AFPs work in closely related fields. Additionally, the complexity of the Agenda 2030 and its 17 goals and 169 targets to be achieved mean that the preferred AFP needs to be cluster shaped one.** Furthermore, its cooperation with other regional organizations and technical bodies is needed for progress monitoring at regional level that could feed into global reporting level anchored in the UN.

Permanent evaluation of results achieved, strategies and national plans will be required for accelerating a complex, ambitious and long-term process of implementing the 2030 Agenda. Therefore, the Follow-Up and Review processes and mechanisms become crucial. We need to learn from existing concepts, such as UPR mechanism. In defining and establishing the follow up mechanism the HLPF should play important role. At the same time, reporting should not overly burden countries and thus distract them from the work afield. It is one more task of the UN - to help streamline and harmonize the work of the HRC and ECOSOC.

As inclusive and accountable follow up and review processes at the national level constitute the backbone of the overall follow up and review archi-

ture. The role of UNCTs is crucial, since many countries might lack adequate national capacities to integrate the Agenda into national strategies and plans, as well as to implement, monitor and report on the progress achieved. At the regional level, the cooperation between the UN Regional Economic Commission and regional organizations (EU, AU, ASEAN, CELAC, OAD, Arab League) should be enhanced for effective implementation and monitoring of SDGs implementation.

Additionally, Regional Economic Commissions should play important role in the establishment of Regional Fora for Sustainable Development consisting of member states, civil society, private sector, academia, which can be pivotal in making sure that global agreements are implemented. Better communication of the 2030 Agenda to ordinary people is extremely needed. Despite all the efforts it remains a talk of the elite. We must change that. And the next Secretary General should do more about it as well. He/she should without incurring additional costs appoint new or re-orient some existing Special Envoys for every SDG, both women and men of different age and professions from the public sphere (literature, film, music, science, sport and business) to engage in spreading the potential of the Agenda 2030 globally, without incurring additional costs.

2. Setting an effective and efficient UN system to deliver a strong contribution to the achievement of milestone agreements

A bold new agenda, with SDGs as its central part, should transform the world to better meet human needs, thus achieving economic transformation, while protecting the environment, ensuring peace and security and promoting and realizing human rights. By its very nature and scope, the Agenda is set to inspire change. Its efficient implementation requires change in functioning of the UN system, while ensuring its work across the different UN pillars of peace and security, human rights and development.

The UN system should be able to efficiently and effectively support countries in delivering on SDGs. In this regard, the UN should provide strong leadership for the implementation of the Global Goals, and accelerated normative and operational results. **This includes strengthening capacities of the UN system both at HQ and at country level, as well as Resident Coordinators System in order to support countries to integrate SDGs into national strategies and plans, monitor and report on progress achieved, while ensuring national ownership.**

It primarily means to avoid overlapping and duplication by defining leading UN AFPs for each goal, without giving any single UN AFPs exclusive ownership of or responsibility for the review of a specific goal. UN AFPs should be result-oriented, as well as focused on concrete areas where they can make significant contributions and achieve results. Furthermore, UN AFPs must closely collaborate and draw on each other's expertise.

Cooperation must be strengthened with other multilateral partners, such as WB, IMF, OECD, WTO but also with other regional arrangements for ensuring adequate support/expertise related to specific goals and targets. Resources are easily wasted and we cannot afford that. We need to develop mechanisms of cooperation with the private sector in accordance with AAAA. Therefore it is crucial that UN extends partnerships and better coordination in the development agenda as well. The more successful the UN is in doing that, the better value for money is to be made at the global level.

Such a complex and vast agenda made for the Agenda 2030 accompanied by the Climate Agreement, Sendai Framework and Addis Ababa Action Agenda, requires the UN system to be fit for purpose by undertaking measures to fine-tune, streamline and engage in further UN

internal reforms in order to have more impact on the ground. This must be a priority for the next Secretary General. Furthermore, UN Development Group should be transformed into a UN Sustainable Development Group, co-chaired by the UNDP Chief Administrator and High Commissioner for Human Rights, while participation of AFPs defined for each SDGs, along with other multilateral and regional partners as observers, should be put in place. UNSD Group should make sure that the new generation of UNDAFs fully reflects the overlapping and complementary Agendas related to development and human rights. Reporting to the Secretary General and Deputy Secretary General this group can make difference in carrying out the role of extending partnerships and providing for better coordination to make the UN more efficient and effective in delivering on global agendas.

It is obvious that UN leadership has to be able to mobilize the UN system, Member States, civil society, private sector and scientific community to ensure transformative changes take place to achieve the concluded agreements. As the UN will only support countries in delivering on global goals, countries should be able to undertake whole-of-government approach to sustainable development, as well as to address shared challenges, including transnational issues. All post-

2015 development agreements have the capacity to shape public and private sector efforts and build partnerships necessary to address the underlying drivers of risk for achieving sustainable development, as well as to implement the SDGs. The new development framework opens significant opportunities for private sector to become a real lever of change. Private sector should be seen as an active player in driving sustainable development. Its role is even more significant for the voluntary reporting and accountability by non-governmental actors who manage significant resources or assets, and therefore play an important role in the achievement of individual Sustainable Development Goals and targets on the ground.

3. Leave no one behind – SDGs should be met for everyone

Millions of people are still being left behind, despite significant achievements made in implementing the MDGs. Therefore, new global development framework requires working in a different manner. In implementing the 2030 Agenda concerted efforts will be needed to reach to the most vulnerable people, thus preventing discrimination of any kind. It is ever more important to under-

stand the circumstances these population groups live in and empower them in order to build more inclusive and prosperous societies.

Adequate measurement of progress, along with strengthening data production and the use of better data in policymaking and monitoring is of utmost interest. That is the field where more cooperation is needed and crucial work can be done through the work of the UN Regional Economic Commissions. They need to be the crucial juncture in the process of monitoring the progress at regional level. The SDGs demand a data revolution to improve the availability, quality, timeliness and disaggregation of data to support the implementation of the new development agenda at all levels. Due to the lack of statistical capacities of the UN system and developing countries (LDCs, LLDCs, SIDS), it is of utmost importance to mobilize all available resources for building these capacities in order to adequately measure progress in implementing the SDGs. Follow up and review framework should promote accountability to our citizens, as well as the principles of equality and non-discrimination, inclusiveness and transparency.

As human rights permeate the whole Agenda 2030, human rights mechanisms at the national, regional and international level can be used to monitor, evaluate as well as steer the implementation of the specific SDG. Therefore, there is a need

to draw on existing human rights mechanisms, thus reducing the reporting burden of States.

In implementing the UN's vast agenda, special attention should be given to the most vulnerable countries, in particular least developed countries (LDCs), landlocked developing countries (LLDCs) and small island developing states (SIDS). These countries represent almost half of the UN membership, facing unique social, economic and environmental vulnerabilities. Challenges such as undiversified economies, vulnerability to climate change and climate variability, land degradation and desertification, among others, are undermining the economic potential of these countries.

Since these groups of countries represent the poorest and weakest segment of the international community, needs and concerns of these countries have to be addressed urgently. It means primarily that speedy and effective implementation and the effective follow-up and review of the sustainable development priorities for LDCs, LLDCs and SIDS identified in all relevant documents, in particular the Istanbul Program of Action (IPoA), Vienna Program of Action (VPoA), and the SAMOA Pathway, respectively, as well as goals, targets and commitments related to these groups of countries contained in the 2030 Agenda for sustainable development and AAAAA. It is extremely important that adequate resources for the implementation of all goals and commitments for sustainable development of these countries are provided. Therefore, the UN system, as well as all other development partners, should extend partnerships in order to provide these states with adequate support and expertise for their sustainable development. UN AFPs should consider developing specific programs for catalyzing additional support for implementing activities in these countries both at the national, and regional level. These countries should have access to financial and technical resources necessary for their sustainable development.





HUMAN RIGHTS

HUMAN RIGHTS

1. Promotion and protection of human rights - key purpose and guiding principles of the Organization

Promotion of the principles of non-discrimination, gender equality and women's empowerment, promotion and protection of universality and indivisibility of all human rights in close cooperation with member states, regional organizations and civil society must be seen as the core of the UN human rights agenda.

Throughout its history the struggle for human rights and freedoms has defined the identity of the United Nations as the organization for all people and all nations. Promoting and encouraging respect for human rights for all without discrimination of any kind has been the fundamental goal of the organization.

This pillar commands the most prominent role given the fact that human rights dominate the whole Agenda 2030 and lie at the core of the Organization's peace operations.

One of the main challenges for the United Nations is to ensure more coordinated use of all instruments, resources and policies related to human rights. This is particularly important in the times when we face serious political and humanitarian crises, when the rights and freedoms of individuals are systematically violated, while at the same time the financial resources are ever more restricted.

There is a critical need to ensure the comprehensive human rights approach to preventing and addressing conflicts and crises and to mainstream human rights into all three UN pillars. Universal respect for human rights is essential for the success of the 2030 Agenda and for ensuring that no one is left behind.

In this new context, the Human Rights Council (HRC) and the Office of the High Commissioner

for Human Rights (OHCHR) need to assume the new role of encouraging states to timely fulfill their human rights obligations arising from the Agenda. **Therefore, necessary budget reforms need to address a frequent mismatch between mandates, expectations and core budget appropriations. With merely 3.5% of the core budget and growing needs there has to be a process that will help identify duplications and economies in order to strengthen the work of the OHCHR.**

2. Prevention of human rights violations - working together with countries

Many analyses have shown that conflicts practically always start with human rights violations. Therefore we need to recognize how violations of human rights, in particular economic, social and cultural rights, could be indicators of instability and potential conflicts. To that end the UNCTs' field presence, the Human Rights Council, the Universal Periodic Review and special procedures are very important.

While the support to the OHCHR and engagement of member states into its work has to be further reinforced, there is a need to pay more

attention to better coordination within the UN system at the operational level and in cooperation with member states at national levels. All UN country program documents should be based on human rights and fully integrate the recommendations of the UPR, treaty bodies and special procedures mandate holders, thus helping national authorities to improve human rights situation and to meet international standards of human rights protection.

The new generation of UNDAF based on these principles need to be applied in all countries. This requires strengthening the UN's human rights capacities and additional knowledge and skills improvements both at the UN and member states side. A particular attention in making this happen will be to continue and further strengthen the Human Rights up Front initiative as it gives higher priority to early warning and prevention and to better integration of the UN action across the three pillars of its work.

This kind of approach will increase and emphasize responsibility of the UN system to act in accordance with the country's development needs and its international obligations related to human rights. Along with efforts that member states need to invest in transparency, dialogue and provision of political support, this approach, accompanied with the Delivering as One, will help the

United Nations to operate in a more cohesive, cross-cutting, proactive and result-oriented manner, that clearly enable different AFPs to deliver more and in accordance with their comparative advantages, as well.

3. Strengthening of partnerships - engagement, inclusiveness and shared responsibility

In order to improve the efficiency and effectiveness on the ground, it is essential to attach great importance to further strengthening of partnerships with governments, civil society, national human rights institutions and other stakeholders. To that aim, the future United Nations Sustainable Development Group should herald the pursuit of the principle of inclusiveness through planning programs shaped from different levels, including thematic working groups and the whole UN structure - from the top of the Secretariat to the UN country teams in the field. That would allow the UN to combine its normative mandate with respect to the promotion and protection of human rights with its operational, expert assistance and capacity-building activities, while enabling national ownership and guidance at the same time.

It also comes clear from common experience that partnerships should be strengthened beyond just the level of national stakeholders. We need to reinforce partnership between the UN and regional arrangements. In order to be effective, the United Nations need extended regional partnerships as already argued. That will enable us to deliver more effectively in those areas that are more strategic-oriented, to discuss into more details on common challenges and to improve our results.

4. Enhancing the promotion and protection of human rights through international human rights mechanisms

Cooperation with treaty bodies and other human rights mechanisms, effective implementation of international human rights instruments and corresponding recommendations of the UN treaty bodies are essential for the advancement and further strengthening of the human rights situation in all UN member states. Proper implementation of UN GA Resolution 68/268 "Strengthening and enhancing the effective functioning of the human rights treaty body system", with its review mechanisms is of paramount importance.

The Human Rights Council has proved to be an important investment in streamlining UN human rights activities. **The Council keeps playing its leading role in promotion and protection of human rights, proving itself as the main global body aimed at improving human rights agenda and as such it deserves debate on how to make it one of principal bodies, given the Agenda 2030 in particular.** In the meantime it is worthwhile to put emphasis on building stronger ties between the Human Rights Council, UN General Assembly and the UN Security Council, particularly in terms of exchange of information on human rights situations and of the decision-making progress.

During the first decade of its establishment, the Council has created a number of innovative ways to respond to human rights challenges which should be further reinforced.

It was already referred to the UPR process as crucial exercise in understanding the progress made in a country in the field of human rights and as an early warning tool. **Thus it is important to further support the UPR process, encouraging all states to increase efforts to improve the effectiveness of the Universal Periodic Review as an efficient instrument for a transparent and objective assessment of human rights situation in member states.** As it is a country-led and cooperative rather than

confrontational mechanism, the UPR can be considered as a successful model to overcome political, regional or economic selectivity that often undermines credibility of international processes.

Also, the cooperation with special procedures mandate-holders should be perceived as a unique opportunity for our institutions to become better aware of the challenges that need to be addressed in order to achieve human rights related international standards. No state should feel jeopardized for being considered through special procedures, but encouraged to solve open issues when it comes to human rights protection.

As regards to that, the United Nations need to ensure the application of human rights based approach and gender mainstreaming in joint programming and in the functioning of different UN agencies; to provide support to the national counterparts reporting; to insist on the follow up to treaty bodies and special procedures mandate holders' recommendations; and to have a more strategic approach in the work related to treaty bodies and the Universal Periodic Review.

5. Reducing inequalities and combating discrimination

Unfortunately, some people are still excluded, marginalized, distinguished and restricted in the exercise of their rights based on different grounds - race, colour, national, ethnic or social origin, language, sex, religion, political or other opinion, descent, birth, caste, age, disability, health status, migration status, sexual orientation or gender identity. **The UNCTs must improve their work in the field in terms of raising awareness of the existing international legal instruments and standards and help build capacities of states for the development of national policies and national protection frameworks or mechanisms that will improve abilities of member states to counter all forms of discrimination and enable their citizens to fully realize human rights.**

Achievements in the field of fight against discrimination and protection of rights of those most vulnerable and most at risk over the past years have been upgraded. We need to work hard to build supportive and welcoming environment for inclusion of all vulnerable and marginalized groups. It is very important to create environment where all people can feel comfortable and reach their full potential. **Reducing inequalities**

and combating discrimination requires system-wide coordinated engagement and further strengthening of collaboration between all UN entities, in particular at country level.

6. Human Rights, Democracy and Rule of Law

Promotion and protection of human rights is closely linked to the rule of law. Recent events around the world have clearly demonstrated how the absence of the rule of law leads to violations of civil, political, economic, social and cultural rights, as well as to repressive rule and conflict. At the same time it shows how important are the strives to meet Goal 16 of the Agenda 2030. This should never be taken for granted and, to that end, what is required is further strengthening and coordination of the United Nations' rule of law activities aimed at improving the ways and means of developing linkages between the rule of law and the UN's three main pillars: peace and security, human rights and development (including in particular field presence and coherent and coordinated program's activities of UNDP, UNODC, OHCHR, UNHCR, UNICEF and UN Women).

The fundamental importance of the rule of law has been underscored in all the debates in the

General Assembly and reaffirmed in the Declaration on the Rule of Law at the National and International Levels, adopted at the General Assembly's high-level meeting in September 2012. In addition, at the 2005 World Summit Outcome, world leaders unanimously acknowledged the importance that rule of law has for peaceful co-existence and cooperation among States.

7. Indivisibility of human rights - no right more important than any other

As stated in the Vienna Declaration and Program of Action (1993) all human rights are universal, indivisible and interrelated. The indivisibility of human rights implies that no right is more important than any other.

Promoting justice and respect for the rule of law with an emphasis on combating impunity particularly for serious human rights abuses, such as abductions, summary executions and torture, and strengthening the rule of law; cruel and inhuman treatment; widespread violations of economic and social rights; violations of fundamental freedoms; sexual violence; discrimination based on sexual orientation and gender identity; migrant/refugee crisis; poverty; continuation of the work on widening democratic space and

strengthening the promotion and protection of freedoms of expression, opinion, assembly and association, in election processes especially; excessive use of force by law enforcement officials; universal abolition of death penalty; incorporation of human rights-based approach into laws and policies applied to immigrants and asylum-seekers; freedom of the media; combating impunity and protecting journalists and human rights defenders; trafficking in persons; religious intolerance; proliferation of hate speech; domestic violence; violence against women and children; rule of law and the administration of justice; independence of the judiciary and combating impunity; human rights of vulnerable groups, including older persons and persons with disabilities; right to privacy; better education and health care; growing threats of xenophobia and violent extremism - these issues, among others, remain priorities in the United Nations' struggle for human rights and dignity for all.

8. Support countries most in need to meet the international human rights standards

Challenges in protecting human rights and freedoms are not the same in all the countries or re-

gions. Despite progress achieved so far in above-mentioned thematic areas, there are additional challenges and tasks the UN need to address, such as low ratification rates in some regions or of some international human rights treaties; the acceptance rate of the individual communication and inquiry procedures of several treaties (in particular CEDAW and CRC - the latter is particularly concerning having in mind women and children's vulnerability); lack of funding faced by the treaty body system and OHCHR, that affects their work and level of support to countries' most in need.

In this context, the issues of low ratification and cooperation with treaty bodies related to the LDCs and SIDS, need to be considered in the light of small or underdeveloped national capacities of these countries to accept international norms and incorporate them into national legislation system. In that regard, the role of the UNCTs and OHCHR field presence is crucial.

The program activities of the UNCTs need to be aligned with national priorities and development needs in all member states in order to contribute to strengthening of the capacities of rights-holders and duty-bearers.

In addition, there is a need to encourage creation of similar mechanisms such as the Voluntary Technical Assistance Trust Fund to Support the

Participation of Least Developed Countries and Small Island Developing States in the work of the Human Rights Council, established in January 2014, as well as Voluntary Fund for Participation of Developing Countries in the Universal Periodic Review, in order to help and improve capacities of the LDCs and SIDS to adopt and implement international human rights law.

9. Violence against women and girls

Violence against women and girls is one of the most systematic and widespread human rights violations persisting in every country in the world. Eliminating such violence globally requires intensive efforts at all levels. In addition to mainstreaming gender perspective into all legislation, policies and programs, important role in the prevention and elimination of violence against women and girls is played by international legal instruments and their follow up mechanisms.

Although there are quite a few internationally agreed norms and standards related to ending violence against women, there is still no specific legally binding document within the UN core human rights legal instruments explicitly addressing the issue of violence against women and girls. Large scale of viola-

tion and discrimination against women and girls, with broad consequences in terms of enjoyment of economic and social rights, strongly indicates that there is a right momentum to consider this issue. Apart from this, it is extremely important to reinvigorate our efforts to implement existing mechanisms and instruments in order to prevent and eradicate this phenomenon.





In order to make sure that the UN maintains its position as the central platform for providing joint, coherent response to contemporary challenges, our Organization has to take a modern, reformed shape, one that corresponds to new geo-political realities and world's evolving multifaceted conditions and environment. Key priority remains early and comprehensive reform of the Security Council, with the view to enhance its effectiveness and transparency. The Secretary-General should be at the disposal of member states in case they want to see the SG's more active engagement in the inter-governmental negotiations. Further progress in the revitalization of the General Assembly is also of crucial importance to make sure this principal body reaffirms its relevance and makes its work more efficient.

The 21st Century United Nations must have result-oriented, streamlined, efficient and truly global Secretariat with adaptable and dynamic workforce that is better suited to meet growing expectations and deliver on its mandates within budgetary constraints. Building upon the lessons learnt and taking forward the "Delivering as One" concept continues to be central in order to generate more cohesion in the work of the United Nations, resulting in better outcomes. **Thus the next Secretary General should appoint Deputy Secretary General with more specified**

roles as explained above and should seek to meet gender equality principle in that case, as well as northern-southern hemisphere equality principle. Nairobi should be discussed as a seat of the DSG, particularly the one that will be in charge of leading the UNSD Group, thus showing further commitment to Africa and developing world. This includes the efforts to provide gender equality in the Senior Management Team as well as more equitable participation of the regional groups at the UDGs and ASGs levels. There has to be a more transparent process in selecting USGs and ASGs, so that states feel ownership, which ultimately helps UN's credibility and relevance. Additionally in order to really reflect all the challenges an Office for the Youth should be established in the Secretariat. The UN should not be detached from young people whose potential should be used in driving the UN's vast agenda forward, thus building more prosperous and peaceful world for future generations.

1. Budget and the use of funds

As part of the preparations to deliver in 2018-2019, the Secretary General has to undertake a deep review of the current budget in line with the

need to best deliver on vast agenda agreed globally in 2015. International independent panel of representatives from all the regions should be set up to make sure there is a fresh view from outside. The next budget has to start better reflecting SDGs and the 2030 Agenda. Core budget needs to recognize all the SDGs through appropriate program budgeting in order adequately mirror cluster-shaped structure of AFPs responsible for the implementation. This is important tool to mobilize resources towards the multi-sector implementation of the Agenda, as it should serve as a lever to attract and better coordinate other donors' funds. It also means that program budgeting has to become crucial exercise in strengthening result and indicator oriented activities that should in the mid run get more flexibility to produce tailor-made solutions and the fewer earmarked contributions.

Extending partnerships should lead to avoiding duplications and more effective role of other donors including ones coming from the private sector. Doing all the above should enable all relevant programs be made a part of core budget. It is absurd that programs and agreements are reached to highlight the needs of the small island developing economies, least developed and landlocked without a proper reflection in the core budget. As the SDG 16 deals with peaceful societies it is where the program budgeting of the

different missions needs to be better balanced. The future UN Peace Operations Group will help identify and eliminate duplications.

The budget reassessment and the more program budgeting will contribute to flexibility in making decisions about certain programs. This will enable better prioritization in favor of prevention, mediation, human rights agenda as well as strengthening of the position of offices that are in charge of close cooperation with regional arrangements in the core budget in particular. It is also worthwhile considering extension of the budget framework from two to four years to make sure it is sustainable and responsive to challenges, while keeping flexibility to approach newly arising emergency needs.

2. Delivering as One – successful way of doing

It has to be noted that the concept of Delivering as One has achieved positive results in both pilot and countries that voluntarily adopted this way of work. The DaO proved to be an excellent tool for advancing the implementation of UN's activities in the field; a higher degree of coherence, efficiency and coordination has been achieved in the work of the UN System and national authorities; the ap-

proach based on innovations has created a greater effect in the adjustment of the UN to changes in development and use of comparative advantages of UN agencies in certain areas; and finally national ownership over UN's programmes and activities has been strengthened as well as over application of the DaO. **The implementation of the DaO has led to the decrease of transaction costs for implementation of activities, decrease of operational costs and facilitated access to UN diverse expertise support.**

Further success of the reform depends on the success in the implementation of programmes by each individual pillar of the DaO - one leader, one programme, one budget, one office and one voice and implementation of DaO Standard Operating Procedures (SOPs). In further stages of the reform process, **it is necessary to strengthen leadership: on the side of the government, in terms of clear presentation of its national priorities, and on the side of the UN, in terms of strengthening the UN Resident Coordinator's role and commitment of all UN organisations to the principles of the DaO and operationalization of DaO SOPs, with a focus on strategic priorities.** Key to success is in the clear definition of national priorities by governments and strengthened intra and inter sectoral coordination within Governments and UN Organisations. The UN would then respond in the best possible

way, through the utmost use of comparative advantages of its organisations in different areas and repeated financial support from donors. The success of the DaO to a large extent depends on the good will of the country and the UN Country Team, but also on capacities of national authorities to clearly present their needs for the UN to respond. Although complex, the process offers great opportunity to the country for the realisation of its objectives at national and local level, and at the level of people who are direct beneficiaries of results and improved standards.

Thus, **the DaO can and should be seen complementary to the efforts for achieving the 2030 Agenda on Sustainable Development and Sustainable Development Goals and for creating a system of effective coordination of international donors' assistance at national level.** The advantages of DaO approach have been confirmed also in recently presented 2016 QCPR Report of the UN Secretary General showing that the UNDAF has enabled Governments to ensure that UN activities are closely aligned with their national plans and strategies to a much larger extent in DaO countries than in non-DaO countries. So far, 50 countries have adopted the Delivering as One reform approach, while a number of UN Country Teams have voluntarily adopted certain pillars of DaO. In the context of the new development agenda by 2030, the De-

livering as One should be the foundation of an integrated approach by the UN in supporting SDG implementation at the country level. **The UN must be able to deliver a coherent and coordinated support across the three dimensions of sustainable development.**

3. Further rationalization of internal structure

With regards to the continuation of the reform of internal procedures, it is both needed and inevitable. Strong commitment is needed to continue with robust implementation of change management initiatives. Due consideration has to be given to rationalization of structures and functions by inter alia making the best use of modern technology and reaping the benefits of globalized world (use of ICTs, etc). The ongoing implementation of the **Mobility** Framework will continue. While staff concerns need to be taken into consideration, and regular consultations between the Senior Management and staff unions have to continue, UN today needs a mobile, adaptable work force. Importantly, UN staff needs to "share the burden" and it is not fair that some spend years and years in hardest duty stations, while others never leave Headquarters. The same applies nec-

essary consolidation of fragmented **administrative structures** within and across duty stations. The 21st century United Nations must have an efficient, simplified and streamlined client-focused and performance-driven delivery model, even if it means cutting down or moving some posts. The continuous implementation of **Umoja** across the Secretariat - at HQ as well as the field - is of crucial importance. There can always be room for modifications and improvements as we go ahead, so retraining and acquisition of new skills should be seen as lifelong learning process and our own commitment to SDG within the UN itself.

Dag Hammerskjold once put it "We often hear it said that the United Nations has succeeded here, or has failed there. What do we mean? Do we refer to the purposes of the Charter? They are expressions of universally shared ideals, which cannot fail us, though we, alas, often fail them. Or do we think of the institutions of the United Nations? They are our tools. We fashioned them. We use them. It is our responsibility to remedy any flaws there may be in them. It is our responsibility to correct any failures in our use of them."

The UN requires strong leadership, one that will rebuild the trust in the Organization and that will "re-fit" its purpose. We also need re-

invigorated efforts that come with the fresh approach and fresh “faces” to ensure that needed change happens.

However, we are running into a risk that this all will simply sound like platitudes, too elusive and vague, unless the intention is backed up with concrete proposals on how to perform better.

Our role and the role of the future UN administrations will be to do our best to reflect the needs of the ever changing world and life. We cannot afford to resist changes. Nothing lasts forever but the certainty of change, therefore we have to work to be able to accommodate for those that come up. The vision is about ensuring effective and efficient UN system in addressing existing and emerging challenges by extending partnerships and strengthening coordination. We NEED to reinvent multilateralism through the principles of responsibility, inclusiveness and engagement.



STATEMENT AT THE INFORMAL DIALOGUE OF THE GENERAL ASSEMBLY WITH CANDIDATES FOR THE POSITION OF UN SECRETARY GENERAL

Prof. Dr. Igor Luksic
Candidate of Montenegro for the
position of UN Secretary General



New York, 12 April 2016

It is indeed an enormous pleasure and privilege to address you today as we begin with this new approach in selecting Secretary General of the UN. Today, together, we are pathfinders. And I hope it is for the best of our world. I come from a small but proud country with turbulent history. As an integral part of the socialist Yugoslavia under the leadership of Tito, Montenegro shared the international commitment in setting up the UN. Many people don't know it, but Montenegro first sent peacekeepers to the island of Crete in late 19th century thus taking part in the first modern age peace operation. I come from a country that restored its independence 10 years ago after a peaceful democratic referendum thus breaking the pattern in the region. A country that has hugely invested in preserving its multicultural, multireligious and multiethnic identity.

My hometown, the Mediterranean town of Bar, has been known for centuries as a true example of diversities. The old town although relatively small used to wall in Christian orthodox and catholic churches along with mosques. By pointing out all of this, ladies and gentlemen, I am trying to

say that I understand the modern day challenges. Many contend this is by far the best time in history to be born. But does the youth globally share the sentiment? Are those who are under 25 and make a half of the world's population happy with what life has to offer? People tend to grow pessimistic, and many lie down or wake up in fear. 2015 was a pivotal year for concluding several multilateral agreements.

There is no better way to achieve peace and security, foster development and protect human rights than by pursuing our common Agenda through global endeavor supported by an integrated approach. So, there is reason for optimism! And the first task, indeed, ought to be building optimism through committed efforts. We must show our youth we deserve this chance!

Current international peace and security landscape raises deep concerns. In too many places, international community has been unable to prevent and end bloodshed and stop atrocities and suffering of millions of people. Complex challenges such as contemporary and protracted

conflicts, dire humanitarian situations, migration/refugee flows, spread of international terrorism and violent extremism are testing our ability to protect the UN Charter and ensure effective protection of civilians, especially the most vulnerable. Compliance with international law and redoubling collective efforts in placing primacy on political solutions for solving differences, rectifying tensions and achieving sustained peace and stability including renewed efforts towards disarmament should be central. I firmly believe we can do more to strengthen prevention and mediation capacities and tools across the UN. To that end there has to be a greater participation by women and youth in addressing challenges and root causes of conflicts and extremism, as well as in improving humanitarian activities. One of obvious avenues yet still untapped is through partnership with regional and sub-regional organizations. This also means fostering regional cooperation.

For instance, after I initiated it 3 years ago building on the existing forms, together with my colleagues from the region and the European Commission we have worked out an effective Western Balkans 6 format as part of the wider regional initiatives. Not only is it a mechanism of economic and political cooperation but also

a tool for preventive diplomacy other regions can replicate. As I have looked into the matter carefully, I believe this leads to the conclusion that there has to be a certain modification in the way the UN team works. More efficiency and effectiveness can be brought about by setting up the UN Peace Operations Group closely supervised by SG and DSG as presented in the vision statement. This modification can make a difference in supplying the Security Council and the Peace Building Commission with necessary and improved insight enabling better decision making and improved coordination. Additionally, DSG should have a more accentuated role in dealing with regional and sub-regional arrangements, as well in the field of mediation and prevention.

The 2030 Agenda, along with Addis Ababa Action Agenda, Sendai Framework and Climate Agreement respond in a viable way to the challenges in all three pillars. But now we need to make them work. We need a more relevant UN in supporting countries to deliver successfully on all these agreements. In order to avoid duplication, it is critical to define leading UN AFPs for each SDG in a cluster-shaped structure. Cooperation must be strengthened with other multilateral partners as well as with the private sector. To that end, establishing an

efficient bottom up Follow-Up and Review process anchored in the UN and based on good statistics, becomes crucial for accelerating implementation of SDGs. We need to learn from already existing concepts - the UPR for instance. In my opinion, inclusive UN Regional Economic Commissions should be important players in the establishment of Regional Fora for Sustainable Development consisting of different stakeholders. It will have pivotal importance in making sure the global development agreements are implemented. I firmly believe that UN Development Group should therefore be transformed into a UN Sustainable Development Group, co-chaired by the UNDP Chief Administrator and Human Rights High Commissioner as shown in the vision statement. UNSD Group should make sure that the new generation of UNDAFs fully reflects the complementary Agendas related to development and human rights, so that no one is left behind.

The fact that human rights permeate the whole Agenda 2030 but are at the same time in the core of the peace operations give that pillar a very prominent role. The HRuF initiative should continue as it gives priority to early warning and prevention in particular. In order to make more impact on the ground, cooperation with Governments,

civil society and regional organizations is essential. HRC has proved its relevance in improving the human rights agenda and it deserves a debate about making it one of the principal bodies. Reducing inequalities and combating discrimination requires system-wide coordinated engagement and further strengthening of collaboration between UN entities. This includes raising awareness of the existing international legal instruments and standards as well as developing capacities to attain them.

The 21st Century United Nations must have a results oriented, modern, efficient and truly global Secretariat. Thus, the next Secretary General should appoint Deputy Secretary General seeking to meet gender equality principle as well as northern-southern hemisphere equality principle. Additionally, I firmly believe Nairobi should be discussed as a seat of the DSG. This includes the efforts to make the Senior Management Team reflect gender equality and regional participation. An Office for the Youth has to be established in the Secretariat. Secretary General, as part of the preparations to deliver 2018-2019 budget, has to undertake a deep review of the current budget in line with Agenda 2030. It also means that programme budgeting has to be in the centre. It should result in greater core budget

flexibility to prioritize in favor of prevention, mediation, human rights agenda as well as offices that are in charge of close cooperation with regional arrangements. Further internal improvements are both needed and inevitable as laid down in the vision statement. There can always be room for modifications and improvements as we go ahead. Lifelong learning should be our in-house commitment to SDGs.

Well, it is true. Some may point out I have no experience in working within the UN, but I have developed extensive experience in working with the UN. In 2009 the Government of Montenegro confirmed our participation in "Delivering as One" as one of the self-starter countries. Now we are in the final year of the first integrated program 2010-2016. I am happy I could be at the heart of it with my colleagues and make change. Our experience now travels around the globe as one of showcases as we prepare to implement new UNDAF in line with 2030 Agenda. In case of Montenegro, it has helped meet objectives – faster development. On the UN side coordinated and coherent work of the whole UN system has demonstrated positive results in solving complex issues that require inter-sector and inter-agency cooperation.

In my career I have had the privilege to serve my country in various capacities. I have always tried to learn something new. As Finance Minister I have learned that one can never be happy enough with the value you obtain from the resources invested. As Foreign Minister I have learned it takes a lot of patience and perseverance no matter how good a goal is. As Prime Minister I have learned that despite all the skepticism if there is a strong will, things can get done. My role and the role of the future UN administration would be to do our best to reflect the needs of the ever changing world. Nothing lasts forever but the certainty of change. Therefore, we have to work to be able to accommodate for those that come up. This vision is about ensuring effective and efficient UN system in addressing existing and emerging challenges by extending partnerships and strengthening coordination. We need to reinvent multilateralism through the principles of responsibility, inclusiveness and engagement.

BIOGRAPHY



Prof. Dr. Igor Luksic
Candidate of Montenegro for the position of UN Secretary General

Deputy Prime Minister and Minister of Foreign Affairs and European Integration 2012-2016, Prime Minister 2010-2012, Minister of Finance 2004-2010, Member of Parliament of Montenegro 2001-2003, Member of Parliament of Serbia and Montenegro 2003-2006.

Luksic was born on 14 June 1976, in Bar, Montenegro where he finished elementary and high school. He graduated in June 1998 from the University of Montenegro, Faculty of Economics in Podgorica, Entrepreneurship department. He obtained a Master's Degree at the same

institution in October 2002 (thesis: "Spontaneous Order and Transition") and a Ph.D. in September 2005 (thesis: "Transition – Process of Achieving Economic and Political Freedoms").

From June 1998 until February 2000, he worked as an associate in implementing the European Commission's assistance programme "Obnova" at the Ministry of Foreign Affairs of Montenegro. From February 2000 until January 2001, he worked as international relations adviser at the Democratic Party of Socialists (DPS). In the period from January to May 2001, he performed duties of Secretary at the Ministry of Foreign Affairs.

From January until April 2003, he was public relations adviser to the Prime Minister and from March 2003 to February 2004 he served as Deputy Minister of Foreign Affairs of Serbia and Montenegro.

As Finance Minister he oversaw numerous reforms and privatization programme in the banking and insurance industry, worked on the implementation of the tax and budget reforms improving transparency and comprehensiveness of the budget process, as well as on reforms of state aid, internal audit and property rights. One of the main principles were balanced budget, low taxation and reduction of public debt. Since 2008 he has chaired Government Council for the improvement of business environment and structural reforms overseeing the implementation of Doing Business reforms which brought Montenegro from 86th in 2008 to 36th position in 2014. From 2006 until January 2011 he served as Governor on behalf of Montenegro at the World Bank and at the European Bank for Reconstruction and Development. Under his stewardship Montenegro earned first ever international credit rating in 2004 and issued first ever Eurobonds in 2010.

As Prime Minister of Montenegro Luksic pressed for reforms that led to the opening of the accession talks with

the EU in June 2012 and the membership of Montenegro in the WTO in 2011. The leading principles were related to the dialogue in the society and inclusive approach towards the civil sector. Government also promoted transparency through the participation in the Open Government initiative and freedom of media. Numerous national identity including for the rehabilitation of the former Montenegrin Petrovic dynasty, as well as economic and social issues were resolved during his mandate. He initiated the adoption of the law on vocational training of college graduates that created the framework for young people to continue their education by working. Mr Lukšić initiated the launch of the Government's e-petitions portal, and during his term a number of agreements that regulate the relations between the state and the religious communities were signed.

In December 2012, he was elected Deputy Prime Minister and Minister of Foreign Affairs and European Integration. Until June 2015 Montenegro started talks with the EU in 20 chapters. Luksic has also been one of the key Government players in the implementation of the NATO decision to implement intensive and focused talks that should lead to the NATO membership of Montenegro. In the field of regional cooperation Luksic launched Western Balkans 6 mechanism as an operational arm of the formal regional initiatives which was supported by the European Commission.

Luksic was selected Young Global Leader thus becoming YGL Community member of the World Economic Forum in 2013.

Between February 2010 and February 2011, he acted as Chairman of the Montenegrin Basketball Federation. He is Associate Professor at the Faculty of International Economics, Finance, and Business in Podgorica, teaching the courses of Economics and Development. He completed several specialist courses and trainings:

"Specialist Course," Diplomatic Academy of Vienna, 1999; "U.S. Visitor Program," Washington, 15th March - 1 April 2000, "Summer School of Economics G17," Belgrade, July 1998, "Visitor Leadership Programme" organised by the French Ministry of Foreign Affairs in 2001.

He has participated in a number of conferences, seminars, scientific meetings and was engaged in various NGO projects in the past.


He is a member of the Board for Economic Sciences of the Montenegrin Academy of Sciences and Arts. He was member of the Presidency of the ruling Democratic Party of Socialists from 2001 until 2015 and its Vice President from 2011 until 2015.

Luksic published three books of poetry and prose "The Book of Laughter", "The Book of Fear" and "The Book of Doubt". "The Book of Fear" is published in Italian and French.

He also published number of working papers dealing with theory of economics and transition.


He is fluent in English, and also speaks Italian, French and German.

He is married to Natasha and has three children: daughters Sofi and Daria and son Aleksej

http://www.mvpei.gov.me/UN_Kandidatura/

https://twitter.com/I_Luksic

<https://igorluksic.wordpress.com/>

<https://www.youtube.com/user/IgorLuksicMNE>

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