**Major developments or political events that have had an effect on the work of the UNCT**

Having initiated a comprehensive reform of Ukraine’s system of governance (public administration reform and judicial reform), the Government of Ukraine pledged to focus on constitutional reform as a priority for 2011, a process which resulted in the creation of a “Constitutional Assembly” – an advisory body tasked with drafting a new Constitution. This together with other reform processes (land reform, pension reform, tax reform, electoral law reform) continued to be in the limelight, both in terms of parliamentary debate as well as public debate at large.

The UN Country Team (UNCT) was actively involved in most reform processes and contributed to several “landmark” legislative acts and institutional reform processes. At the same time, the dissolution of some state agencies and ministries, which had previously benefitted from capacity building provided by the UNCT, left many UN agencies, funds and programmes without an immediate interlocutor in the Government. The process of amalgamating certain government mandates took longer than expected and impacted negatively the work of the UNCT.

Public attention both domestically and internationally, was drawn to the trials of several members of the former government, including the former Prime Minister and the former Minister of Interior. A seven year prison sentence that was handed down to the former Prime Minister for abuse of office prompted the European Union to put its political association with Ukraine on hold.

In 2011 Ukraine’s economy resumed its growth with a real GDP growing by 5,2% according to the Sate Statistics Committee. Strong revenue performance on the back of solid economic growth and rising imports helped keep the consolidated fiscal deficit on a declining trend since 2010, but overall fiscal position remained fragile. Current account deficit continued to widen posting USD 7 billion for January-October – a USD 5,5 billion increase, while external financing has become more challenging. A resumption of the IMF programme (USD 15,15 billion SBA for Ukraine approved in July 2010) would help to secure the financing to cover external imbalances, stabilize expectations, and reduce external funding costs, but having carried several missions to Ukraine and discussions in 2011 the IMF resisted from approval and disbursement of a new tranches for Ukraine. In 2012 Ukraine is anticipated to enter a period of lower external demand, higher funding pressures and instability in international markets with GDP growth slowing down to 2,5 %.

**Highlights on progress in UN reform,** *including efforts to align with the national development processes, support to the national government in the advancing the achievement of the Millennium Declaration/MDGs, support of the national partners’ endeavors towards capacity development and aid effectiveness, experiences of common programming, including HACT*

In 2011 the UNCT continued to provide high level policy advice to the Government on a broad range of national development priority issues, including provision of comments and recommendations to draft legislative acts based on best international and European practices, conducting workshops and public policy debates, carrying out capacity development activities, as well as providing day-to-day advisory support to line ministries and government institutions.

The UN offered its full support to the Government of Ukraine in its efforts to implement the Programme for Economic Reforms for 2010-2014 and other sector wide reforms initiated in 2010. Through the Government of Ukraine-United Nations Partnership Framework for 2012-2016, the programming of the UNCT was fully aligned to the priorities outlined in the Partnership document. A number of legal acts prepared with the support of the UNCT were approved in 2011, including the Law of Ukraine on Countering Trafficking in Human Beings, the Law on Refugees and Persons in Need of Complementary or Temporary Protection, the Law on Volunteerism, the Law on Tobacco Advertising Ban, the State AIDS Law, the State Migration Policy concept, the Pension and Land reform packages. Amendments to the new Labour Code, the Criminal Code, the draft Law on Combating Child Prostitution, the law on Public Organizations, the Law on Strategic Planning were advocated for by the UNCT.

The UN also supported the implementation of the social sector reform, including social policy reform, pension reform, the development and adoption of the legislation on employment and wages, the development of a transparent system of targeted social assistance as well as management of the social security system. As a result of child poverty reduction advocacy activities, the benefits and services for vulnerable families and children were integrated in the State Poverty Prevention and Reduction Programme 2011-2015 adopted in 2011.

Policy advice and recommendations were provided to government authorities as a result of various assessments and analysis carried out by the UN, including the Health System Review and the Review of the National Tuberculosis Programme, Aid for Trade Needs Assessment for Ukraine: Trade and Human Development, Gender Analysis of the national labour legislation and income gaps, Youth Policy Review, a White Paper on reforming the legal framework for civil society development in Ukraine etc.

The UNCT continued to play an important role in providing technical expertise and advice for the acceleration of progress towards the achievement of the nationally set Millennium Development Goals (MDGs). MDGs’ respective targets and indicators were integrated into the 2012 State Programme of Economic and Social Development of Ukraine. The preparation of the 2010 MDGs national annual monitoring report was facilitated. The MDGs were incorporated in the President’s (“state of the nation”) Address to Parliament of Ukraine that further reinforced the importance of the MDG agenda. Development of the State Macroeconomic Forecast and the draft Law on Strategic Planning based on MDGs was supported by the UNCT. MDG localization in Crimea initiated with the “MDG Crimea” was integrated as a social section in the Development Strategy of Crimea. Moreover, central government officials and civil society leaders were trained on growth-oriented and MDG-based strategic planning, policy making and implementation, including issues of social inclusion. The launch of the National Human Development Report 2011 Ukraine: Towards Social Inclusion and the Regional Human Development Report 2011 Beyond Transition: Towards Inclusive Societies contributed to the increase of the understanding of the challenges and bottlenecks in addressing social exclusion issues among policy makers, practitioners, media and civil society in Ukraine.

Through the Resident Coordinator, the UNCT was actively engaged in promoting the aid effectiveness agenda and principles, and played a critical role in the aid coordination dialogue. The UN advocated for and carried out activities in partnership with bilateral and multilateral donors aimed at establishing a more effective, strategic aid coordination system and strengthening of the Government capacities to coordinate and manage international assistance. The UN acted as a donor focal point in the Paris Declaration Monitoring Survey and facilitated collection and consolidation of ODA data from donors, discussion of the draft chapter on Ukraine in OECD report, advocated for Ukraine’s participation in the Busan High-level Forum of Aid Effectiveness. In support to the increased transparency and predictability of international aid, consultations were carried out with the aim of establishing an international aid monitoring system – the Development Assistance Database. A technical assistance project is expected to be signed in 2012. To coordinate and facilitate diverse programmes on maternal and reproductive health, the UN initiated the establishment of a donor partner group on reproductive health issues.

Four joint programmes continued implementation in 2011 (UNDP/ILO on Social Inclusion of People with Disabilities; IOM/UNHCR Diversity Initiative; UNDP/WHO/UNAIDS/UNICEF/UNODC on Strengthening Governance and Management of HIV/AIDS at the Sub-national Level; Regional UNDP/UNICEF/WHO/IAEA International Chernobyl Research and Information Network (ICRIN) Project. Implementation of three new joint programmes commenced in 2011, including UNDP/UNFPA on Prevention of HIV/STI and Promotion of Safe Behavior among Youth, UNV/UNDP Young Football Volunteers Project, ILO/IOM/WB on the Effective Governance of Labour Migration and its Skills Dimensions.

Interagency cooperation on gender equality issues was strengthened with formalization of a Gender Theme Group chaired by UNFPA. Efforts of the UN agencies’ gender focal points were joined in the process of developing a USD 1 million concept on prevention of gender-based violence that was submitted for funding to the UN Trust Fund to End Violence against Women. To ensure better coordination of interagency activities related to youth, a number of coordination meetings of UN Agencies’ Youth Focal Points were held, possible areas of cooperation, were, as a result, identified and interventions coordinated.

Joint UN activities in the area of HIV/AIDS were coordinated through the operational Joint Team on AIDS and special UNCT sessions/meetings on AIDS, during which policy issues, including AIDS related legislation and programmatic issues (PAF, OST, ART etc) were addressed. A new Joint Programme of Support for 2012-2016 that includes a Workplan for 2012-2013 was developed. The UN in Ukraine also joined a global campaign to end stigma at the workplace “Stigma Fuels HIV” with the awareness raising and learning sessions were organized for UN agencies’ staff and families.

Coordination and collaboration with the regionally based UN agencies and their engagement into programming activities at the country level was ensured in 2011. The proper information flow on the developments in the country was established. Agencies were actively engaged in the work of the working groups established around areas of the 2012-2016 Partnership Framework. OHCHR funding was secured for the UN Human Rights Advisor deployed to Ukraine in the last month of 2011. New partnership was built between UNFPA and UNESCO on the promotion of preventive education. Dialogue between regionally based UN agencies and the Government of Ukraine was facilitated by the Office of the UN Resident Coordinator for Ukraine that also provided necessary technical and administrative support in implementation of projects, missions and events organised by the regionally based organisations in Ukraine. Potential cooperation and support to the country level activities was also discussed during RC’s visits and meetings with Geneva and Vienna based UN agencies.

Acknowledging the role business plays in the national development process and its contribution to addressing development challenges, the UNCT continued to apply a coordinated approach towards private-public partnership and promoting corporate social responsibility (CSR) through the UN Global Compact (GC) initiative. 53 new members joined the Global Compact network with the overall GC participants reached 206. CSR national agenda was promoted through finalization of the National Concept of the CSR Strategy that was transferred to the Government of Ukraine. Using the Dow Jones survey methods a research “Role of Business in Tackling Corruption: Ukrainian Experience” was carried out and its findings presented and widely shared. Environment related issues were kept as a focus and the second Climate Change Business Summit, Green Office implementation trainings were held. Opportunities for potential cooperation between UN agencies and the private sector were explored through joint UN participation in the CSR Marketplace. A partnership with private mining company was brokered and resulted in the launch of the project on improving the health and safety of miners in the Eastern Ukraine.

The year 2011 was also successful in terms of further improving the visibility of the UN activities, goals and priorities through joint communication, advocacy and campaigning activities. 30 UN and International days were observed. Over 120 information materials were developed, posted on the UN in Ukraine web-site and disseminated among Ukrainian and international mass media. Together with reprints from foreign wire services the general number of publications/articles mentioning the UN in Ukraine exceeded 500 per week. The number of visitors of the UN web-site was more than 100,000. The UN Communication Group was fully operational. Regular meetings held with the capacity development, learning and training components for UN agencies’ communication officers. A Joint UN Communications strategy for 2012-2016 was developed and respective plan of actions implemented. Within the framework of the UN for You Campaign a series of information sessions and lectures for school and university students were organized, including during the visit to Ukraine of eth UN Secretary General in April 2011. Support was provided in organization of 3 film festivals with the focus on human rights and issues within the purview of the UN mandate. Advocacy and awareness raising activities were carried out in the format of multimedia, drawing or writing contests, including multimedia youth contest to the “Day of 7 Billion”; International Drawing Contest “Draw for the planet – Draw for the Future”, contest among employers “Best Practices of Corporate Social Responsibility: Providing People with Disabilities with Decent Work” and the journalist contest “Decent Work: Disseminating Best Practices”, anti-corruption essay contest, video contest “This Human World”; contest of gender films “Gene of Equality”. An interactive exhibition “We do exist” dedicated to the International Children's Day and Photo-exhibition “International Women’s Day – History in Photos” were organized. Public outdoor campaigns were used as an advocacy and awareness raising tool, including on counter-trafficking, tolerance “The colour of skin doesn’t matter”, as well as the “Red Card” National Information Campaign, etc.

The Operations Management Team (OMT) met regularly in 2011. Joint OMT input was provided to the UN Secretary General Report on harmonisation and simplification of business practices, survey on procurement process and practice harmonization. Overall harmonisation of business practices and implementation of common services is being hampered by the fact that agencies are not collocated. This limits the scope of the common services implementation to joint procurement and long term agreements for various services and goods. However, long term agreements are being regularly reviewed and new signed, particularly for conference management services, mobile connection, printing services, paper, travels, international courier services, and common hotel arrangements. While the Government of Ukraine offered one facility to serve as UN common premises, it was rejected by the UNCT for technical reasons including the lack of space. Other premises suggested by the Government as potential options for UN common premises are currently being surveyed and assessed.

Given the overall unfavorable climate within national authorities towards transparent and accountable usage of UN funds and following a request submitted to the Chair of the Regional UNDG, a Regional Directors Team approved the deferral and exemption from HACT implementation for Ukraine.

**Highlights on progress towards UNDAF outcomes in support to the national development priorities,** *including UNCT’s policy engagement activities with national partners and impact of the UN reform at the UN common programming*

2011 was a year of finalization and approval of agencies’ programmes, including UNDP, UNFPA, UNICEF Country Programme Documents and Country Programme Action Plans 2012-2016. The WHO Biennial Collaborative Agreement 2012-13, the ILO Decent Work Country Programme 2012-2015, the World Bank Country Partnership Strategy 2012 – 2016, the IOM Plans of Actions were developed and agreed with the Government of Ukraine. It was also a year of transition, from the UN Development Assistance Framework 2006-2011 to the Government of Ukraine-UN Partnership Framework 2012-2016 that was signed by the UN and the Government in March 2011.

Working groups formed around the four main partnership areas were operationalised in 2011 and focused mainly on the modalities and mechanisms of operation, identification of priorities, revision and finalization of the result matrices, which, while not signed by the Government as an integral part of the Partnership Framework, were agreed to as a progress monitoring and mutual accountability tool. Moreover, a mapping exercise was carried out by linking agencies’ ongoing and planned programmes and projects to the respective outcomes of partnership areas. Out of four, two working groups are chaired and co-chaired by non-resident agencies.

While a more comprehensive review of the progress in achievement of the agreed outcomes will be conducted jointly with the Government during the annual review of the Partnership Framework in 2012, the UNCT efforts, activities and intervention were coordinated in line with four areas featured in Partnership Framework: 1) sustained economic growth and poverty reduction; 2) social development; 3) governance; 4) environment and climate change.

In the area of ***sustained economic growth and poverty reduction***, the UN agencies contributed to the policy formulation, capacity development, and public policy discussions on various issues related to international economic integration, fiscal policy, private sector development, rural development and agricultural policy of Ukraine.

Capacity development activities for representatives of the line ministries were carried out to ensure strengthening national framework for foreign trade development. Aid for Trade Needs Assessment for Ukraine: Trade and Human Development was carried out providing analysis and recommendations related to Ukraine’s economic situation including macroeconomic trends, monetary and fiscal policies, business climate and human development.

Regionally based organizations contributed to the overall progress in the partnership area though implementation of a number of activities: a Foresight Workshop (UNIDO), Workshop on Implementation of the System of National Accounts (UNECE), an International Conference on Promoting Efficient Private-Public Partnership in Ukraine (UNECE). A UNECE country profile review of the housing sector of Ukraine was launched, and innovation performance review was offered to the Government and is expected to be carried out in 2012. The benefits and opportunities of the UN Customs Modernization Programme (UNCTAD) were presented to the Customs Service of Ukraine. Opportunities for expansion of IFAD programmes in Ukraine were explored.

Technical and advisory support was provided to the State Statistics Service in the preparation of the National Population Census, including staff capacity development, information campaign design and development, exposure of the State Statistics Service to the regional best practices in population statistics and census planning and implementation. At the same time, due to the budgetary constraints, the census enumeration phase was re-scheduled by the Government to 2013.

The impact that migration can have on the economy of Ukraine and the potential of migration for sustainable economic growth was studied and respective recommendations provided to the national partners. A new programme on the effective governance of labour migration and its skills dimensions aimed at providing assistance to migrant workers from Moldova and Ukraine was launched and implemented by ILO in partnership with IOM and the World Bank.

The development, piloting and dissemination of the Model of Job Placement and Employment of People with Disabilities was supported by the UN interagency (UNDP/ILO) project and adopted by the Ukrainian public institutions. The State employment service and partners benefited from tailored training, awareness raising on the needs of people with disabilities that led to the overall increase in their employment in Ukraine.

In the areas of ***social development***, the UN agencies provided high-level advisory support to the Ministry of Social Policy aimed at the improvement of legislation, formulation of strategies and implementation of the social sector reform, reform of pension system, social security, social assistance and social services, issues of migration and development.

A number of activities were carried out to strengthen national capacities to design and implement scientific research of various social aspects of population ageing to be further used as source of data and evidence for ageing-related policy making, monitoring and evaluation, and to help Ukraine build a society for all ages. These activities were considered as preparation of Ukraine’s national progress report on the implementation of the Madrid International Plan of Action on Ageing to be presented in 2012 at the Regional Ministerial Conference on Ageing.

Four UN agencies supported implementation of the National Project “New Life - New Quality of Maternity and Childhood” launched by the President of Ukraine in 2010 aimed to improve the provision of perinatal services in Ukraine for pregnant women, mothers, newborns and families. The introduction of “Beyond the Numbers” approach to reviewing maternal deaths and complications to make pregnancy safer was facilitated by UNFPA and WHO. It is anticipated that this inter-agency initiative would contribute to the achievement of MDG goals to reduce maternal mortality and provide solid evidence for comprehensive reform of maternal and perinatal health care services. Cooperation with national partners on the reform of the child care system was intensified. Issues about child care and family in general were advocated for at the Parliamentary Hearings “Institute of family in Ukraine: state, problems and ways of their solution” held in the Verkhovna Rada of Ukraine.

A joint interagency outreach activity advocating for immunization and vaccination as the safest and most effective means of prevention from infection diseases was carried out in response to the growing number of cases of measles registered in Ukraine. As a result of the UN advocacy activities the Government commitment was secured to carry out a comprehensive review of the immunization system in Ukraine in 2012. A Review of the National Tuberculosis Programme in Ukraine with the specific recommendations for the development of the new National TB Programme 2012-2016 was carried out. Ukraine: Health System Review was also published providing a detailed description of the health care system and its reform, highlighting also challenges and areas that require more in-depth analysis that could be used in the development and implementation of the health care reform in Ukraine.

UN technical assistance and advocacy efforts in the area of HIV/AIDS were built around strengthening the capacities of the National AIDS/TB Council, increase of the state budget allocations, sustainability of AIDS response, signing of grant agreement negotiation and planning the Phase I of the GFATM, Round 10, organizational development of the Ukrainian AIDS Center, scale up of treatment and prevention activities. The Regional Consultation on Universal Access to HIV Prevention, Treatment, Care and Support in Europe and Central Asia supported by the UN was held in Kiev involving various stakeholders from around 30 countries across Europe and Central Asia.

In the area of ***governance*** a special focus was given to cooperation with civil society and national level institutions in promotion of human rights, particularly rights of vulnerable groups, mainstreaming and advocating for the gender equality agenda and issues.

Advisory support to improve the legal environment for civil society of Ukraine resulted in the passing of the first reading in the Parliament of a new draft Law on Public Organizations. A White Paper “Reforming Legal Framework for Civil Society Development in Ukraine” was produced and widely shared. A Ukrainian version of the Users’ Guide to Civil Society Assessments that provides a review of existing civil society assessment tools, methodologies and information sources was published made available to all 16 Ministries of Ukraine, 62 central executive bodies, 27 Oblast State Administrations, and the Cabinet of Ministers of Ukraine. In addition, publication was shared with interested civil society actors and international donor community. 53 CSOs mini-projects in the area of human rights protection, citizen participation in the decision making and support to vulnerable groups were supported with direct benefit of over 5,258 individuals. Moreover, the Worlds Bank in partnership with the UN Initiatives to Enhance Reforms (UNITER) launched a Small Grants Programme focused on improving governance through enhancing the role of the civil society in improving service provision and government accountability in particular.

In partnership with OHCHR, a study tour for representatives of human rights civil society organizations to the UN Office in Geneva was organized and provided a unique opportunity for NGOs to learn about existing UN human right protection mechanisms. Ukrainian civil society institutes also benefited from learning on Universal Periodic Review, the 2nd cycle of which for Ukraine will be held in 2012.

In the area of gender equality a capacity-building interventions were focused in the areas of public administration, education and domestic violence prevention and response. A nation-wide awareness campaign and capacity development activities, reaching more than 12,000 state officials, 16,000 teachers, and 3,500 law enforcement personnel were carried out laying a firm ground for the implementation of gender sensitive reforms. With the support and advocacy of the UN, an Equal Opportunities caucus was established in the Parliament that will guide the development of the new legislative initiatives. UN supported the organization International Conference “Current Trends of Development of National Gender Mechanisms in European Countries” hosted by Ukraine within its presidency in the Council of Europe. Moreover, a Forum “Ukraine – Society for Equal Opportunities” and the National Conference “Innovations of gender education” aimed at integration of the gender approach to the educational system of Ukraine were also supported.

A gender analysis of the national labour legislation and income gaps was carried out by UNFPA and ILO with policy recommendations provided to the Government. A study tour to Sweden by representatives of the Ministry of Social Policy was organized to learn about the legal mechanisms for ensuring gender equality in labour and social policies.

Contribution was made to the establishment of a more enabling environment for youth engagement and participation in the work of local governments. Specific recommendations as to how youth could contribute to the implementation of national development agendas and become an active agent of change and supporter for effective local self-governance were provided. In the area of juvenile justice, a training course on violence against children for the National School of Judges was developed and approved, several manuals were developed and submitted to the Ministry of Interior: on prevention and referral for district police/criminal police for children; on procedure of receiving claims from children by police and enhancement of inter-sectorial statistical reporting. The Government was supported in ensuring quality monitoring and reporting on the implementation of the UN Convention on the Rights of the Child (CRC) and its Optional Protocols. Concluding observations on CRC implementation in Ukraine were presented by the Rapporteur for Ukraine on Convention of the Rights of the Child implementation in the meeting of the Parliamentary Committee for family, youth policy, sport and tourism.

The anti-corruption legislation adapted in 2011 set forth the main principles for combating corruption. A round table devoted to the implementation of the UN Convention against Corruption in Ukraine was supported by the UN. An anti-corruption contest was carried out with a focus on health and community services – two public domains that have been perceived by many experts as the most difficult ones to reform in Ukraine.

In the area of ***environment and climate change***, the UN continued to work on promotion of green, low-emission and climate resilient strategies, building local capacities for environmentally friendly lifestyles, developing capacities for low carbon growth, enhancing national and local capacities for climate change resilient policies and practices, and improving capacities to meet international climate change obligations.

To support the adaptation and adoption of resource efficient and cleaner production methods, practices, technologies and policies, and to enhance the resource productivity, competitiveness and environmental performance of industry a Cleaner Production Centre was established. Establishment of a Technology Foresight Centre in Ukraine was initiated to assist the Government of Ukraine in designing of a long-term vision and strategies on research and development, technology and innovation development through wide application of technology foresight.

The development and implementation of a low carbon growth economy strategy was put forward by the respective project launched in 2011. The first MDG-Carbon facility project in Lugansk region, utilizing the Kyoto Protocol Joint Implementation mechanism was launched in March 2011. This pioneer initiative – installation of a flare that burns methane gases within landfills - addresses the issue of waste management and reduces greenhouse gas emissions.

UN cooperation maintained and support was provided to the Ministry of Emergencies of Ukraine to ensure establishment of a National Platform for Disaster Risk Reduction to fulfill its obligations to the Hyogo Framework for Action. Over 50 city representatives educated on disaster risk reduction efforts. 5 cities nominated to the Making Cities Resilient campaign - an increase from 0 cities in 2010. Civil servants, police officers, and education professionals were trained on mainstreaming gender considerations into disaster risk reduction efforts. The pilot project was initiated to ensure mainstreaming of environment in local strategic planning for greener economy and improved quality of life the Chernobyl affected areas.

**Key aspects of the proposed 2012 workplan and linkages to ongoing issues of concern within the country**

* Provision of necessary technical and advisory support to the Government of Ukraine in its national policy making efforts and processes, formulation of national development strategies, programmes, policies and plans. Intensified cooperation with the legislative branch, particularly the Verkhovna Rada of Ukraine (Parliament) and its committees, to ensure advocacy and lobbying for the adoption of legal acts, UN contribution and inputs into elaboration and improvement of legislative framework of Ukraine in the areas of respective agencies’ mandates will be provided to ensure alignment with international practice, norms and regulations.
* UNCT strategic policy engagement focused on social sector reform, issues of migration, gender, youth, health and HIV/AIDS, justice, human rights, energy efficiency and sustainable development.
* Support to monitoring and acceleration of MDG achievement, MDG based strategic planning and ensured, capacity building activities carried out to support achievement of MDG targets.
* Advocacy and enhancing of Ukraine’s adherence to international obligations and standards derived from the UN Conventions, Declarations and International Conferences carried out. Facilitation and support will be provided to preparation, participation and implementation of follow up activities to Ukraine’s Universal Periodic Review in 2012.
* Implementation of the Government of Ukraine–UN Partnership Framework. Establishment and use of ools for coordination of implementation and progress monitoring. Respective working groups established around four partnership areas operational. Annual progress review carried out jointly with the Government.
* Strengthening government capacity on aid coordination, management, harmonisation and monitoring in line with OECD/DAC recommendations, Paris Declaration, Busan Partnership for Effective Development Cooperation, participation and contribution to elaboration of the new strategy for attraction of international aid, law on technical assistance, other activities initiated by the national partners. Revitalization of the work of the thematic government-donor group and operationalization of the aid coordination architecture and its alignment with national development priorities advocated and supported. Establishment of the development assistance database supported and database launched.
* Strengthening of national gender machinery, support to elaboration and implementation of gender policy, programming and planning mechanism, including National Gender Action Plan, National Gender and HIV/AIDS Strategy advocated, supported and ensured. Interagency cooperation on gender intensified. Areas of joint response to national priorities identified and support provided. Possible areas for joint programming identified and opportunities for resource mobilization explored.
* Intensifying of interagency cooperation on operation related issues towards harmonization of business practices and implementation of common services.
* Implementation of the UN Communication Strategy, joint UN advocacy activities around critical issues.
* Strengthening and intensifying of coordination and collaboration with non-resident agencies.