Several people made particularly noteworthy contributions in the drafting process for this report. Macartan Humphreys played a central role in the drafting of chapter 12 on strategies for countries affected by conflict. Nirupam Bajpai, Shuming Bao, and Wing Thye Woo provided important analysis to inform chapter 11 on investment priorities in other regions. Deborah Balk, Bob Chen, Marc Levy, Alex de Sherbinin, Adam Storeygard, and their colleagues at the Center for International Earth Science Information Networks (CIESIN) at Columbia University conducted much of the report's geospatial data analysis. Brian Hammond and his colleagues at the Organisation for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) gave tremendously of their time and expertise to inform the analysis in chapter 13 on fixing the donor system. Dani Kaufmann provided very helpful inputs to chapter 7 on governance. For all these chapters any remaining errors are the authors' own.

The UN Millennium Project benefited from active intellectual collaboration with François Bourguignon, Chief Economist of the World Bank; Nicholas Stern, his distinguished predecessor in that position and now at the U.K. Treasury; and Raghuram Rajan, Chief Economist of the International Monetary Fund (IMF). All were marvelously collaborative and thoughtful in sharing insights and comments on interim products and jointly pursuing the best possible analytical frameworks for achieving the MDGs. Many coorganized seminars and meetings benefited from the contributions of several of their colleagues, including Jim Adams, Shaida Badiee, Barbara Bruns, Mariam Claeson, Shanta Devarajan, Shahrokh Fardoust, Pablo Gottret, Rudolf Knippenberg (UNICEF), Ibrahim Levent, Hans Lofgren, Gobind Nankani, John Page, Ramahatra Rakotomalala, Peter Roberts, Agnes Soucat, Eric Swanson, Jee-Peng Tan, Hans Timmer, and Dominique van der Mensbrugghe at the

World Bank; and Sanjeev Gupta, Peter Heller, and Arvind Subramanian from the IMF.

The UN Millennium Project also thanks its partners in developing a country-level MDG needs assessment methodology, the summary results of which are presented in chapter 17 on expanding the financial envelope to achieve the MDGs: Anwara Begum and M. Salimullah from the Bangladesh Institute for Development Studies; Kao Kim Hourn and Ray Zepp from the University of Cambodia; Ernest Aryeetey and Michael Nimo from the Institute of Statistical, Social and Economic Research in Ghana; Samar Datta, Ravindra Dholakia, and Akhilesh Kumar from the Indian Institute of Management, Ahmedabad; Haidari K. R. Amani, Flora Lucas Kessy, and Deogratias Macha from the Economic and Social Research Foundation in Tanzania; and Godfrey Bahiigwa, Lawrence Bategeka, and Nathan Okarut from the Economic Policy Research Center in Uganda. The UN Millennium Project is indebted to McKinsey & Company, which developed the analysis underlying the energy section of the needs assessment; to Eva Weissman for invaluable assistance in the child health and maternal health analyses; and to David Simon for analysis of official development assistance flows and their sectoral allocation. Shan Cao, Andrew Charlton, Stacy Fehlenberg, Joseph Kennedy, and Pierre Yared performed excellent research assistance in the needs assessment effort.

Countless UNDP staff supported the Project's efforts. Elli Kaplan was invaluable in supporting the Project's early stages. Jeffrey Avina, Ade Lekoetje, Elizabeth Lwanga, Jacques Loup, Lamin Manneh, and Comfort Tetteh were also tremendous contributors to the UN Millennium Project's day-to-day work. Sally Fegan-Wyles and her team at the UN Development Group were ever helpful and supportive. Major substantive contributions were made from throughout the Bureau for Development Policy, including: Susan McDade and the energy group; Antoine Heuty, Terry McKinley, Rathin Roy, and colleagues in the poverty group; Gita Welch and the institutional development group; and Terence Jones and his team from the capacity development group. Djibril Diallo, David Morrison, Bill Orme, and their COA colleagues provided invaluable communications support. The Project also thanks the MDG focal points from the other regional bureaux: Ghaith Fariz, Enrique Ganuza, Balasubramanium Murali, and Norimasa Shimomura. Pedro Conceição, Moez Doraid, Gulden Turkoz-Cosslett, Mattias Johansson, Inge Kaul, Ronald Mendoza, Omar Noman, Alejandra Pero, Bharati Sadasivam, Amina Tirana, and Caitlin Wiesen were also extremely generous with their contributions. Nissim Ezekiel and the secretariat of the Commission on Private Sector and Development offered many helpful suggestions, including Jan Krutzinna, Naheed Nenshi, Yann Risz, and Sahba Sobhani.

The UN Millennium Project collaborated closely with the staff of the Human Development Report Office in the production of *Human Development Report 2003*. Several parts of this report build on work conducted during the

production of that Report. We thank Sakiko Fukuda-Parr and her team, including: Silva Bonacito, Emmanuel Boudard, Carla De Gregorio, Haishan Fu, Claes Johansson, Christopher Kuonqui, Santosh Mehrotra, Tanni Mukhopadhyay, Stefano Pettinato, David Stewart, Aisha Talib, Nena Terrell, and Emily White.

This report was edited and produced by the stellar team of Bruce Ross-Larson, Meta de Coquereaumont, Mary Goundrey, Thomas Roncoli, Christopher Trott, Timothy Walker, and Elaine Wilson at Communications Development Incorporated in Washington, D.C.

Advisory inputs

Many colleagues shared important comments on earlier drafts of this report. Members of the UN Millennium Project's United Nations Experts Group have provided invaluable advice since the Project's inception, always under the skilled chairmanship of Jan Vandemoortele. We thank all Experts Group members for their generous and consistent contributions: Ifzal Ali, Adnan Z. Amin, Patrick Asea, Daniel Biau, François Bourguignon, James P. Callahan, Andrew Cassels, Jan Cedergren, Hans D'Orville, David T. Edwards, Marika Fahlen, Orobola Fasehun, Luiz L. Fernandes Pinheiro, Charles Gore, Edward Heinemann, Raj Jumar, Ian Kinniburgh, Eddy Lee, Patrick Low, Richard Morgan, Harish Parvathaneni, Prabhu Pingali, Raghuram Rajan, Joanne Sandler, Francisco Sercovich, Mari Simonen, Joseph Smolik, Dianne Spearman, Carlos Eduardo Velez, and Gustavo R. Zlauvinen.

Special thanks are also due to colleagues at the UN Secretariat: in particular Henk-Jan Brinkman, Marta Mauras, Robert Orr, and Abiodun Williams in the Executive Office of the Secretary-General. Ibrahim Gambari, Eloho Otobo, and Yvette Stephens provided tremendous support from the office of the Secretary-General's Special Advisor on Africa. In the Department of Public Information, Sue Markham, Pragati Pascale, and Tim Wall offered tremendous assistance. Numerous colleagues in the Department of Economic and Social Affairs provided tremendous support throughout the Project, including Joseph Chamie and his team at the Population Division; Robert Johnston, Francesca Perucci, and the team in the Statistics Division; and Johan Schölvinck.

The UN Millennium Project also benefited from collaboration with colleagues at the Millennium Campaign: including Eveline Herfkens, Salil Shetty, Fernando Casado, Nisha Chatani-Rizvi, Patricia Garce, Lucille Merks, Marina Ponti, Ingrid Sanders, Marisol Sanjines, Hellen Wangusa, Carol Welch, and Erna Witoelar.

The UN Millennium Project is grateful for its collaboration with and comments from the Secretariat of the New Partnership for African Development (NEPAD), including its distinguished chair Wiseman Nkuhlu, its agricultural advisor Richard Mkandawire, and its indefatigable MDG specialist, Khadija Bah.

The UN Millennium Project benefited from several high-level consultations with members of the OECD/DAC. The Project gratefully acknowledges the Government of Sweden for hosting a high-level discussion in Stockholm in February 2004. The Project also thanks Richard Manning, Brian Hammond, and colleagues for convening a meaning of DAC leaders in Paris in July 2004. Masood Ahmed, Richard Martini, Sharon White, and colleagues in the UK Department for International Development also hosted an extremely constructive final consultation with DAC members in London during October 2004. The Project also thanks Jean-Pierre Landau for numerous helpful conversations.

Pilot country inputs

The UN Millennium Project's pilot country work provided an invaluable forum for testing many of the ideas highlighted in this report and for gathering new information. In Cambodia, Dominican Republic, Ethiopia, Kenya, Ghana, Senegal, Tajikistan, and Yemen, the UN Resident Coordinator, UN Country Team members, the World Bank, and the International Monetary Fund all provided significant support to the collaboration. The Project is especially grateful to the heads of government in several countries for their direct and active support, including President Leonel Fernández of the Dominican Republic, Prime Minister Meles Zenawi of Ethiopia, President John Kufuor of Ghana, President Mwai Kibaki of Kenya, President Abdoulaye Wade of Senegal, and President Emomali Rakhmonov of Tajikistan. Government focal points in the pilot countries include John Gagain in the Dominican Republic; Ato. Mekonnen Manyazewal and Ato. Getachew Adem in Ethiopia; S. Nii-Noi Ashong and George Gyan-Baffour in Ghana; David Nalo and George Anyango in Kenya; Abou Lom in Senegal; Nozigul Khushvakhtova in Tajikistan; and Ahmed Mohammed Sofan and Mutahar Al-Abassi in Yemen.

The UN Resident Coordinator and the UN Country Teams have been instrumental in leading the pilot country work. We particularly thank Douglas Gardner and Barbara Orlandini in Cambodia; Niky Fabiancic in the Dominican Republic; Samuel Nyambi, Modibo Toure, Bjorn Ljungqvist, and Vinetta Robinson in Ethiopia; Alfred Fawundu and Kamil Kamaluddeen in Ghana; Paul André de la Porte and Ojijo Odhiambo in Kenya; Ahmed Razhaoui, Albéric Kacou, Luc Grégoire, and Diene Keita in Senegal; William Paton, Tuya Altangerel, Oliver Babson, Temur Basilia, and Johannes Chudoba in Tajikistan; and Flavia Pansieri, James Rawley, Samuel Choritz, Sammy Khan, and Abdo Seif in Yemen.

The UN Millennium Project's MDG Technical Support Center in Nairobi has helped to guide the pilot country work in Africa. We thank Glenn Denning, Mi Hua, Patrick Milimo, Eileen Petit-Mshana, and Salina Sanou for their contributions. The Project thanks Lenora Suki and Tarik Yousef for their efforts in helping to lead the Project's collaborations in the Dominican Republic and Yemen respectively. Several WHO staff, especially Rebecca

Dodd, Jeanette de Putter, and Sergio Spinaci, have collaborated closely on the health-related activities in Yemen.

Report comments

We gratefully acknowledge the thoughtful comments and suggestions received from many governments; UN agencies, funds, and programs; civil society organizations; and individuals. We thank the governments of Australia, Belgium, Canada, CARICOM member states, China, Denmark, Finland, France, Germany, Ireland, Italy, Japan, the Netherlands, New Zealand, Norway, South Africa, Spain, Switzerland, Tunisia, the United Kingdom, the United States, and the members of the European Commission for their comments.

The UN Millennium Project benefited tremendously from many group consultations at the United Nations and thanks all who participated in and organized these events. This includes meetings with the ambassadors of the African Union, convened by Michel Kafando and Crispin Grey-Johnson; the ambassadors of the Caribbean Community, convened by Christopher F. Hackett; the ambassadors of the Pacific Islands Forum Group, convened by Ali'ioaiga Feturi Elisaia; ambassadors of the UN Economic and Social Council, convened by Marjatta Rasi; members of the Second Committee of the General Assembly, convened by Marco Balarezo; and members of the Group of 77 and China, convened by Abdulaziz Al-Nasser. We also thank UN delegates representing member states of the European Union, as convened by Koen Davidse.

We would also like to thank Kanta Adhin, Javed Ahmad, Benjamin Allen, Ifzal Ali, Aasmund Andersen, William Andrianasolo, James Banda, Tony Banks, Pierre Belanger, Clements Bidonge, Kate Bird, Bineswaree (Aruna) Bolaky, Catherine Budgett-Meakin, Barbara Burungi, M. Bukuru, Eva Busza, Bernardo Cachaca, Wendy Caird, Joana Chamusca, Erin Chapman, Bill Christeson, Anthony Costello, Jacek Cukrowski, Susanne Dam-Hansen, Denis Daumerie, Rossana Dudziak, Zamira Eshmambetova, Marcos A Espinal, Udo Etukudo, Richard Feachem, Virginia Floyd, Luc Franzoni, Dennis Garrity, Axumite Gebre-Egziabher, Adrienne Germain, Linda Ghanimé, Stefan Giljum, Genevieve Grabman, Peter Gustafsson, Toni Haapane, Lawrence Haddad, Ronnie Hall, Afaf Abu-Hasabo, Cecil Haverkamp, Ron Heller, Karen Judd, Inge Kaul, Jeff Keenan, Augusta Khew, Shannon Kowalski-Morton, Hannu Kyröläinen, Robert Leigh, Jostein Leiro, Lim Li Lin, Jon Linden, Dermot Maher, James Manor, Mariam Mayet, Christine McNab, Lenni Montiel, Tadayuki Miyashita, Ronan Murphy, Adib Nehmeh, Norm Nicholson, Samantha Page, Erik Parsons, Joanna Patrick, Bob Perciasepe, Peter Piot, Rathi Ramanathan, Mary Robinson, Rick Rowden, Rabbi Royan, Domenico Siniscalco, Charlotte Hord Smith, William Smith, Jamil Sofi, Elsa Stamatopoulou, Carsten Staur, Thomas Theisohn, Adama Toe, John Tucker, Happy James Tumwebaze, Therese Turner-Jones, Andras Uthoff, Louisa Vinton, Rob Ward, Robert Watson, Patrick Webb, Diana Weil, Pera Wells, Caron Whitaker, and David Woollcombe.

We also thank faculty at the Institute for Development Studies, Sussex, and the faculty and students of the Graduate School of International Studies at the University of Denver for their detailed analysis and comments on previous drafts.

For the needs assessment work, in addition to task force members, we also gratefully acknowledge comments and suggestions by Tahgreed Adam, Walid Badawi, Christopher Banes, Stefano Bertozzi, Razina Bilgrami, Jonathan Campaign, Tamo Chattopadhay, Mark Connolly, Ingrid Cyimana, Billy Cobbett, Joel Cohen, Chris Curtis, Ernest Darkoh, Don de Savigny, Richard Deckelbaum, Simon Ellis, Patrice Engle, David Evans, Katherine Floyd, Joe Flood, Tamara Fox, Linda Ghanime, Rainer Gross, Juan Pablo Gutierrez, Charlie Heaps, John Hendra, Mark Henderson, Andrew Hudson, Jose Hueb, Todd Johnson, Eileen Kennedy, Will Keogh, Zahia Khan, Chistoph Kurowski, Lilani Kumuranyake, Valerie Leach, Rolf Luyendijk, Pim van der Male, William McGreevey, Metsi Mekheta, Takaaki Miyaguchi, Cielo Morales, Maryam Niamir-Fuller, Elizabeth Anne Paxton, Vinod Paul, Kyoko Postill, David Redhouse, Sanjay Reddy, Harri Seppanen, Kavita Sethuraman, Manohar Sharma, Susmita Shekhar, Henri Smets, Lara Stabinski, John Stover, Daouda Toure, Juha Uitto, Meike van Ginneken, Netsanet Walelign, Jake Werksman, Edward Wilson, Meg Wirth, and Aster Zaoude.

Administrative support

This report could not have been produced without the tireless administrative support of Jennifer Copeland, Rosemary Estevez-Vidal, Hnin Hla Phyu, and Ferima Traore in the UN Millennium Project Secretariat; Lauren Canning-Luckenbach and Alan Lee in the Office of the UNDP Administrator; Patricia Maw and Alex Nitorreda in the MDGs Unit of UNDP; and Ji Mi Choi, Deborah Creque, Heidi Kleedtke, and Martha Synnott at the Earth Institute at Columbia University. Dan Nienhauser of the Earth Institute was a staunch supporter of the Project, helping to streamline many of its administrative needs.



UN Millennium Project
Commissioned by the
UN Secretary-General
and sponsored by the
United Nations
Development Programme
on behalf of the
UN Development Group

The Millennium
Development Goals,
adopted at the UN
Millennium Summit in
2000, are the world's
targets for dramatically
reducing extreme poverty
in its many dimensions by
2015—income poverty,
hunger, disease, exclusion,
lack of infrastructure and
shelter—while promoting
gender equality, education,
health, and environmental
sustainability. These bold
goals can be met in all
parts of the world if
nations follow through on
their commitments to
work together to meet
them. Achieving the
Millennium Development
Goals offers the prospect of
a more secure, just, and
prosperous world for all.

The UN Millennium Project was commissioned by United Nations Secretary-General Kofi
Annan to develop a
practical plan of action to
meet the Millennium
Development Goals. As an
independent advisory body
directed by Professor
Jeffrey D. Sachs, the UN
Millennium Project
submitted its recommendations to the UN
Secretary-General in

The core of the UN
Millennium Project's work
has been carried out by 10
thematic task forces
comprising more than 250
experts from around the
world, including scientists,
development practitioners,
parliamentarians,
policymakers, and
representatives from civil
society, UN agencies, the
World Bank, the International Monetary Fund, and
the private sector.

Investing in Development: A Practical Plan to Achieve the Millennium Development Goals brings together the core recommendations of the UN Millennium Project. By outlining practical investment strategies and approaches to financing them, the report presents an operational framework that will allow even the poorest countries to achieve the Millennium Development

