



UNITED NATIONS

# In the Service of Peace

2003

UNITED NATIONS OFFICE AT GENEVA - UNOG

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**Director-General**

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# IN THE SERVICE OF PEACE

UNOG  
UNITED NATIONS OFFICE AT GENEVA  
2003



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## IN THE SERVICE OF PEACE



The nature of conflict, instability and insecurity has profoundly changed since the creation of the United Nations. A new sense of uncertainty and unease has entered our world. An alarming rise in the number of inter-State and intra-State conflicts, the constant threat of global terrorism, continuous sophistication of weapons technology, proliferation of weapons of mass destruction, increased availability of small arms, trafficking in human beings and illegal substances, the spread of HIV/AIDS and steady environmental degradation have dramatically altered our perception of threats. We have come to understand the direct, but complex relationship between these trends. We now realize that our effectiveness in countering threats to peace and security may depend on our ability to address issues of poverty and sustainable development.

In parallel, our understanding of peace has been transformed. We have learned that peace is much more than the absence of armed conflict. Peace means freedom from hunger and poverty, respect for human rights, access to education and adequate health care, provided by democratically elected, accountable Governments and based on the rule of law. Peace is the creation of opportunities for all to fulfil their potential. The United Nations Office at Geneva (UNOG) is dedicated to realizing this goal.

Peace cannot be won. It has to be built. This is a multidimensional task that requires multilateral action. In the face of such complex challenges that often highlight our common vulnerabilities, the need for a strong United Nations has never been greater. The deliberate, brutal and senseless attack on the United Nations office in Baghdad on 19 August 2003 brought this collective vulnerability into painfully sharp focus. At the same time, the universal outcry and condemnation in the wake of the bombing highlighted the centrality of the Organization as a pre-eminent and precious instrument for collective action. An attack on the United Nations is an attack on the entire international community and on all the world's peoples.

The Organization's global mandate, universal membership and multilateral approach have put the United Nations in a unique position to address pressing, often interrelated, problems. The United Nations remains the pre-eminent tool for the launching, discussion and realization of fresh initiatives to improve peoples' lives across the world. As a dynamic centre for multilateral diplomacy, providing infrastructure for the ongoing negotiation of a fine web of international agreements, UNOG contributes to creating decent living conditions for all the world's peoples.

Together with the other parts of the United Nations, UNOG is actively engaged in implementing reforms set out in the Secretary-General's report on strengthening of the Organization (A/57/387). As the scope and character of threats to international peace and security change, our strategies to address them have to be adapted. The effectiveness of our multilateral institutions cannot be taken for granted. Means, methods and modi operandi must continually be critically assessed to ensure that

the principles and provisions of the Charter serve present-day realities. Only through such a constant focus on political priorities, institutional practices and implementation of procedures can we ensure that we are able to confront the changing nature of threats and conflict effectively. Without ongoing reform, also of key organs of the Organization, the United Nations cannot meet the challenges of the twenty-first century.

While peace cannot be won, it can be lost. If not underpinned by development efforts, the establishment of structures for good governance, local capacity-building and strengthening of the rule of law, peace will not take root. Achieving the Millennium Development Goals, agreed by heads of State and Government at the Millennium Summit, is therefore a central and indispensable task for the entire United Nations system. The Millennium Development Goals are not only a measurable set of benchmarks; they are a common vision of a better world for all.

Creating the conditions for durable peace and long-term prosperity is work in progress, and the United Nations can only do it as part of a collective effort. All stakeholders—national governments, intergovernmental organizations, civil society and the business community—must act together. Multilateralism can only be effective when based on a true partnership.

This annual report is a review of our efforts to realize the Organization's aim to achieve peace, progress and prosperity for the entire human family. It is not a detailed account of our projects, but focuses on results and ongoing endeavours to enhance our contribution to the multilateral process. It is therefore an overview of our efforts in the service of peace over the past year.

**Sergei Ordzhonikidze**

Under-Secretary-General

Director-General of the United Nations Office at Geneva







# ADDRESSING POLITICAL AND SECURITY CHALLENGES

The world faces an unparalleled range and diversity of challenges. Problems cut across traditional institutional boundaries and cannot be compartmentalized. As a centre for disarmament and arms control negotiation as well as for collaboration with regional entities in a European context, UNOG makes a significant contribution to addressing these complex political and security challenges. Together with Member States and the wider United Nations family, UNOG contributes to formulating multifaceted strategies responsive to rapid change under conditions of uncertainty.

## ● ● ● ● ● **Multidimensional policy and strategy development**

As our world changes, our policies must evolve to keep pace. Continuous engagement among all stakeholders for ongoing re-evaluation and refinement of our problem-solving approaches, institutional mechanisms and implementation plans is critical. As home to a large number of United Nations programmes and agencies, key civil society associations and eminent academic establishments, Geneva brings together a large number of heads of State and Government, ministers, dignitaries and experts to exchange views, examine priorities and elaborate strategies. This constant interaction is indispensable for the formulation of integrated, inclusive and innovative policies to address the interrelated dimensions of peace, security and development to prevent duplication and overlap.

Exchanges with external partners are complemented by close coordination and alignment of priorities across the wider United Nations system. Key forums for policy discussion and development are the Senior Management Group (SMG) and the Executive Committee on Peace and Security (ECPS). Members exchange information, discuss current challenges and

formulate system-wide priorities to ensure policy cohesion and consistency in the implementation of the Organization’s mandate. Through participation in the weekly meetings of both groups, the Director-General contributes to the wider policy-setting processes within the Organization.

● ● ● ● ● **Official visits 2002**

**HIGH-LEVEL VISITS TO THE PALAIS DES NATIONS**

<i>Personalities</i>	<i>No. of visits</i>
Secretary-General of the United Nations	4
Deputy Secretary-General of the United Nations	1
Presidents, Vice-Presidents and Heads of State	5
Prime Ministers and Deputy Prime Ministers	9
Ministers of Foreign Affairs	31
Ministers and Secretaries of State	56
Other dignitaries	17
<b>Total number of visits as of 26 September 2003</b>	<b>123</b>

Through the Protocol and Liaison Office, UNOG provides logistical support to visiting high-level delegations, facilitating their substantive work. The Office also organizes logistics in connection with the Secretary-General’s frequent visits to Geneva for high-level consultations with Member States. His participation in the G8 Summit in Evian, France, in June 2003, the informal meeting of the permanent members of the United Nations Security Council in September 2003, discussions with heads of programmes and agencies and bilateral exchanges, are a few examples. Moreover, the Office renders support to senior United Nations officials coming from Headquarters and other duty stations by facilitating collaboration with colleagues and outside partners based in Geneva.

### ● ● ● ● ● Disarmament and arms control effects

Weapons of mass destruction, the excess stock of conventional arms and illicit transfers of all types of weapons not only jeopardize international peace and security but also sustainable development. Effective arms control and disarmament would contribute to reducing the risk of war, enhancing stability and liberating resources to improve the lives of all peoples. Disarmament and arms control are, therefore, an integral and necessary part of all conflict resolution, conflict prevention, peace-building and development efforts.

UNOG remains a crucial focal point of international diplomacy in the field of arms control and disarmament. It is not only the home of the single multilateral disarmament negotiating body—the Conference on Disarmament—but it also hosts many conferences of States parties to multilateral arms control and disarmament agreements every year.

The Director-General of UNOG is Secretary-General of the Conference on Disarmament as well as the Personal Representative of the Secretary-General of the United Nations to the Conference. The terms of reference of the Conference include practically all multilateral disarmament and arms control problems. The range of issues currently under consideration include: cessation of the nuclear arms race; nuclear disarmament; prevention of an arms race in outer space; establishment and elaboration of effective international arrangements to assure non-nuclear-weapon States against the use or threat of use of nuclear weapons; new weapons of mass destruction as well as systems for delivering such weapons, including radiological weapons; transparency in armaments; and a comprehensive programme on disarmament. The global dangers posed by these weapons cannot be eliminated by the actions of any one country alone.

In 2003, the introduction and subsequent revision of a proposal by five former Presidents of the Conference stimulated efforts to reach agreement on its programme of work to enable substantive negotiation. The proposal, commonly referred to as the “A-5 proposal” (CD/1693), aims at ensuring wider support for a proposed mandate for an ad hoc committee on

prevention of an arms race in outer space. The Conference explored fresh ideas for facilitating the commencement of substantive work and considered the possibility of addressing issues that have recently acquired added relevance, such as radiological weapons, compliance with multilateral arms control and disarmament agreements, and an international instrument on small arms and light weapons.

As part of efforts to initiate negotiations on a treaty prohibiting production of fissile material for weapons purposes, States organized seminars where experts were able to address various aspects of a possible future treaty.

Geneva also hosted the second session of the Preparatory Committee for the 2005 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons. This meeting put in place a solid foundation for the third session to take place next year in New York. This session will concentrate on the elaboration of recommendations for the forthcoming 2005 Review Conference.

Since the entry into force of the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction in March 1999, more than two thirds of the States of the world have renounced the use of anti-personnel mines and joined efforts to address the impact of mines already used. This success is due to wide recognition of the international norm created by the Convention and to a spirit of cooperation between all States parties, the International Campaign to Ban Landmines, the International Committee of the Red Cross as well as relevant agencies and departments of the United Nations. The first of March 2003 marked not only the fourth anniversary of the entry into force of the treaty, but was also the date when 45 States parties met the first deadline for destroying existing stocks of anti-personnel mines established by the Convention. States parties to the Convention have destroyed more than 30 million landmines in total.

The year 2003 has also witnessed further progress in the implementation of the Convention on Certain Conventional Weapons. The First Meeting of States Parties to the Convention, held in Geneva from 12 to

13 December 2002, mandated the Group of Governmental Experts established by the Second Review Conference to negotiate an instrument on post-conflict remedial measures of a generic nature. Such an instrument would reduce the risks of explosive remnants of war. On the issue of mines other than anti-personnel mines, the Meeting recommended continued consideration of the most appropriate ways to reduce the risks posed by irresponsible use of such mines. The Group of Governmental Experts has met twice so far in 2003 to implement these decisions. The Group has scheduled a third session for November 2003.

Later this year, in accordance with established practice, States parties to amended Protocol II to the Convention will hold their annual conference to review the implementation of the Protocol and to identify how to achieve its universalization.

Intensive preparation in Geneva contributed greatly to the successful conclusion of the first Biennial Meeting of States to Consider the Implementation of the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects, held from 7 to 11 July at United Nations Headquarters in New York. The Geneva Process, comprising related United Nations agencies, Member States and non-governmental organizations (NGOs), served as the driving force in preparations. Moreover, from 24 to 28 March 2003, UNOG hosted the second session of the Group of Governmental Experts. The Group examined the feasibility of developing an international instrument to enable States to identify and trace small arms and light weapons. The report of the Group was further discussed at its third session from 2 to 6 June in New York and will be submitted to the General Assembly at its fifty-eighth session.

The resumed session of the Fifth Review Conference of the Biological Weapons Convention (BWC), which took place in Geneva from 11 to 22 November 2002, resulted in an agreement to establish a new process aimed at strengthening the Convention in limited but practical ways. States parties agreed to meet twice a year until the next review conference in 2006 to “promote common understanding and effective action” on five specific topics related to better implementation of the BWC

and prevention of the misuse of biotechnology. The first expert-level meeting was held at UNOG from 18 to 29 August 2003. A meeting of States parties will follow from 10 to 14 November 2003.

### ● ● ● ● ● **Enhancing cooperation with regional organizations**

Chapter VIII of the United Nations Charter provides for collaboration with regional structures. The aim is to make every effort to achieve peaceful settlement of local disputes through such regional arrangements, or by regional organizations, before referring them to the United Nations Security Council. This is not an alternative to the authority of the United Nations; it is a central complement, where the efforts of multiple multilateral mechanisms reinforce one another, provided that such arrangements or agencies and their activities are consistent with the purposes and principles of the United Nations.

In line with these provisions of the Charter, the United Nations and regional entities cooperate and consult to build on the competences and capabilities of each individual organization to avoid overlap in planning and implementation. The comparative advantages of each institution must be cultivated. Given the scale and high level of activity of regional arrangements in Europe, reinforcing relations with regional organizations is logically a priority for UNOG.

The “Tripartite Plus Process” is a key forum for informal consultations and exchange in the European context. The meetings are a platform for sharing information and improving practical cooperation by drawing on one another’s expertise and know-how so as to complement efforts. Discussions focus on issues of common concern, including human rights, conflict prevention, conflict management and post-conflict rehabilitation. The original partners of this group—the United Nations, the Organization for Security and Cooperation in Europe, and the Council of Europe—have grown to include the European Commission, the Council of the European Union, the International Committee of the Red Cross, the International Organization for Migration and many other regional and subregional organizations.

From 13 to 14 February 2003, the Director-General hosted the 10<sup>th</sup> annual consultation process. This two-day session was divided into a working-level target-oriented meeting focusing on trafficking in human beings and a high-level exchange concentrating on terrorism. Participants at the target-oriented meeting stressed the need for balancing a human rights-centred approach to the fight against trafficking in human beings with the need for effective law enforcement. At the high-level meeting, the need for a common framework for combating terrorism more effectively while respecting human rights and international humanitarian law was underlined. Participants agreed that regional organizations could make an important contribution to the international fight against terrorism through provision of information on best practices to the Security Council's Counter-Terrorism Committee (CTC).

All representatives emphasized the importance of investigating further the links between trafficking in human beings, as well as those of other commodities such as drugs, arms, and terrorism, to effectively target the sources of financing for global terrorism. Participants agreed to establish a consultative mechanism on combating terrorism at the working level to build on the tripartite-plus exchanges between high-level meetings. The Director-General hosted the first consultative working-level meeting on combating terrorism in Geneva on 20 May 2003.

From 29 to 30 July 2003, the Director-General participated in the Fifth High-level United Nations-Regional Organizations Meeting convened by Secretary-General Kofi Annan. Participating organizations discussed current challenges to peace and security, including global terrorism, poverty, increasing inter and intra-State conflicts, proliferation of weapons of mass destruction, organized crime and systematic violations of human rights. The meeting reaffirmed support for multilateralism to provide effective responses to the complex challenges to international peace and security.

One of the central objectives of the High-level Meeting was to ensure close collaboration in the fight against terrorism among international institutions without compromising international standards and human rights regimes. All participating organizations



reiterated their commitment to ensuring that fundamental human rights were not undermined in counter-terrorism efforts and acknowledged that there was a need to ensure compliance with existing international obligations. The document entitled “New challenges to international peace and security, including international terrorism”, which was adopted at the meeting, provides for deepening and strengthening cooperation between the United Nations and regional organizations at the working level and for a framework for further cooperation in confronting challenges to international peace and security.

From 6 to 7 December 2002, the Director-General took part in the 10<sup>th</sup> meeting of the Ministerial Council of the Organization for Security and Cooperation in Europe (OSCE) in Porto, Portugal. Chaired by the Foreign Minister of Portugal, the Conference under the auspices of OSCE, adopted three important documents advocating multilateral diplomacy: an OSCE Charter on Preventing and Combating Terrorism, a Declaration on Trafficking in Human Beings and a Ministerial Declaration entitled “Responding to Change” in which the 55 Members States committed themselves to “continued dialogue and cooperation”. The Conference concluded that after the terrorist attacks of 11 September 2001 “no organization or state can meet this challenge on its own, we need to reinforce our regional and global cooperation in support of the United Nations’ strategy”.

From 10 to 11 June 2003, the Director-General participated in a North Atlantic Treaty Organization (NATO) and European Union-sponsored conference in Brussels, Belgium, entitled “Reinventing Global Security”. The meeting considered lessons learned and discussed possible modalities of cooperation among regional organizations to respond to the challenges facing the international community in the aftermath of the wars in Afghanistan and Iraq.

The meeting concluded that “no country or international coalition, however powerful, could unilaterally deal with international crises and complex emergencies. Multilateralism, with all institutions working together with the leading role of the United Nations will consolidate a new partnership for the 21<sup>st</sup> Century”.

From 17 to 18 April 2003, the Director-General attended the Eighth Meeting of the Council of Ministers of Foreign Affairs of the Black Sea Economic Cooperation Organization (BSEC). All BSEC member States underscored security and stability in the Black Sea region as important preconditions for improving the economic performance and infrastructure of the BSEC countries. All participants emphasized the great importance of combating terrorism and organized crime through multilateral mechanisms. The high-level representatives reiterated their support for the activities of the United Nations and their readiness to further develop relations with the Organization.

The above meetings, as well as regular meetings between the Director-General and permanent observers of regional organizations in Geneva, contribute to consolidating relations with these bodies.

### ● ● ● ● ● **Strengthening the rule of law**

Durable peace and long-term prosperity can only be achieved if our efforts are anchored in the rule of law and full respect for fundamental human rights. Enhancing the existing international legal regime is not a corollary to other efforts to achieve peace and security—it is the very foundation of any endeavour to restore and build peace. Continuous strengthening and dissemination of international law is, therefore, an important aspect of the work of UNOG.

The Senior Legal Officer advises the Director-General on legal policy questions in relation to all activities, contacts, statements as well as representational functions. The Legal Office provides advice and legal assistance to the Economic Commission for Europe (ECE), the Office for the Coordination of Humanitarian Affairs (OCHA), the Office of the High Commissioner for Human Rights (OHCHR), the International Trade Centre (ITC), the United Nations Institute for Disarmament Research (UNIDIR), the United Nations Training and Research Institute (UNITAR), the United Nations Research Institute for Social Development (UNRISD), as well as to other consultative bodies and sectors internal to the United Nations. The Senior Legal Officer also serves major

conferences on an ad hoc basis. Upon request, the Legal Office provides legal opinions to permanent missions.

The Legal Office plays a central role with respect to the uniform application of the host country agreement between the Swiss Confederation and the United Nations, including coordination on all questions of United Nations system-wide relevance between legal advisers of the United Nations specialized agencies in Geneva. Additionally, the Senior Legal Officer plays his pivotal role in his capacity of ex officio member of several legal and consultative bodies, including the Diplomatic Committee, the Committee on Contracts, the Property Survey Board, and the Local Claims Board.

The Legal Office services the annual session of the International Law Commission (ILC), established by the General Assembly for the progressive development and codification of international law. Most ILC work involves meticulous preparation of drafts that serve as the bases for international treaties. In connection with the annual ILC session, the Legal Office plans, organizes and directs the prestigious International Law Seminar, an annual three-week programme for young government officials and academics specializing in international law. As the Seminar is funded by voluntary contributions, the convening of the Seminar and the number of available fellowships depend on the volume of contributions raised by the Legal Office. In 2003, these fund-raising efforts secured sufficient resources to bring together 24 young diplomats and legal scholars from 24 different countries to study and discuss the development of the international legal order.



## FACILITATING AND SUPPORTING MULTILATERALISM

As the challenges facing the international community become increasingly complex, the need for effective communication and interaction among all stakeholders in the multilateral process becomes increasingly acute. Convening and conducting meetings and conferences are, therefore, central activities of the United Nations. Whether in connection with conflicts that call for urgent attention or with longer-term development and structural issues, the success of discussions hinges on the creation of an enabling work environment with timely provision of documentation, facilities, translation, interpretation and follow-up. UNOG's services and support to Member States and civil society in the multilateral process are, therefore, essential to ensuring effective results. UNOG works to ensure that the infrastructure support services remain dynamic and forward-looking to respond to the evolving needs of all partners in the multilateral process.

### ● ● ● ● ● **Assisting the diplomatic community**

Continuing to enhance cooperation with the diplomatic community in Geneva is a central task for UNOG. Effective planning, easily accessible information and limited bureaucracy for resident diplomats and visiting delegations are critically important to the functioning of the multilateral process. Through the Protocol and Liaison Office, in collaboration with other departments, UNOG renders central services to the 168 permanent missions, permanent observer missions and observer offices as well as the wider diplomatic community in Geneva in order to facilitate their full and effective participation in the multilateral process.

To ensure optimum planning, UNOG created the Geneva Central Calendar of conferences and meetings, which is available on the Internet at

<http://conf-serv.unog.ch>. The calendar contains consolidated daily and long-term listings of meetings held in the Geneva-based organizations, both at the Palais des Nations and at other venues. The aim of the calendar is to provide necessary information to permanent missions and other delegations concerning intergovernmental meetings held at a given moment, allowing them to plan resources accordingly.

Good working relations with the host country are vital for the United Nations family and the diplomatic community in Geneva. With the Office of the Director-General as the key interlocutor, UNOG maintains close and constructive relations with the Swiss authorities at both federal and cantonal levels. The Diplomatic Committee, which is composed of representatives of all regional groups and of the host country, is the central forum for consultation and discussion of all issues that have an impact on the work of the international community in Geneva. In 2003 the Committee, chaired by Ambassador Bernard Kessedjian of France, addressed a wide range of practical problems to find durable solutions.

### ● ● ● ● ● Engaging civil society

Civil society brings a wealth of experience, expertise and enthusiasm that advance, enrich and nuance multilateral discussions. In 2003, the Economic and Social Council granted consultative status to nearly 150 NGOs, adding to the 2,234 organizations already benefiting from this status. The contributions of civil society add important new dimensions to ongoing debates. They are a crucial link between the United Nations and the people that it serves and help ensure that the work of the Organization remains relevant to its constituency. Assisting the involvement of civil society in the work of the United Nations is, therefore, a very important task for UNOG.

The Director-General encourages and supports the participation of civil society, in general, and of NGOs in particular, in the work of the United Nations. NGO representatives participate broadly in deliberations taking place at the United Nations in Geneva. The meetings of the Commission for Human Rights and the Sub-Commission on the Promotion and Protection of Human Rights alone gathered more than 2,000 NGO

representatives. NGOs are also showing increasing interest in disarmament, terrorism and human security matters.

The NGO Office promotes and facilitates consultative status with the Economic and Social Council for the constructive participation of civil society in meetings and conferences at UNOG. The Office accredits approximately 15,000 NGO representatives on an annual basis. In addition to accreditation, the Office provides wide-ranging services and support to civil society associations, including organization and moderation of meetings/seminars, training, advice and assistance for effective use of their consultative status and information exchange to develop efficient partnerships. The Office particularly encourages coordination among NGOs working in similar fields of activity to avoid overlap and fragmentation. In 2003, for example, the NGO Office contributed to the establishment and enhancement of NGO coordination in Eastern Europe.

As the number of accredited NGOs steadily increases, the modalities for collaboration need to be reassessed to enable continued meaningful involvement of civil society. In response to this challenge, the Secretary-General established a High-Level Panel on Civil Society chaired by former Brazilian President Henrique Cardoso to draft recommendations on how to further improve the working relationship between the Organization and civil society. UNOG will be the venue of the second meeting of the high-level panel, scheduled to take place from 11 to 12 December 2003. Within the framework of the high-level panel, UNOG actively contributes to these ongoing reflections and debates on how to optimize relations between the United Nations and civil society.

### ● ● ● ● ● Providing the optimum infrastructure

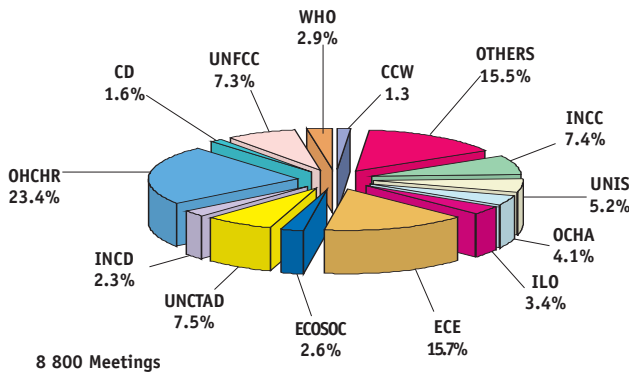
The Conference Services Division provides the fundamental infrastructure for multilateral debate and decision-making. Facilitating communication is a core “back-stage” activity that contributes to the more visible achievements of the Organization in the service of peace and development.

As one of the largest and busiest conference centres in the world with over 8,000 meetings annu-

ally, UNOG provides both the physical infrastructure in which negotiators undertake their work and the conference planning function required to ensure that meetings are properly scheduled. In cooperation with those responsible for the substantive servicing of intergovernmental bodies, the Conference Services Division coordinates all planning of meetings within the Palais des Nations and at external conference sites, such as Bangkok, Bonn, Havana, Kyiv, New Delhi, and Rome, in 2002-2003 to make the best use of available human and physical resources.

The planning accuracy factor and the rate of utilization of conference facilities in the Palais des Nations remain very high for maximum efficiency and cost-effectiveness. Over the past year, the Conference Services Division provided conference support to a large number of major intergovernmental meetings, including the 2003 substantive session of the Economic and Social Council, the 59<sup>th</sup> session of the Commission on Human Rights, the Intergovernmental Negotiating Body on the World Health Organization (WHO) Framework Convention on Tobacco Control, and the 55<sup>th</sup> session of the ILC.

Meetings held or serviced by UNOG – 2003

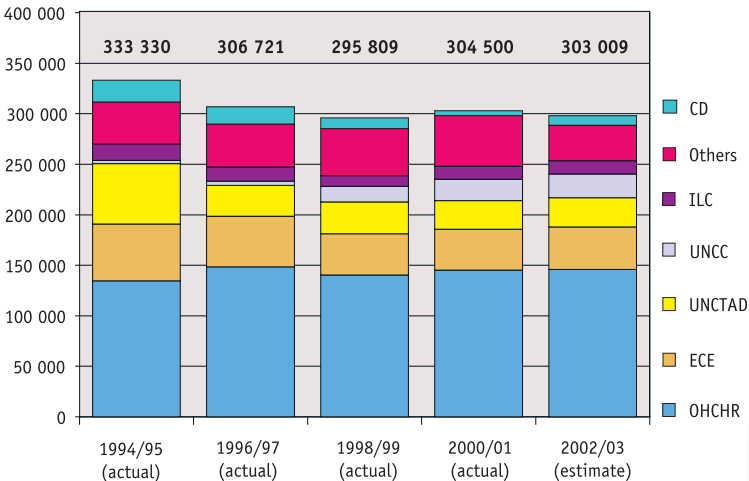


UNOG acts as a central interlocutor with Governments that offer to host United Nations conferences. It advises host countries on all resource requirements to ensure smooth functioning of events. Recent examples include the eighth session of the Conference of Parties to the United Nations Framework Convention on Climate Change, held in New Delhi, India, from 23 October to 1 November 2002, and the sixth session of the Conference of the Parties to the United Nations Convention to Combat Desertification, held in Havana, Cuba, from 25 August to 5 September 2003. UNOG also provides technical advice, and renders support upon request, to the organizers of the World Summit on the Information Society (WSIS) that is to take place in Geneva from 10 to 12 December 2003.

**Ensuring timely and cost-effective documentation management**

Continuing efforts to implement the Secretary-General’s report on the reform of the Organization, the Conference Services Division took the initiative to issue “Guidelines on the preparation and submission of documentation”, available in electronic format on the Division’s web site (<http://conf-serv.unog.ch>). For the first time within the United Nations system, all directives of intergovernmental bodies on

Translation – Main users in 1994-2003 by biennium



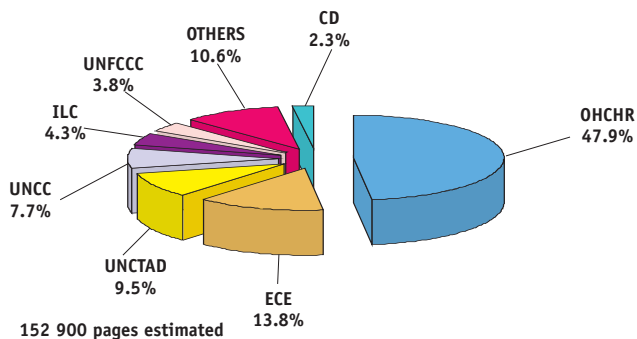


control and limitation of documentation have been compiled in a single publication for ease of reference. The launch of the consolidated guidelines was coupled with a series of meetings with substantive secretariats and representatives of negotiating bodies to ensure swift implementation. As a result, all actors in the documentation chain—from substantive author departments through the UNOG Languages and Publishing Services—have become more closely involved in the planning process for better and more efficient coordination.

Strict implementation of the Guidelines has helped the Division to achieve earlier submission and delivery of documents for meetings, which allows for better preparation on the part of negotiators. Greater predictability in document submission also enables the UNOG Languages and Publishing Services to plan staffing and work arrangements in a more rational and cost-effective manner.

In line with the Secretary-General’s recommendations to digitalize work processes and make documents and other key resources available in electronic format, the Publishing Service is in the process of introducing an electronic system for conference documents distribution. Once fully implemented, documents will be distributed electronically to Member State delegations through the Internet. These efforts will be complemented by a “Print on Demand” document management system as outlined in the Secretary-General’s report on reform. These efforts will drastically reduce reliance on costly hard copy reproduction.

• • • • • Translation – Main users in 2003

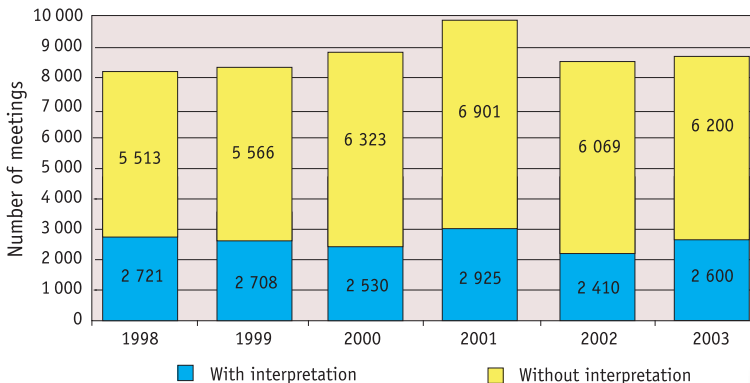


### Multilingualism in the multilateral process

By enabling speakers of different languages to deliberate and discuss in the language of their choice among the six official languages of the Organization, the UNOG Interpretation Service contributes to consensus building on difficult issues. In addition to services to the intergovernmental machinery that is the core of meetings at the Palais des Nations, UNOG interpreters have recently deployed their skills in the important meeting of the five permanent members of the Security Council at the level of foreign ministers on the situation in Iraq in September 2003, the meeting in November 2002 between the Presidents of Cameroon and Nigeria at the invitation of and in the presence of the Secretary-General to follow up on the ruling of the International Court of Justice, as well as in high-level consultations on the question of Cyprus and on the situation in Georgia.

The Interpretation Service also provided essential services to special rapporteurs and holders of special procedure mandates of the Office of the High Commissioner for Human Rights as well as to special representatives of the Secretary-General on investigative missions in some 20 countries in 2002 and 2003.

Number of meetings held or serviced by UNOG from 1998 to 2003







## INFORMING THE MULTILATERAL PROCESS

The impact of the United Nations depends on the quality of the data and analysis that inform and direct decisions. Policy development must be underpinned by concise, cutting-edge, and multidimensional research. Through the organization of research exchanges and targeted seminars, coupled with delivery of comprehensive library services, UNOG contributes to ensuring that policy and decision-making is based on detailed and in-depth analysis, incorporating a wide range of perspectives and views.

### ● ● ● ● ● **Strengthening the Geneva Research and Policy Dialogue**

The Geneva Research and Policy Dialogue (GRPD) brings together United Nations entities that concentrate on policy analysis and research, policy makers throughout the United Nations system as well as representatives of external research institutes working on issues of direct relevance to the United Nations. GRPD engages experts and analysts across traditional institutional and thematic boundaries to stimulate cutting-edge strategy development throughout the Organization. The focus is on applied research to ensure that policy is guided by high-quality research.

The GRPD facilitates contact and promotes partnerships within the Organization and with external partners to provide practical and pertinent input for policy formulation and implementation. By bringing together “users” and “producers” of research within the Organization and external partners, GRPD aims for closer coordination and integration of research efforts as well as wider dissemination of research results throughout the Organization. The meeting also facilitates broader discussions on the challenges connected with data collection and assessment, research coordination and the fast, effective channelling of research

into the policy-making process. In this way, GRPD is part of an overall effort to nurture a research-friendly culture within the United Nations for better results.

The fourth GRPD is scheduled to take place at the Palais des Nations from 28 to 29 October 2003. It will be co-chaired by the Director-General and the Rector of the United Nations University. Participants will discuss recently completed research to reinforce the link between research and application in policy planning. Debates will focus on current pressing challenges, including, energy, ageing, disaster management, human rights as well as the impact of the fight against terrorism in the following fields: weapons of mass destruction, human rights, good governance, disarmament, post-conflict transitions, “un-civil” society, migration, drugs and crime, small arms proliferation, development and managing diversity. Based on these presentations and exchanges, the aim of the meeting is to identify an original, forward-looking research agenda that can put tomorrow’s issues on today’s policy agenda. All presentations will be published electronically so that the results can be shared as widely as possible.

● ● ● ● ● **Creating synergies with external academic experts**

Geneva is home to a wide range of research establishments with particular analytical expertise in areas of relevance to the work of the United Nations. UNOG cooperates closely with a number of these Geneva-based research institutes to distil the most creative ideas formulating comprehensive responses to the complex challenges of the twenty-first century.

As part of these efforts to draw on all the expertise available, the Director-General and the Executive Director of the Geneva Centre for the Democratic Control of Armed Forces (DCAF) hosted a joint seminar entitled “Security Sector Reform: Its Relevance for Conflict Prevention, Peace Building and Development” on 21 January 2003. The seminar brought together over 150 high-level government officials, representatives of governmental and non-governmental organizations and analysts working in the field of security sector reform. Presentations and discussions focused on the practice of reform with a

view to formulating practical responses to the challenge of security sector reform in various parts of the world.

All participants agreed on the importance of coordinated multi-lateral efforts for security sector reform to be more effective, and they highlighted the negative impact of terrorism and illicit trafficking on such reform efforts. They also emphasized the need for better coordination and policy coherence amongst international actors, particularly in the many operations on the ground in individual countries, and called for more results-oriented research on good practice. All participants welcomed the event as an important forum for exchange and as a contribution to advancing security sector reform as part of broader efforts to promote peace and security, particularly in post-conflict situations. The presentations have been compiled for publication to bring these fruitful exchanges to a wider audience.

Continuing their productive partnership, UNOG and DCAF are planning a seminar on threats to State and human security in the age of terrorism to take place at the beginning of 2004. Building on the particular expertise and experience of both professionals and academics, Geneva has developed into a major centre for thinking on people-centred security, which makes it an ideal venue for critical discussion of human security.

As a member of the Geneva International Academic Network (GIAN), the Director-General is involved in fostering collaboration between academic institutions and international organizations—both governmental and non-governmental—in the service of peace and justice. Funded by the Swiss Government, GIAN has awarded more than CHF 6 million in grants to multidisciplinary research since beginning its operations in 2001. The network specifically promotes results-oriented and practical research to be applied in the work of professionals in international relations.

UNOG also maintains regular working-level exchanges with the Geneva Centre for Security Policy, the War-Torn Societies Project and other members of the wider academic community in Geneva.

**Faster and better access to knowledge**

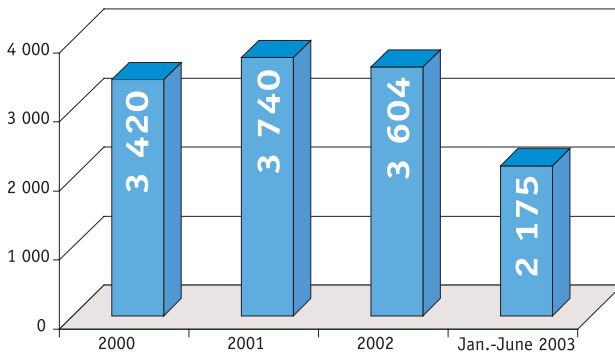
Built “to serve as a centre of international research and an instrument of international understanding”, the UNOG Library contributes actively to the work of UNOG in the service of peace. By giving access to knowledge, the Library encourages better understanding between people of different origins and opinions. Its rich collections and archives provide a solid foundation for in-depth and comprehensive research in all areas of the United Nations’ work.

The extensive collections of both print and non-print sources are continuously updated and expanded to ensure access to the latest data, research and analysis.

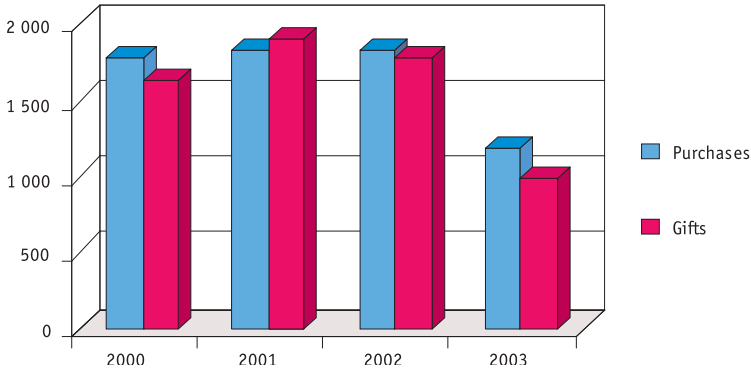
The Library pursues an active policy of acquisition through gifts and exchange to maximize the resources available in a cost-effective manner.

In 2003, the Library re-examined processing work flows to increase productivity and efficiency. Significant improvements were achieved with the elimination of a number of manual files.

Acquisition of monographs



### Provenance of monographs



The Library continues to provide high-quality direct services in general and specialized reading rooms. At the same time, the Library is working towards ensuring greater remote user access to its resources to allow for better time management for all users. New, dedicated pages on the Library web site announce the acquisition of books every week (<http://www.unog.ch/library/acquisitions/main.htm>). The web site also provides UNOG staff with desktop access to international journals and newspapers (<http://www.unog.ch/library/other/erhome.htm>), online databases, a selection of dictionaries, tables of contents and other electronic resources. The successful expansion of desktop access to resources is reflected in the decrease in the number of direct users.

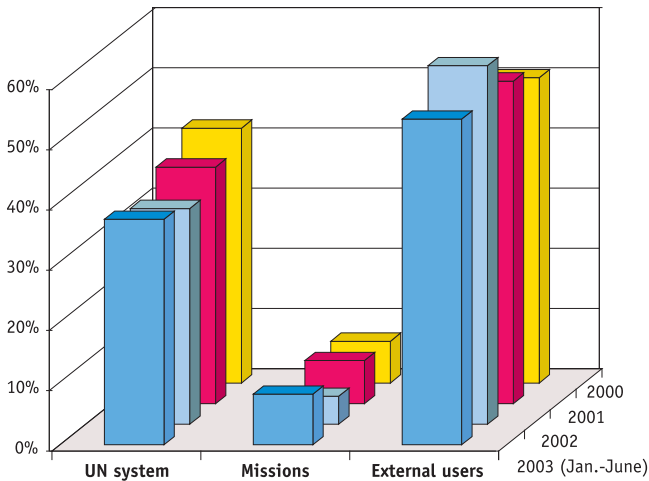
### Library users

	2000	2001	2002	Jan.-June 2003
Number of library users	78 664	78 876	61 582	31 916
Number of questions	54 275	51 126	45 864	22 210
Loans and usage	155 948	148 197	84 008	40 673



Distribution of Library users

	Total UN system	Percentage	Missions	Percentage	Academia and others	Percentage	TOTAL
2000	33 306	42	5 458	7	39 900	51	78 664
2001	30 207	39	5 489	7	41 180	54	78 876
2002	22 063	36	2 849	5	36 670	60	61 582
2003 (Jan.-June)	11 960	37	2 687	8	17 269	54	31 916

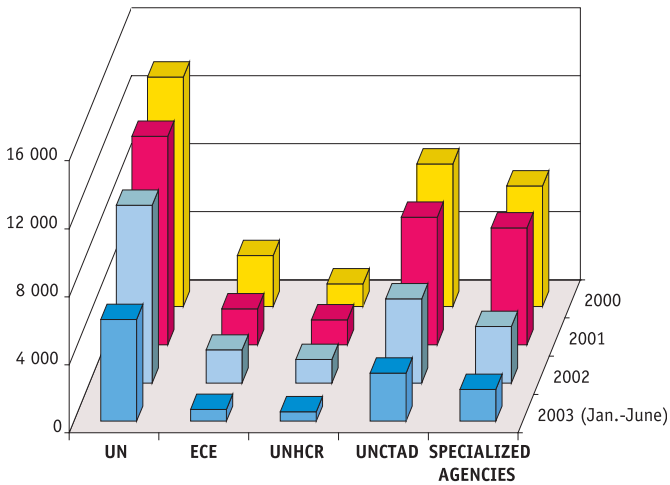


Better online access to materials is complemented by the conversion of paper catalogues to digital format. Initiated in 2000, the transfer of the historical catalogue from paper to electronic format will be completed by the end of 2003.

The UNOG Library also serves as a central library for United Nations offices and departments in Geneva, as well as for the specialized agencies.

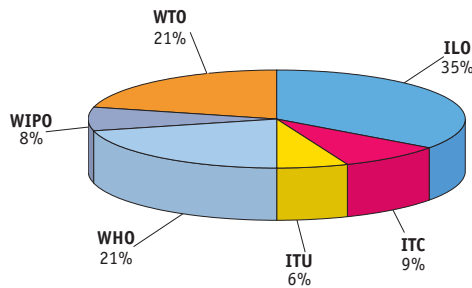
Library users within the United Nations system in Geneva

	UN	ECE	UNHCR	UNCTAD	Specialized agencies	Total UN system
2000	13 493	3 006	1 333	8 390	7 084	33 306
2001	12 259	2 107	1 468	7 493	6 880	30 207
2002	10 456	1 944	1 380	4 958	3 325	22 063
2003 (Jan.-June)	5 991	695	568	2 827	1 879	11 960



Distribution among Geneva-based specialized agencies

	ILO	ITC	ITU	WHO	WIPO	WTO
2000	438	164	107	269	128	140
2001	411	251	82	455	142	174
2002	349	101	63	227	109	241
2003 (Jan.-June)	245	64	39	145	52	142
<b>Total</b>	<b>1 443</b>	<b>580</b>	<b>291</b>	<b>1 096</b>	<b>431</b>	<b>697</b>



In January 2003, the Deputy-Secretary-General appointed a Steering Committee for the Modernization and Integrated Management of United Nations Libraries to strengthen cooperation between United Nations libraries. The UNOG Library is an active member of the Steering Committee; it chairs two technical subcommittees and participates as a member in all the others.

The UNOG Library further developed inter-agency cooperation by sharing expertise and resources for library operations, in particular with the International Labour Organization (ILO) and the International Telecommunication Union (ITU). The Library also organized the annual session of the International Council on Archives/Section of Inter-national Organizations at UNOG from 12 to 15 May 2003.

### ● ● ● ● ● Preserving documentation for future generations

The Library plays a unique role in helping the world remember and learn from the efforts of the League of Nations and the United Nations. Careful, selective conservation of key documentation is central to the institutional memory of the Organization. The Archives Unit continues to collect UNOG archival material of historical value, and an elaborate programme for preservation of the valuable collections is being developed.

The Archives Unit also contributes to greater public awareness of the work of the United Nations through exhibitions and publications that place the work of the Organization in a historical context. In 2003, two exhibitions were organized. The exhibition *From the League of Nations to the United Nations, Geneva in the service of peace* was on display in the League of Nations Museum at the Palais des Nations, while the exhibition entitled *The idea of Europe—Concepts for an “Eternal Peace”* was presented at the German Historical Museum in Berlin from 25 May to 25 August 2003. The library also co-edited with the Office of the United Nations High Commissioner for Refugees (UNHCR) a special edition of the journal *Refugee Survey Quarterly* devoted to Fridtjof Nansen, the first High Commissioner for Refugees, coupled with an exhibition and a conference.



# IV NURTURING A CULTURE OF PEACE

Facilitating dialogue is one of the United Nations' most important functions. Dialogue is not an end in itself: it is a strategy for building a safer and more just world. Dialogue and exchange breed understanding, which is the foundation of a culture of peace. Without a culture of peace, there is no hope of bringing an end to instability and conflict. This awareness of the centrality of a culture of peace in building stability and prosperity is the basis of the International Decade for a Culture of Peace and Non-violence for Children of the World from 2001 to 2010.

## ● ● ● ● ● Promoting tolerance and respect through cultural activities

UNOG actively contributes to nurturing a culture of peace through an extensive cultural activities programme, organized in collaboration with Member States and the UNOG Library. The many and varied events include exhibitions, concerts, cultural talks, film projections and dance performances.

These cultural events provide us with an opportunity to celebrate multiculturalism and to promote United Nations themes and special endeavours, such as, for example, the International Year of Mountains, the International Year of Freshwater, the Nansen Award, United Nations work on indigenous populations, human rights and the International Criminal Tribunal for Rwanda (ICTR).

The cultural activities programme is founded on the belief that separate identities and different backgrounds can be valuable sources of inspiration. A strong sense of identity and thriving in one's own tradition can be a firm foundation for understanding and respecting others. When exposed to the creative expressions of different cultures, people recognize

shared emotions and experiences. This can be a starting point for identifying common interests. Cultural events are thus a key part of UNOG efforts to build respect for differences and promote appreciation of the value of diversity.

• • • • • Cultural events at UNOG

Events	2000	2001	2002	2003
Exhibitions	52	62	55	57
Concerts	8	10	13	10
Cultural talks		9	14	4
Film festivals or events		3	6	5
Film projections		10	16	17
Theatre/dance events		1	7	1
<b>Total number of events</b>	<b>60</b>	<b>85</b>	<b>95</b>	<b>89</b>
Donations	11	20	12	*15
Member States represented	25	33	39	33

\*January to June 2003.





## INFORMING THE PUBLIC

The United Nations can only be effective when the Organization connects with the people it serves. The United Nations Information Service (UNIS) at Geneva provides a link between the Organization and the public. Through widespread and detailed information on the principles, purposes and projects of the United Nations, UNIS deepens understanding of the Organization's activities and aspirations. This understanding is the key to rallying indispensable public support behind the Organization.

### ● ● ● ● ● Facilitating media coverage

International media are central to wide dissemination of fresh information about the Organization's efforts. As the public also relies on commentary and analysis provided by international media, it is important for correspondents to have access to the latest and most precise information for a fuller appreciation of the Organization's initiatives and impact. To that end, UNIS provides accreditation to correspondents to the United Nations (200 on a permanent basis and several hundred on temporary assignment) and closely liaises with public information services of other United Nations agencies and programmes to provide a comprehensive overview of activities in Geneva.

Through twice-weekly press briefings, the international press is kept abreast of new developments and ongoing efforts. As a busy negotiation centre, Geneva attracts a large number of high-level decision makers and experts. To give direct access to these personalities, UNIS organizes individual press conferences on particular issues. In 2002, UNIS arranged 332 of these targeted press briefings. In addition, UNIS produces and distributes up to 1,500 press releases in English and French on an annual basis, produces television, radio and photo material,



provides studio facilities to accredited correspondents, and maintains a Documentation Centre to support the work of international journalists.

#### ● ● ● ● ● **Servicing partners in the multilateral process**

UNIS ensures that all partners in the multilateral process have access to clear and concise data about all aspects of UNOG work to facilitate their participation in negotiations and conferences. The 168 permanent missions, permanent observer missions and observer offices based in Geneva are key clients. Through UNIS, Governments can present their standpoint to the press and provide further details. The objective is to ensure that all points of view are fairly represented. UNIS provides support to the 250 locally based NGOs and hundreds of others who come to attend meetings, through the organization of special briefings, in particular during the annual session of the Commission on Human Rights and its Sub-Commission on the Promotion and Protection of Human Rights.

#### ● ● ● ● ● **Information in the service of peace**

Given Geneva's position in multilateral efforts to curb weapons proliferation, UNIS closely covers all developments related to disarmament and arms control. In particular, UNIS concentrates on raising awareness of the work of the Conference on Disarmament. To this end, the Radio Section produced five 45-minute radio programmes called "The impasse in the Conference on Disarmament" based on interviews with senior Government representatives of the Group of Five countries proposing compromises to break the current stalemate.

UNIS also cooperates with the Geneva Forum, a multi-disciplinary initiative on disarmament matters, to promote disarmament. In 2003, UNIS publicized the Geneva Forum's seminars on disarmament and invited the Forum Coordinator to address the international press. This collaboration is an example of how UNIS strives to create dynamic information strategies and build inclusive partnerships to supply thorough and nuanced information to the broadest possible

audience. Additionally, UNIS publicized and made available the Geneva Forum's *Media Guide to Disarmament*, a tool designed to help journalists report on important multilateral disarmament and arms-control processes around the world, but especially in Geneva.

For the first time in 2003, UNIS also prepared a Training Programme for Palestinian Media Practitioners to inform them about United Nations programmes affecting the lives of the people in the Middle East and aiming to restore peace and security to the region.

### ● ● ● ● ● Reaching out

Upon request, the Director-General and members of his staff brief groups of visiting diplomats and scholars on United Nations policies and programmes as part of UNOG efforts to project the principles and objectives of the Organization as widely as possible. UNIS tailors individual information programmes on international peace and security to the needs of academic institutions from all over the world. In addition, UNIS coordinates an annual three-week Graduate Study Programme to involve young people in the work of the United Nations. In 2003, 90 outstanding postgraduate students from 40 countries were selected to take part. Under the heading "Proposed New Ways and Means to Strengthen the United Nations Capability for Collective Action", the students critically examined the Organization's role in international affairs.

UNIS organized the commemoration of the first International Day of United Nations Peacekeepers on 29 May 2003 at UNOG. This event allowed the United Nations community in Geneva and the public to come together to pay tribute to the bravery and dedication of peacekeepers worldwide and to honour the memory of those who have lost their lives in the service of peace.

The United Nations aims to be an open Organization. Visiting the offices is more than sightseeing; it is an important way for the public to relate to the Organization and gain a keener sense of its vision and values. To this end, the Visitor's Service provides guided tours for 100,000 visitors a year to inform them about the work of the Organization and the unique history of the Palais des Nations.



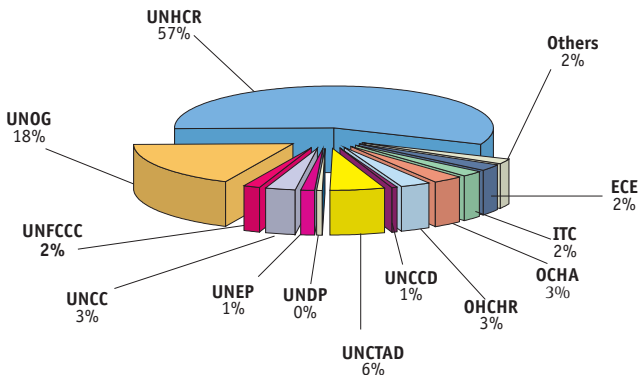
# VI MANAGING MULTILATERALISM

Maintaining peace and security, promoting fundamental rights and advancing sustainable development—all aspects of the United Nations' work depend on rational and cost-effective administration and management. UNOG continually assesses and adapts work processes and services in financial and human resources management to provide the best possible infrastructure for the substantive work of the Organization. All procedures are tailored to the needs of individual clients to provide optimal support for higher productivity and quality.

## Streamlining system-wide financial management

UNOG provides core financial support services covering allotment delivery, post management, accounts management, payments processing, staff payroll, treasury functions, and medical insurance services to more than 20 Geneva-based organizations/departments as well as entities located in Bonn and Turin.

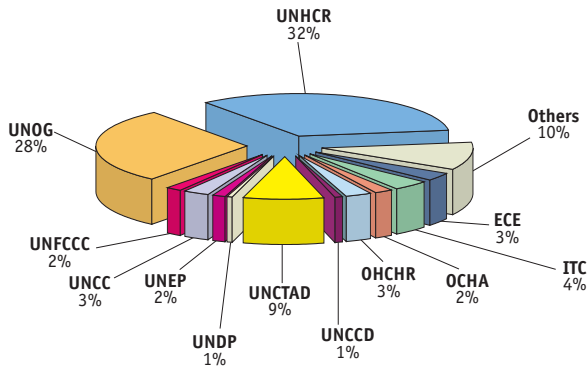
### Payroll-clients serviced by UNOG (Total: 9 264 staff members) as at June 2003



UNOG is continuously improving the utility and user-friendliness of the Integrated Management Information System (IMIS) and expanding the system's full implementation. Extended use of IMIS has greatly reinforced individual programme managers' ability to administer resources efficiently. In 2003, improvement of IMIS was complemented by further development of the Consolidated Treasury System (CTS) resulting in significant savings in bank charges. This system was developed by UNOG in 2000 and has been shared with other United Nations entities to improve treasury operations system-wide.

UNOG provides essential budgetary services and advice for 30 regular budget and extrabudgetary activities to offices located in Geneva, as well as to entities outside the duty station. In 2003, UNOG managed US\$ 170 million worth of regular budget funds and approximately US\$ 80 million worth of extrabudgetary funds. The introduction of the results-based budgeting approach at UNOG is expected to enhance the evaluation of the effectiveness and impact of activities, strengthen the link between expected results and allocated resources and consequently ensure greater managerial accountability.

- • • • • **Staff Mutual Insurance – Society against Sickness and Accident Clients serviced by UNOG**  
**Total: 17,500 members including 3 800 retirees)**  
**(as at June 2003)**



### ● ● ● ● ● **Sharing information while protecting data and confidentiality**

Information and communication technology is central to rationalizing work processes and strengthening the institutional memory of the Organization. In line with the overall effort to transform the Organization into an “Electronic United Nations” through the conversion of paper-based processes to electronic formats, UNOG has further consolidated and integrated its information technology infrastructure. These essential improvements have increased the quality of services, while protecting vital data and operations through strengthened security in a context of steadily increasing attempts at intrusions from hackers and their malicious programmes.

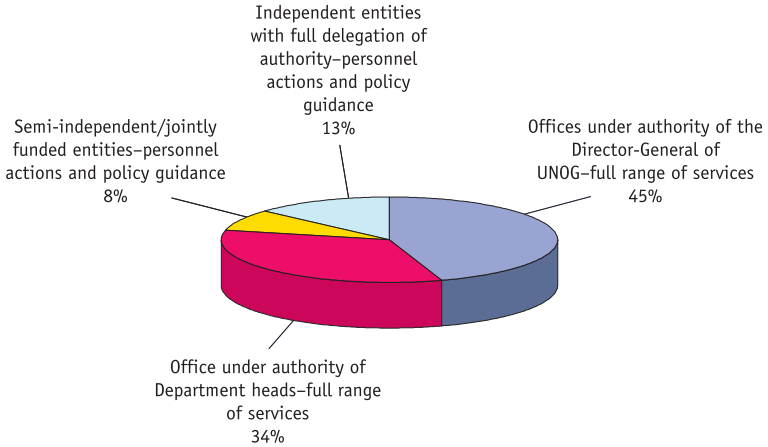
UNOG is continuing to develop mechanisms for strong communication between Headquarters and the field by providing staff members on mission with appropriate tools for connecting back to the office. The remote access service “Nomadic Access Services”, launched in 2002, now includes the option to place telephone calls from a personal computer.

### ● ● ● ● ● **Attracting and training staff to meet new challenges**

The United Nations’ main strength is its people. UNOG continues to implement measures to reinforce its ability to attract and retain talented, innovative and versatile international civil servants. Induction and development courses aim to promote a shared staff culture of commitment, creativity and accountability. Carefully targeted training opportunities are continuously expanded and refined to ensure that skills and core competencies are built and maintained. Increased career support and continuous development enable staff to adjust to fresh challenges as the Organization’s priorities change.

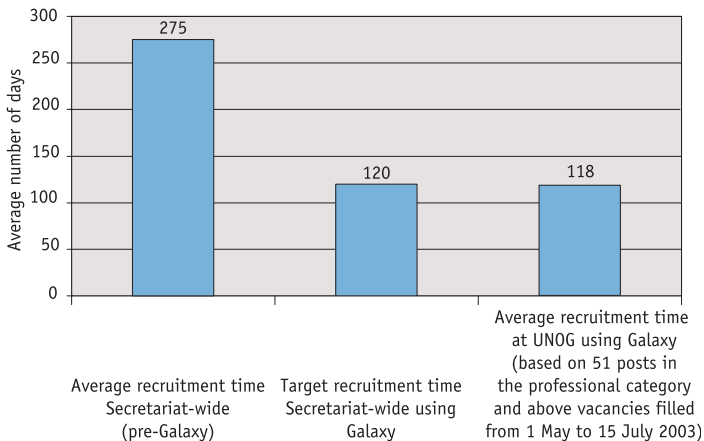
UNOG provides human resource services to more than 3,500 staff members. In addition, UNOG issued more than 1,000 consultancy contracts in 2003 to help clients obtain highly specialized expertise for specific temporary projects.

Human resources: distribution of clients serviced by UNOG



The implementation of the new staff selection system in 2002–2003 with online application through the web-based Galaxy system has reduced the average recruitment time for professional posts at UNOG from 275 to 118 days. The system has also given greater visibility to vacancies and considerably expanded the pool of

Average recruitment time for filling vacant professional posts



potentially suitable candidates from an average of 30 to 280 per advertised post. More than 14,400 candidates have applied for 51 posts in the professional category and above since the new system was introduced. In addition, the system has made the recruitment process more transparent. UNOG also devises ad hoc arrangements to satisfy the specific needs of individual clients. Since 2002, UNOG has provided dedicated services to OCHA to facilitate rapid and reliable assistance in emergencies. For example, during the Iraq crisis in March and April 2003, the Human Resources Management Service recruited 34 staff members, consultants and individual contractors to provide vital humanitarian assistance. On average, staff were deployed within 4 to 5 days. Consultants and individual contractors were recruited in less than 24 hours.

In 2002, a new Staff Orientation Programme was implemented to familiarize recent recruits with the Organization's structure and substantive efforts as well as the special challenges of working in its unique, multicultural environment.

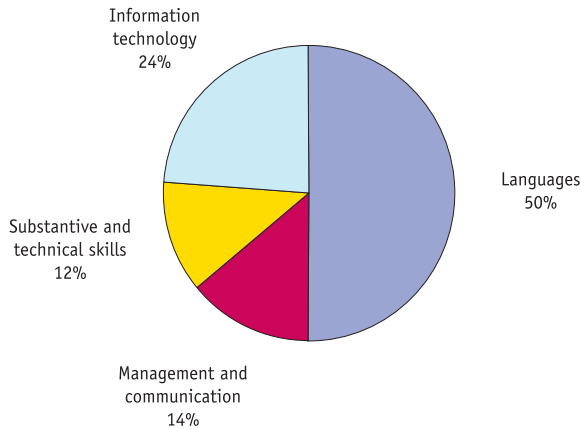
In the first half of 2003, a number of UNOG staff members administered by the Human Resources Management Service participated in peacekeeping missions around the globe. With the rise in conflict situations worldwide, UNOG focuses on educating staff on how to avoid, or minimize, potential threats and how to react if faced with conditions of insecurity. To this end, UNOG has made available on its Intranet page a mandatory training course entitled Basic Security in the Field: Staff Safety, Health and Welfare developed by the United Nations Security Coordinator (UNSECOORD) for all staff members. By equipping staff with basic security skills and knowledge UNOG facilitates the effective and efficient conduct of United Nations activities in the field.

The Staff Development and Learning Section designs programmes to promote a results-oriented staff culture, build organizational and managerial competencies and strengthen essential substantive and technical skills. Over the past year, the Section placed special emphasis on supporting the introduction of the electronic performance appraisal system (e-PAS). The e-PAS evaluation will allow for better monitoring and performance review.



Language training programmes in the six official languages, which attracted over 2,000 participants, continued not only to increase the linguistic capabilities of staff, but also to promote the important organizational values of multilingualism and respect for diversity.

• • • • • Breakdown of participants in training activities  
(approximately 5,000 participants based on 2003 projections)



The Director-General works closely with the Secretary-General's Special Adviser on Gender Issues to achieve a better gender balance at UNOG. As outlined by the Secretary-General in his report on reform, work practices that allow for a balance between professional and personal priorities are the key to drawing in and keeping high-quality staff, in particular women. In 2003, UNOG introduced, on a three-month trial basis, flexible working arrangements that should enable greater freedom for staff members to plan and perform their duties according to individual schedules, subject to approval by supervisors. The results of the trial are being assessed.

### ● ● ● ● ● Honouring colleagues killed in the service of peace

Every year, United Nations staff lose their lives in the service of peace. The tragic events in Baghdad on 19 August 2003 are sadly only one very visible example of the all too many incidents in which dedicated staff are killed serving humanity. Staff members of the United Nations family in Geneva paid a moving tribute to colleagues who were injured or killed in the terrorist attack through a silent march, and UNOG honoured the Special Representative of the Secretary-General in Iraq, Mr. Sergio Vieira de Mello, and all the other victims, in a ceremony attended by the Deputy-Secretary-General, Mrs. Nane Annan, family members of victims, colleagues and members of the diplomatic community in Geneva.

To honour the memory of all colleagues who have died working for the Organization, to pay tribute to their achievements and sacrifice in the service of the human family and to be inspired by their courage and commitment to continue their work, UNOG has initiated a project to dedicate a monument to all colleagues who have lost their lives in the line of duty. The permanent memorial will stand in the grounds of Ariana Park where friends and family will be able to contemplate and remember in peace.

The memorial is a unique, collective tribute made possible through the contributions of the United Nations Secretary-General, United Nations programmes and funds, specialized agencies as well as staff associations and individual staff members in a spirit of solidarity and respect.

### ● ● ● ● ● Reinforcing security and safety

The security and safety of staff, diplomats, delegates and visitors remain a top priority for UNOG. The abominable terrorist attacks on the United Nations in Baghdad in August 2003 demonstrated in stark and painful terms the vulnerability of United Nations staff and the need to continuously update and adjust protection systems to strike the necessary balance between accessibility and security concerns. As a member of an internal working group, chaired by the Deputy-Secretary-General, on enhancing the security arrangements of the United Nations, the Director-General has contributed to the formulation of proposals

on how to strengthen the security of United Nations personnel and premises.

At UNOG, the implementation of the upgraded Security Concept, approved by the General Assembly following the 11 September 2001 attacks, has continued with major construction works, perimeter reinforcement, enhanced surveillance and introduction of new access control technology. To ensure the continuation of activities in case of an emergency, UNOG has finalized a Crisis Management Plan to increase the level of preparedness in case of an emergency that might entail suspension of activities, evacuation and relocation of staff.

UNOG is also the leading member of the Geneva Security Coordination Group, which includes representatives of all Geneva-based international organizations. The Group is working towards the adoption of common procedures for controlling access to United Nations premises and greater information-sharing.

#### ● ● ● ● ● **Expanding the common services platform**

Close coordination among the many members of the United Nations family in Geneva is critical to preventing overlap and wasteful use of resources. For many years, UNOG has assumed a leading role in developing and extending a strong common services platform to take full advantage of joint purchasing possibilities for increased savings. UNOG coordinates joint efforts and provides support to Geneva-based international organizations and specialized agencies in areas such as the diplomatic pouch, fuel supplies, visa processing, travel, transportation and customs formalities.

The three-tier common services structure, consisting of the Management Ownership Committee, the Task Force on Common Services and several working groups as recommended by the Secretary-General, is fully functional. The Management Ownership Committee, comprised of heads of all Geneva-based agencies under the Chairmanship of the Director-General of UNOG, provides strategic direction for all common service initiatives.

## CHALLENGES AHEAD

Old and new threats, often in dangerous and unprecedented combinations, must be confronted resolutely and responsively. The United Nations is fully engaged in addressing the wide range of challenges from terrorism, proliferation of weapons of mass destruction, trafficking in human beings and displacement, to environmental degradation, climate change, contagious diseases and chronic starvation. Resolving these problems is a shared responsibility. They urgently call for solutions that, like the problems themselves, cut across frontiers.

Together with the wider United Nations family, UNOG is continuously seeking to assist Member States in finding these solutions through common efforts. We look forward to consolidating UNOG's position as a centre of multilateral diplomatic expertise in these joint endeavours. At the same time, we aim to further develop our on-going cross-cultural dialogue for greater respect and tolerance as an indispensable foundation for international peace and security.

The full, long-term implications of the barbaric bomb attack on the United Nations office in Baghdad on 19 August 2003 have yet to be assessed. There is no doubt, however, that it was a direct challenge to the core principles of global solidarity and the collective security of the international order. We must face up to this challenge and not shy away from our responsibilities—even when they involve difficult choices and change.

The role and structure of the Organization's main bodies should be reviewed. The Security Council needs to be more effective in fulfilling its primary responsibility for maintaining peace and security. A more broadly representative Council would include a wider range of views from Member States and thus reflect contemporary geopolitical realities more accurately. In parallel, the Economic and Social Council should be given

greater authority with respect to social and developmental issues to bolster and reinforce the Organization's peace-building efforts. The linkages between long-term stability and development require closer coordination between the Security Council and the Economic and Social Council.

There is no alternative to the joint efforts of States through the United Nations in building a more secure, fair and prosperous world. Therefore, the United Nations should maintain and enhance its central role in world affairs. Its mission must remain constant: serving the peoples of the world where global problems call for global action. UNOG will play its part.