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Programme budget for 2020



Note

Symbols of United Nations documents are composed of letters combined with figures. Mention of such a symbol indicates a reference to a United Nations document.

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Chapter I

Introduction

1. The programme plans of the United Nations for 2020 were approved by the General Assembly in its resolution [74/251](#), following its consideration of the report of the Secretary-General on the proposed programme budget for 2020: part II, programme plan for programmes and subprogrammes and programme performance information¹ and the report of the Committee for Programme and Coordination on the work of its fifty-ninth session.²

2. Chapter II of the present document contains the programme plans for each of the 28 programmes under the regular budget, as approved by the General Assembly in resolution [74/251](#).

¹ [A/74/6 \(Sect. 2\)](#), [A/74/6 \(Sect. 3\)](#), [A/74/6 \(Sect. 4\)](#), [A/74/6 \(Sect. 5\)](#), [A/74/6 \(Sect. 5\)/Corr.1](#), [A/74/6 \(Sect. 6\)](#), [A/74/6 \(Sect. 8\)](#), [A/74/6 \(Sect. 8\)/Corr.1](#), [A/74/6 \(Sect. 9\)](#), [A/74/6 \(Sect. 10\)](#), [A/74/6 \(Sect. 11\)](#), [A/74/6 \(Sect. 12\)](#), [A/74/6 \(Sect. 13\)](#), [A/74/6 \(Sect. 14\)](#), [A/74/6 \(Sect. 15\)](#), [A/74/6 \(Sect. 16\)](#), [A/74/6 \(Sect. 17\)](#), [A/74/6 \(Sect. 18\)](#), [A/74/6 \(Sect. 19\)](#), [A/74/6 \(Sect. 20\)](#), [A/74/6 \(Sect. 21\)](#), [A/74/6 \(Sect. 22\)](#), [A/74/6 \(Sect. 24\)](#), [A/74/6 \(Sect. 25\)](#), [A/74/6 \(Sect. 26\)](#), [A/74/6 \(Sect. 27\)](#), [A/74/6 \(Sect. 28\)](#), [A/74/6 \(Sect. 29A\)](#), [A/74/6 \(Sect. 29B\)](#), [A/74/6 \(Sect. 29C\)](#), [A/74/6 \(Sect. 29E\)](#), [A/74/6 \(Sect. 29F\)](#), [A/74/6 \(Sect. 29G\)](#), [A/74/6 \(Sect. 30\)](#), [A/74/6 \(Sect. 31\)](#) and [A/74/6 \(Sect. 34\)](#).

² *Official Records of the General Assembly, Seventy-fourth Session, Supplement No. 16 (A/74/16)*.

Chapter II

Programme plans for 2020

Programme 1

General Assembly and Economic and Social Council affairs and conference management

Legislative mandates

General Assembly resolutions

71/328	Multilingualism	73/270	Pattern of conferences
72/313	Revitalization of the work of the General Assembly		

Programme of work

Subprogramme 1

General Assembly and Economic and Social Council affairs

Objective

1.1 The objective is to facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support.

Deliverables

1.2 Table 1.1 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.1

Subprogramme 1: deliverables for the period 2018–2020, by category and subcategory

	2018 <i>planned</i>	2018 <i>actual</i>	2019 <i>planned</i>	2020 <i>planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	21	170	21	166
Conference and secretariat services for meetings (number of three-hour meetings)	1 236	886	1 235	926
B. Generation and transfer of knowledge				
Publications (number of publications)	1	1	1	1
Technical materials (number of materials)	–	–	–	8
Non-quantified deliverables				
C. Substantive deliverables				
Databases and substantive digital materials				

Conference management, New York

Subprogramme 2

Planning and coordination of conference services

Objective

1.3 The objective is to facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support, including the optimum utilization of capacity for meetings and documentation services, in a globally coordinated manner.

Deliverables

1.4 Table 1.2 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.2

Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	10	10	11	10
Substantive services for meetings (number of three-hour meetings)	11	9	11	11
Conference and secretariat services for meetings (number of three-hour meetings)	13 300	13 219	13 300	13 300
B. Generation and transfer of knowledge				
Technical materials (number of materials)	251	251	251	251
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Digital platforms and multimedia content				

Subprogramme 3

Documentation services

Objective

1.5 The objective is to facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support while ensuring effective multilingual communication and the equal treatment of all official languages.

Deliverables

1.6 Table 1.3 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.3

Subprogramme 3: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Documentation services (thousands of words)	136 800	136 808	136 800	136 800
Parliamentary documentation (number of documents)	340	335	340	340
Non-quantified deliverables				
C. Substantive deliverables				
Databases and substantive digital materials				
E. Enabling deliverables				
Correspondence and documentation services				

Subprogramme 4 Meetings and publishing services

Objective

1.7 The objective is to facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support.

Deliverables

1.8 Table 1.4 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.4

Subprogramme 4: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2 430	2 636	2 700	2 700
Conference and secretariat services for meetings (number of three-hour meetings)	13 300	13 228	13 300	13 300
Non-quantified deliverables				
E. Enabling deliverables				
Correspondence and documentation services				

Conference management, Geneva

Subprogramme 2

Planning and coordination of conference services

Objective

1.9 The objective is to improve the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support, including the optimum utilization of capacity for meetings and documentation services, in a globally coordinated manner.

Deliverables

1.10 Table 1.5 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.5

Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	12 100	12 073	12 000	11 900
B. Generation and transfer of knowledge				
Technical materials (number of materials)	304	304	304	304
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				

Subprogramme 3

Documentation services

Objective

1.11 The objective is to improve the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support while ensuring effective multilingual communication and the equal treatment of all official languages.

Deliverables

1.12 Table 1.6 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.6

Subprogramme 3: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	551	551	550	550
Documentation services for meetings (thousands of words)	73 000	71 946	72 500	72 500
Non-quantified deliverables				
C. Substantive deliverables				
Databases and substantive digital materials				
E. Enabling deliverables				
Correspondence and documentation services				

Subprogramme 4 Meetings and publishing services

Objective

1.13 The objective is to improve the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support.

Deliverables

1.14 Table 1.7 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.7

Subprogramme 4: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings) ^a	3 200	3 164	3 200	3 200
Non-quantified deliverables				
E. Enabling deliverables				
Correspondence and documentation services				

^a Includes meetings with interpretation only. The total number of meetings, with and without interpretation, is reflected under subprogramme 2.

Conference management, Vienna

Subprogramme 2

Planning and coordination of conference services

Objective

1.15 The objective is to improve the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support, including the optimum utilization of capacity for meetings and documentation services, in a globally coordinated manner.

Deliverables

1.16 Table 1.8 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.8

Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	5 000	5 079	5 300	5 300
B. Generation and transfer of knowledge				
Technical materials (number of materials)	252	252	252	252
Non-quantified deliverables:				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Outreach programmes, special events and information materials				

Subprogramme 3

Documentation services

Objective

1.17 The objective is to improve the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support while ensuring effective multilingual communication and the equal treatment of all official languages.

Deliverables

1.18 Table 1.9 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.9

Subprogramme 3: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Documentation services for meetings (thousands of words)	23 400	23 649	25 610	23 550
Non-quantified deliverables				
C. Substantive deliverables				
Databases and substantive digital materials				

Subprogramme 4 Meetings and publishing services

Objective

1.19 The objective is to facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support.

Deliverables

1.20 Table 1.10 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.10

Subprogramme 4: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings) ^a	700	715	773	720
Non-quantified deliverables				
E. Enabling deliverables				
Correspondence and documentation services				

^a Includes meetings with interpretation only. The total number of meetings, with and without interpretation, is reflected under subprogramme 2.

Conference management, Nairobi

Subprogramme 2

Planning and coordination of conference services

Objective

1.21 The objective is to facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support, including the optimum utilization of capacity for meetings and documentation services, in a globally coordinated manner.

Deliverables

1.22 Table 1.11 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.11

Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies:				
Conference and secretariat services for meetings (number of three-hour meetings)	4 000	4 582	4 300	4 000

Subprogramme 3

Documentation services

Objective

1.23 The objective is to facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support while ensuring effective multilingual communication and the equal treatment of all official languages.

Deliverables

1.24 Table 1.12 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.12

Subprogramme 3: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Documentation services for meetings (thousands of words)	6 562	6 113	8 860	6 642
Non-quantified deliverables				
E. Enabling deliverables				
Correspondence and documentation services				

Subprogramme 4

Meetings and publishing services

Objective

1.25 The objective is to facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support.

Deliverables

1.26 Table 1.13 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.13

Subprogramme 4: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings) ^a	350	435	550	450
Non-quantified deliverables				
E. Enabling deliverables				
Correspondence and documentation services				

^a Includes meetings with interpretation only. The total number of meetings, with and without interpretation, is reflected under subprogramme 2.

Programme 2

Political affairs

Programme of work

Subprogramme 1

Prevention, management and resolution of conflicts

Objective

2.1 The objective is to promote international peace and security through prevention, management and resolution of conflicts by peaceful means.

Deliverables

2.2 Table 2.1 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.1

Subprogramme 1: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	48	70	47	70
Substantive services for meetings (number of three-hour meetings)	46	113	47	104
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	139	195	140	195
Non-quantified deliverables				
C. Substantive deliverables				
Good offices				
Consultation, advice and advocacy				
Fact-finding, monitoring and investigation missions				
Databases and substantive digital materials				
D. Communication deliverables				
External and media relations				

Subprogramme 2

Electoral assistance

Objective

2.3 The objective is to strengthen the existing capacity of the requesting Member States to organize and conduct periodic and genuine elections that enjoy the overall public confidence and that contribute to stability and security, especially in transitional and post-conflict situations.

Deliverables

2.4 Table 2.2 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.2

Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	–	–	1	–
Substantive services for meetings (number of three-hour meetings)	–	–	1	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	16	26	16	26
Seminars, workshops and training events (number of days)	19	19	19	19
Technical materials (number of materials)	5	6	5	5
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Fact-finding, monitoring and investigation missions				
Databases and substantive digital materials				

Subprogramme 3 Security Council affairs

Objective

2.5 The objective is to enable the deliberations and effective decision-making by the Security Council and its subsidiary organs.

Deliverables

2.6 Table 2.3 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.3

Subprogramme 3: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	55	55	55	55
Substantive services for meetings (number of three-hour meetings)	500	607	510	510

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	5	5	6	6
Publications (number of publications)	1	2	1	2
Technical materials (number of materials)	5	115	5	104
Non-quantified deliverables				
C. Substantive deliverables				
Fact-finding, monitoring and investigation missions				
Databases and substantive digital materials				
D. Communication deliverables				
Digital platforms and multimedia content				

Subprogramme 4 Decolonization

Objective

2.7 The objective is to promote the decolonization process in accordance with the Charter of the United Nations and relevant resolutions of the General Assembly for the 17 Non-Self-Governing Territories so as to bring about the complete eradication of colonialism.

Deliverables

2.8 Table 2.4 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.4

Subprogramme 4: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	22	22	22	22
Substantive services for meetings (number of three-hour meetings)	63	48	63	63
Non-quantified deliverables				
C. Substantive deliverables				
Fact-finding, monitoring and investigation missions				
D. Communication deliverables				
Digital platforms and multimedia content				

Subprogramme 5 Question of Palestine

Objective

2.9 The objective is to enable the Palestinian people to exercise their inalienable rights through a comprehensive, just and lasting settlement of the question of Palestine.

Deliverables

2.10 Table 2.5 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.5

Subprogramme 5: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	32	32	32	32
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	45	45	45	45
Publications (number of publications)	4	4	4	4
Technical materials (number of materials)	66	59	66	59
Non-quantified deliverables				
C. Substantive deliverables				
Fact-finding, monitoring and investigation missions				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				
Library services				

Subprogramme 6 Peacebuilding Support Office

Objective

2.11 The objective is to enhance consolidation of peace in post-conflict countries.

Deliverables

2.12 Table 2.6 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.6

Subprogramme 6: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	3	2	3
Substantive services for meetings (number of three-hour meetings)	53	53	53	55
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	–	5	–	4
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Fact-finding, monitoring and investigation missions				
D. Communication deliverables				
External and media relations				
Digital platforms and multimedia content				

Subprogramme 7

Cooperation between the United Nations and the League of Arab States

Objective

2.13 The objective, to which this subprogramme contributes, is to advance cooperation between the United Nations and the League of Arab States.

Deliverables

2.14 Table 2.7 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.7

Subprogramme 7: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			–	4
Seminars, workshops and training events (number of days)			2	5
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				

Office of the United Nations Special Coordinator for the Middle East Peace Process**Objective**

2.15 The objective is to advance the Middle East peace process towards a comprehensive, just and lasting peace and improve the socioeconomic conditions of the Palestinian people.

Deliverables

2.16 Table 2.8 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.8

Office of the United Nations Special Coordinator for the Middle East Peace Process: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	0	1	0	1
Substantive services for meetings (number of three-hour meetings)	12	17	12	12
B. Generation and transfer of knowledge				
Technical materials (number of materials)	7	7	7	7
Non-quantified deliverables				
C. Substantive deliverables				
Good offices				
Consultation, advice and advocacy				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory

Objective

2.17 The objective is to establish and maintain a Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory in accordance with General Assembly resolution [ES-10/17](#).

Deliverables

2.18 Table 2.9 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.9

United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	–	8	–	4
Non-quantified deliverables				
C. Substantive deliverables				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				

United Nations Office to the African Union

Objective

2.19 The objective is to enhance the United Nations strategic partnership with the African Union to jointly address challenges in the areas of peace and security in Africa.

Deliverables

2.20 Table 2.10 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.10
United Nations Office to the African Union: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	1	5	1	8
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	9	33	9	29
Technical materials (number of materials)	6	21	6	11
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Fact-finding, monitoring and investigation missions				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
Digital platforms and multimedia content				

Office of Counter-Terrorism

Objective

2.21 The objective is the effective response to the threat of international terrorism.

Deliverables

2.22 Table 2.11 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed to and are expected to contribute to the attainment of the objective stated above.

Table 2.11
Office of Counter-Terrorism: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	5	–	3
Substantive services for meetings (number of three-hour meetings)	5	21	4	13
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	68	98	100	249
Technical materials (number of materials)	–	5	–	5

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

Programme 3 Disarmament

Legislative mandates

General Assembly resolutions

S-10/2	Final Document of the Tenth Special Session of the General Assembly	68/33	Women, disarmament, non-proliferation and arms control
59/95	Improving the effectiveness of the methods of work of the First Committee	70/305	Revitalization of the work of the General Assembly
62/272	The United Nations Global Counter-Terrorism Strategy		

Security Council resolutions

1325 (2000)	1887 (2009)
1540 (2004)	1977 (2011)
1673 (2006)	2055 (2012)
1810 (2008)	2117 (2013)

Programme of work

Subprogramme 1

Multilateral negotiations and deliberations on disarmament and arms limitation

Objective

3.1 The objective is to advance multilateral negotiations and deliberations on agreements on disarmament, arms limitation and non-proliferation in all its aspects and to provide support, as required by States parties, to the existing multilateral agreements in those areas.

Deliverables

3.2 Table 3.1 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.1

Subprogramme 1: deliverables for the period 2018–2020, by category and subcategory

	2018 planned	2018 actual	2019 planned	2020 planned
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	278	394	293	333
Substantive services for meetings (number of three-hour meetings)	201	222	171	173
Conference and secretariat services for meetings (number of three-hour meetings)	201	222	171	173

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Documentation services for meetings (thousands of words)	160	3 495	3 495	3 495
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	8	10	7	7
Seminars, workshops and training events (number of days)	70	70	70	70
Technical materials (number of materials)	1	–	1	–
Non-quantified deliverables				
C. Substantive deliverables				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
Digital platforms and multimedia content				

Subprogramme 2 Weapons of mass destruction

Objective

3.3 The objective is to promote and support the efforts for disarmament and non-proliferation in all its aspects of nuclear weapons and all other weapons of mass destruction and their means of delivery and to assist Member States, at their request, in supporting existing treaties and mandates related to weapons of mass destruction.

Deliverables

3.4 Table 3.2 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.2

Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	124	89	134	168
Substantive services for meetings (number of three-hour meetings)	101	78	111	95
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	19	21	18	17
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Outreach programmes, special events and information materials				
Digital platforms and multimedia content				

Subprogramme 3 Conventional arms (including practical disarmament measures)

Objective

3.5 The objective is to advance greater mutual confidence and transparency among Member States in the field of conventional arms and facilitate their efforts in deliberations on the regulation and limitation of conventional weapons, taking into account the legitimate needs of States for self-defence.

Deliverables

3.6 Table 3.3 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.3

Subprogramme 3: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	21	21	8	14
Substantive services for meetings (number of three-hour meetings)	89	63	55	69
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	–	–	2	–
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Digital platforms and multimedia content				

Subprogramme 4 Information and outreach

Objective

3.7 The objective is to increase awareness, understanding and knowledge of Member States and the public on disarmament issues.

Deliverables

3.8 Table 3.4 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.4
Subprogramme 4: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	18	18	32	40
Substantive services for meetings (number of three-hour meetings)	14	14	42	54
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	1	1	1	1
Publications (number of publications)	8	8	8	8
Non-quantified deliverables				
C. Substantive deliverables				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

Subprogramme 5 Regional disarmament

Objective

3.9 The objective is to enhance global disarmament and international peace and security through regional disarmament efforts and initiatives.

Deliverables

3.10 Table 3.5 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.5
Subprogramme 5: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	5	5	5	5
Substantive services for meetings (number of three-hour meetings)	1	1	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	25	25	25	25
Seminars, workshops and training events (number of days)	82	82	84	84
Publications (number of publications)	2	2	2	2

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
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Non-quantified deliverables

C. Substantive deliverables

Consultation, advice and advocacy

D. Communication deliverables

Outreach programmes, special events and information materials

Digital platforms and multimedia content

Programme 4

Peacekeeping operations

Legislative mandates

General Assembly resolutions

49/37	Comprehensive review of the whole question of peacekeeping operations in all their aspects	65/290	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations
58/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations	72/262 C	Special subjects relating to the programme budget for the biennium 2018–2019
61/276	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues	72/288 72/304	Support account for peacekeeping operations Comprehensive review of the whole question of peacekeeping operations in all their aspects

Programme of work

Subprogramme 1

Operations

Objective

4.1 The objective is to ensure the effective implementation of all Security Council mandates to plan, establish and adjust peacekeeping operations, as well as the effective implementation of relevant General Assembly resolutions.

Deliverables

4.2 Table 4.1 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 4.1

Subprogramme 1: deliverables for the period 2018–2020, by category and subcategory

	2018 <i>planned</i>	2018 <i>actual</i>	2019 <i>planned</i>	2020 <i>planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	123	117	123	119
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	8	8	13	18
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				

Subprogramme 2 Military

Objective

4.3 The objective is to effectively implement the military aspects of Security Council mandates and effectively implement relevant General Assembly resolutions.

Deliverables

4.4 Table 4.2 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 4.2

Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	113	113	156	131
Technical materials (number of materials)	86	120	91	91
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Digital platforms and multimedia content				

Subprogramme 3 Rule of law and security institutions

Objective

4.5 The objective is to enable rule of law and security institutions in conflict and post-conflict societies to develop sustainable capacities and services in full compliance with the Charter of the United Nations.

Deliverables

4.6 Table 4.3 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 4.3

Subprogramme 3: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	12	13	13	13
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	20	22	20	22
Seminars, workshops and training events (number of days)	139	145	138	139
Publications (number of publications)	1	1	1	1
Technical materials (number of materials)	14	17	16	21
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Fact-finding, monitoring and investigation missions				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
Digital platforms and multimedia content				
E. Enabling deliverables				
Safety and security				

Subprogramme 4

Policy, evaluation and training

Objective

4.7 The objective is to improve the planning, establishment and sustainment of effective and efficient peacekeeping operations in accordance with Security Council mandates and relevant General Assembly resolutions.

Deliverables

4.8 Table 4.4 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 4.4
Subprogramme 4: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	38	38	38	38
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	–	–	1	–
Seminars, workshops and training events (number of days)	442	439	447	452
Technical materials (number of materials)	36	36	34	34
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				

Peacekeeping missions

United Nations Truce Supervision Organization

Objective

4.9 The objective is to observe and maintain the unconditional ceasefire and assist the parties to the 1949 Armistice Agreements in the supervision of the application and observance of the terms of those Agreements.

Deliverables

4.10 Table 4.5 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 4.5
**United Nations Truce Supervision Organization: deliverables for the period 2018–2020,
 by category and subcategory**

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	–	12	–	12
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Fact-finding, monitoring and investigation missions				

United Nations Military Observer Group in India and Pakistan

Objective

4.11 The objective is to monitor developments pertaining to ceasefire violations along the line of control in accordance with the mandate of the United Nations Military Observer Group in India and Pakistan contained in Security Council resolution [307 \(1971\)](#).

Deliverables

4.12 Table 4.6 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 4.6
**United Nations Military Observer Group in India and Pakistan: deliverables for the period
 2018–2020, by category and subcategory**

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	12	8	12	12
Non-quantified deliverables				
C. Substantive deliverables				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

Programme 5

Peaceful uses of outer space

Overall orientation

Mandates and background

5.1 The Office for Outer Space Affairs implements the programme on the peaceful uses of outer space. The programme works to bring the benefits of space to humankind by promoting international cooperation in space activities, at a time when new technologies and the increasing number of actors are rapidly changing the structure and content of those activities. This increasingly complex environment, combined with the relevance of space science and technology and their applications for achieving the goals of the global agenda, as well as the need to ensure the long-term sustainability of outer space activities, are the main drivers behind the responsibilities of the Office under the programme.

5.2 The mandate of the Office derives from the priorities established in relevant General Assembly resolutions and/or decisions, including resolutions 1472 A (XIV) and 73/91 on international cooperation in the peaceful uses of outer space, 73/72 on transparency and confidence-building measures in outer space activities and 73/6, entitled “Fiftieth anniversary of the first United Nations Conference on the Exploration and Peaceful Uses of Outer Space: space as a driver of sustainable development”.

5.3 The main responsibilities carried out by the Office under the programme are: (a) to serve as the secretariat to the Committee on the Peaceful Uses of Outer Space and its subsidiary bodies, as executive secretariat to the International Committee on Global Navigation Satellite Systems and its Providers’ Forum (resolutions 61/111 and 64/86) and as the secretariat to the Space Mission Planning Advisory Group (resolution 71/90); (b) to implement the United Nations Programme on Space Applications (resolutions 2601 A (XXIV) and 37/90) and the Programme on the United Nations Platform for Space-based Information for Disaster Management and Emergency Response (UN SPIDER) (resolution 61/110); (c) to maintain the Register of Objects Launched into Outer Space; and (d) to discharge the responsibilities of the Secretary-General under the United Nations Treaties and Principles on Outer Space and related resolutions (resolutions 1721 B (XVI), 2222 (XXI), 2345 (XXII), 3235 (XXIX), 47/68, 59/115 and 62/101).

Recent developments

5.4 In 2018, the General Assembly, in its resolution 73/6, invited the Committee on the Peaceful Uses of Outer Space to continue to develop, by 2020, the “Space2030” agenda and its implementation plan. That invitation was made in the context of a call by Member States for a response at the United Nations level to the rapidly evolving space sector.

5.5 The development of the “Space2030” agenda is the outcome of the fiftieth anniversary of the United Nations Conference on the Exploration and Peaceful Uses of Outer Space (UNISPACE+50), a process that was implemented by the Committee to chart its future contribution to the global governance of outer space activities.

5.6 The “Space2030” agenda and its implementation plan are expected to articulate a comprehensive strategy for strengthening the contribution of space

activities and space tools to the achievement of the global agendas to address long-term sustainable development concerns of humankind.

Strategy and external factors for 2020

5.7 The Office will leverage its role as a global facilitator and capacity-builder to promote the peaceful uses of outer space. To that end, it will: (a) promote greater awareness of and advocate greater adherence to the international legal regime governing outer space activities, by assisting States in building or enhancing their capacities in space law and policy, global space governance, space debris mitigation and transparency and confidence-building measures in outer space activities; (b) support the application of international space law by maintaining the Register of Objects Launched into Outer Space, which serves to assist in the identification of space objects; (c) facilitate cooperation and knowledge-sharing and promote space-based solutions for Member States to achieve the Sustainable Development Goals, by working with countries to strengthen their capacity in the use of space science and technology and related applications; (d) support countries in their institution-building efforts; (e) coordinate space-related activities within the United Nations system; (f) develop collaborative platforms; and (g) build a global space partnership and commemorate historical milestones and celebrations, such as World Space Week, the International Day of Human Space Flight and International Asteroid Day. The Office will focus on building indigenous capability in the areas of environmental monitoring, natural resource management, satellite communications and disaster risk reduction, including by providing universal access to all types of space-based information and services, to support the full disaster management cycle. It will also focus on the use of global navigation satellite systems, including by promoting cooperation in relation to civil satellite-based positioning, navigation, timing and value-added services, as well as basic space sciences, climate change, basic space technology and human space technology. The Office will also contribute to Secretariat-wide initiatives and commitments, for example the Secretary-General's strategy on new technologies.

5.8 The plan of work and the strategic direction of the Office will take into account the decisions of the Committee in the development and implementation plan of the "Space2030" agenda.

5.9 With regard to the external factors, the overall plan for 2020 is based on the following planning assumption: the willingness and ability of stakeholders to continue to support the objectives of the programme.

5.10 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the result reflects the implementation of the new "Space for women" initiative, launched to ensure that the benefits of space reach women and girls, as indicated by the deliverables planned under seminars, workshops and training events; consultation, advice and advocacy; and databases and substantive digital materials.

5.11 With regard to cooperation with other entities, the Office will leverage its established partnerships with governmental, intergovernmental and non-governmental organizations, including space agencies, industry, academia, institutions and other space-related entities, to explore avenues and pursue new opportunities to increase its capability to meet the growing demand for support to strengthen the capacity of countries, in particular developing countries, in using space science and technology and their applications. The Office will also pursue new cooperative relationships, including with the private sector, to maximize the effective use of resources and identify new mechanisms for providing access to space for all.

5.12 With regard to inter-agency coordination and liaison, the Office will continue to lead the Inter Agency Meeting on Outer Space Activities (UN-Space), which promotes coordination and cooperation among the participating entities and aims at preventing the duplication of efforts relating to the use of space applications by the United Nations. Through that mechanism, the Office works closely with other United Nations entities to report on the coordination of space-related activities within the United Nations system (see [A/AC.105/1179](#)) and on other selected topics to increase awareness of the space-related activities of the United Nations in specific areas. The most recent UN-Space report ([A/AC.105/1146](#)) was focused on developments within the United Nations system relating to space weather. UN-Space also connects United Nations entities with Governments and other stakeholders to promote dialogue on the space-related work of United Nations system entities and on the use of science and technology and related applications as tools to advance human development and increase overall capacity development.

Evaluation activities

5.13 The joint midterm self-evaluation of the UN-SPIDER Beijing office, completed in 2018, has guided the programme plan for 2020.

5.14 The findings of the self-evaluation referenced in paragraph 5.13 above have been taken into account for the programme plan for 2020. The evaluation recognized the relevance and contribution of the work of the Beijing office to the mandate and objective of the Office for Outer Space Affairs and called for the strengthening of strategic communication and collaboration with donor and partner agencies, as demonstrated by the plan to implement, in 2020, additional training activities on the use of space technology for disaster management, arising from a new partnership within the Asia-Pacific region.

5.15 No evaluations or self-evaluations are planned for 2020.

Programme of work

Objective

5.16 The objective, to which this office contributes, is to strengthen international cooperation in space activities and the use of space science and technology.

Programme 6

Legal affairs

Overall orientation

Mandates and background

6.1 The Office of Legal Affairs is responsible for providing a unified central legal service for the Organization; represents the Secretary-General in legal conferences and in judicial proceedings; performs substantive and secretariat functions for legal organs involved in public international law, including the Sixth Committee of the General Assembly and the International Law Commission and in the areas of the law of the sea and ocean affairs and international trade law; and performs the treaty functions conferred on the Secretariat in Article 102 of the Charter of the United Nations. The mandate of the Office derives from Article 13 of the Charter and the priorities established in relevant General Assembly resolutions, including resolution [13 \(I\)](#) of 13 February 1946, as the central legal service for the Organization (including funds and programmes and treaty bodies institutionally linked to the United Nations).

6.2 The relevance of the services of the Office has grown in an increasingly interconnected world in which international law is the foundation for Member States to interact and cooperate in achieving their common goals.

Recent developments

6.3 Recent developments in the Office of Legal Affairs include the following: the conclusion of a tripartite agreement for the provision of support to the regional force of the States members of the Group of Five for the Sahel; the negotiations mediated by the United Nations between Greece and the former Yugoslav Republic of Macedonia on the latter's country name; the election of judges to the International Court of Justice and the International Residual Mechanism for Criminal Tribunals (IRMCT); the establishment of the investigative team to support domestic efforts to hold Islamic State in Iraq and the Levant (ISIL)/Da'esh accountable for potential war crimes, crimes against humanity and genocide; and the negotiation and conclusion of the host country agreement on the Intergovernmental Conference to Adopt the Global Compact for Safe, Orderly and Regular Migration. Some of these developments will have an impact on the plan for 2020 of the Office.

6.4 During 2018, the Office was at the forefront of the Secretary-General's call for system-wide action to strengthen the Organization's efforts to prevent and respond to acts of sexual exploitation and abuse and sexual harassment. In particular, the Office played a significant role in the preparation of a new United Nations system model policy on sexual harassment, which was adopted by the United Nations System Chief Executives Board for Coordination in October 2018. To support the Secretary-General's new strategy to improve the Organization's response to sexual exploitation and abuse, the Office is also implementing a policy that strikes an appropriate balance between principles of confidentiality and the requirements of accountability when the Organization handles allegations of sexual exploitation and abuse.

6.5 Increased activity and requests for assistance and cooperation were noted in the modernization and harmonization of international commercial law and the development of sound commercial legal frameworks at the national level through the International Trade Law Division, which resulted in 31 treaty actions and national enactments based on texts of the United Nations Commission on International Trade Law (UNCITRAL).

6.6 For the first time in 40 years, in 2018, the General Assembly included the item entitled “Strengthening and promoting the international treaty framework” in the agenda of its seventy-third session to discuss a review of the regulations to give effect to Article 102 of the Charter of the United Nations. On 20 December 2018, the General Assembly adopted resolution 73/210, in which it partially amended the regulations and decided to continue the discussions with the Treaty Section of the Office on important remaining outstanding issues for its further consideration at its seventy-fifth session. The support to be provided to Member States in this matter constitutes a new and challenging mandate for the Treaty Section.

6.7 The process of reform of the Organization, particularly the reform of the development and management pillars, has also been a recent development, as the Office has been involved in supporting the establishment of the legal framework and in providing advice and assistance to ensure the application and implementation of the changes required for the implementation of the 2030 Agenda, as well as the new management paradigm for the Secretariat.

Strategy and external factors for 2020

6.8 The Office will continue to respond to the increasing demand for legal services from the Secretariat and United Nations organs and for capacity-building by Member States.

6.9 The Office endeavours to promote and strengthen respect for, and adherence to, international law and to further the development of international justice and accountability.

6.10 The Office contributes to the efforts to fight sexual exploitation and abuse, whether committed by United Nations personnel or by non-United Nations security forces operating under a United Nations mandate, and assumes a central role in the Organization’s response to such allegations. To this end, the Office has taken a series of practical steps to ensure that the Organization cooperates promptly and effectively with national authorities investigating potential crimes of sexual exploitation and abuse and refers to national authorities, on an expeditious basis, credible allegations that such crimes may have been committed by United Nations or related personnel. The Office has also been at the centre of the system-wide actions to strengthen the Organization’s response to claims of sexual harassment.

6.11 The Office will continue to implement the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law, on the assumption that Governments show readiness to host the training programmes and technical requirements are met. The Office will continue to provide substantive and technical assistance in the codification and progressive development of international law to, inter alia, the International Law Commission and the Sixth Committee of the General Assembly, on the assumption that problems requiring legal regulation at the international level are universally recognized, favourable political conditions exist for their legal resolution and a political environment stimulating the participation of States in concluding international legal instruments continues to exist. In the medium term, it is anticipated that the demand for such assistance, provided by the Codification Division of the Office, will increase.

6.12 Activities under the Programme of Assistance include: (a) four training programmes in international law; (b) the United Nations Audiovisual Library of International Law; and (c) publications in international law. In 2018, the Office organized and conducted the following four-week training programmes in international law for young professionals: the United Nations Regional Course in International Law for Africa, in Addis Ababa; the United Nations Regional Course in

International Law for Latin America and the Caribbean, in Santiago; and the United Nations Regional Course in International Law for Asia and the Pacific, in Bangkok. It also organized and conducted a six-week International Law Fellowship Programme in The Hague, Netherlands. A total of 104 participants (56 women and 48 men) attended the training programmes. During this period, the Office also maintained and continued to develop the Audiovisual Library, which provides high-quality training and research materials on international law to an unlimited number of recipients around the world entirely free of charge. In 2018, 63 new lectures were recorded for the Library. As at 31 December 2018, the Library had been accessed by over 1.8 million users in all 193 Member States since its establishment. Also in 2018, several publications in international law were issued.

6.13 The Office will continue its efforts to improve the accessibility of the Audiovisual Library's Lecture Series to reach more users in all countries. Previously, lectures were accessible in video format only, which requires a large bandwidth to be viewed and in turn can make such videos difficult to access in places without widespread and reliable access to high-speed Internet. Significant efforts were made to also make all lectures available as audio files, thus making the Lecture Series more accessible. In 2018, the podcasts were launched and all lectures are now accessible as audio files free of charge on the Library's website (http://legal.un.org/avl/intro/welcome_avl.html) and on various podcast streaming platforms. The audio files are accessible on mobile devices and can be streamed or downloaded.

6.14 There has been a substantial increase in the activities on oceans and the law of the sea, in particular in view of the growing number of requests for deliverables and relating to the servicing of meetings, the provision of technical assistance and capacity-building and the need for enhanced support and assistance to the Commission on the Limits of the Continental Shelf. The substantial increase in activities relating to oceans and the law of the sea was also due to the role of the Division for Ocean Affairs and the Law of the Sea in carrying out the functions as the secretariat of the Regular Process for Global Reporting and Assessment of the State of the Marine Environment, including Socioeconomic Aspects, in relation to the functions of the Legal Counsel as the focal point for UN Oceans, which was confirmed by the General Assembly in its resolution 73/124, and in relation to support for the implementation by Member States of the oceans-related Sustainable Development Goals in the 2030 Agenda, as well as the Office's role in providing the intergovernmental conference on an international legally binding instrument under the United Nations Convention on the Law of the Sea on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction with the necessary assistance for the performance of its work, including secretariat services and the provision of essential background information and relevant documents. The first session of the conference was convened from 4 to 17 September 2018, and the second and third sessions will be convened from 25 March to 5 April and from 19 to 30 August 2019, respectively. The fourth session will be held in the first half of 2020. An expansion of activities is foreseen regarding the support to be provided for the fourth session under subprogramme 4.

6.15 The Office will continue to undertake capacity-building activities in the area of oceans and the law of the sea, in particular through its fellowship and training programmes. During 2018, 27 fellows, 25 alumni and 75 delegates (a total of 65 females and 62 males) participated. The 2018 Thematic Fellowship was specifically focused on the implementation of the 2030 Agenda for Sustainable Development through the United Nations Convention on the Law of the Sea and ocean governance frameworks.

6.16 The Office will continue to provide support to Member States and the coordinators of the informal consultations on draft General Assembly resolutions on

oceans and the law of the sea and on sustainable fisheries, in addition to performing functions as the secretariat of the United Nations Convention on the Law of the Sea and of the Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks.

6.17 The Office has identified the opportunities emanating from the increased number of requests for technical assistance in commercial law reform to promote existing UNCITRAL instruments, particularly to developing countries.

6.18 The Office will continue to promote capacity-building activities on the rule of law in commercial transactions. During 2018, those activities included briefing and consultation missions, the provision of advice on national legislation, seminars, training sessions, meetings of experts, colloquiums, conferences, participation in working groups and in plenaries of governing bodies of other organizations and teaching courses in commercial law reform. Particular attention has been given to the strategic importance of the proper maintenance of the UNCITRAL website in all six official languages.

6.19 The Office will continue to improve its capacity-building efforts in relation to treaty law, the depositary practice of the Secretary-General and the registration of treaties. These exercises have been tailored for government officials and representatives from permanent missions and international organizations, and two were successfully undertaken in 2018. The Office also provided information and legal advice concerning treaty law, depositary practice and the registration of treaties to States, intergovernmental organizations, United Nations offices and other treaty bodies, in particular in relation to subjects covered by final clauses of treaties and other matters of international law, such as treaty-making capacity and succession to treaties.

6.20 The Office will continue to discharge the mandate under Article 102 of the Charter and the regulations to give effect to Article 102. In 2018, the Office processed 2,627 treaties and subsequent treaty actions. The website of the Treaty Section is frequently consulted, averaging 255,775 monthly page views.

6.21 The Office continues to protect the legal interests of the United Nations by providing central legal support to all departments, offices away from Headquarters, the separately funded and administered funds and programmes and other subsidiary bodies in their efforts to promote the Sustainable Development Goals. In particular, the Office supports Member States in their implementation of the Goals by providing legal advice on the rules of procedure and other procedural questions to United Nations entities servicing related meetings and United Nations conferences, and by ensuring that appropriate legal arrangements are in place to strengthen the means of implementation and to revitalize the Global Partnership for Sustainable Development.

6.22 The Office develops a strategic relationship with States and international organizations, which increasingly rely on it to obtain information and legal advice and assistance, often on an urgent basis.

6.23 With regard to the external factors, the overall plan for 2020 is based on the following planning assumptions:

(a) Member States will request legal and technical assistance before concluding multilateral treaties to be deposited with the Secretary-General, in particular with respect to final clauses of treaties, which will avoid complex legal issues of interpretation and application, and will submit treaty actions in proper form guided by the provisions of the treaty in question and the legal advice provided;

(b) Undisrupted support by the vendors of technology platforms normally utilized by the Office will continue to allow the Office to work productively;

(c) Member States will be supportive of the Organization and recognize its status, and its privileges and immunities, through their legal systems; organizational units will seek timely legal advice, provide sufficient information for analysis and be guided by advice rendered.

6.24 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, for subprogramme 3, 54 per cent of the fellowships to participate in the training programmes on international law were awarded to female candidates. Furthermore, in 2018, 46 per cent of the lectures recorded at the United Nations Audiovisual Library of International Law were delivered by women compared with 34 per cent in 2017, decreasing the gender gap among lecturers at the Library. Finally, a gender-specific lecture was launched on the Library in observance of International Women's Day. For subprogramme 5, the International Trade Law Division has raised relevant diversity issues in commercial law reform, with the result that UNCITRAL Working Group III is assessing arbitrator diversity in the context of investor-State dispute settlement processes, and the UNCITRAL *Legislative Guide on Key Principles of a Business Registry*, adopted in 2018, includes a policy on non-discrimination and the express equal right of women to access registry services. The Division has also ensured the use of gender-inclusive language in report-writing and gender balance among speakers and participants in meetings it organizes or co-organizes. For subprogramme 6, the delivery of capacity-building activities is inclusive in terms of gender perspectives with respect to the presenters and the monitoring of participation.

6.25 With regard to cooperation with other entities, the following examples can be highlighted:

(a) UNCITRAL: partnerships undertaken to develop activities directly related to the promotion of the rule of law in commercial transactions through the adoption and use of UNCITRAL texts include those with the Asia-Pacific Economic Cooperation forum, the European Bank for Reconstruction and Development, the Organization for the Harmonization of Business Law in Africa, the International Organization of la Francophonie and the World Bank Group;

(b) The Office continues to receive support from the Nippon Foundation under a project agreement to provide capacity-building opportunities to developing countries called the United Nations-Nippon Foundation Fellowship Programme. The Fellowship Programme has been recognized by the General Assembly as making an important contribution to human resources development for developing States in the field of ocean affairs and the law of the sea and related disciplines. In June 2017, cooperation with the Nippon Foundation was extended under the new United Nations-Nippon Foundation Sustainable Ocean Programme. The subsequent launch of supplementary fellowships and training activities provided thematic capacity-building to mid-level ocean professionals and critical capacity assistance to government officials from developing States. The alumni of the programmes are members of an alumni network, also supported by the Nippon Foundation and subprogramme 4.

6.26 The Codification Division cooperates with The Hague Academy of International Law with respect to the International Law Fellowship Programme, and with the African Union with respect to the Regional Course in International Law for Africa. Furthermore, the Division facilitates cooperation meetings between the International Law Commission and the African Union Commission on International Law, the Asian-African Legal Consultative Organization, the Inter-American

Juridical Committee and the Ad Hoc Committee of Legal Advisers on Public International Law.

6.27 With regard to inter-agency coordination and liaison, the Office provides a central legal service to offices away from Headquarters and funds and programmes. In addition, the Office manages three informal networks: (a) the network of the legal advisers of the specialized agencies and other organizations of the United Nations system; (b) the network of the legal advisers of the United Nations offices, funds and programmes; and (c) the network of the field legal officers in peacekeeping and special political missions.

Evaluation activities

6.28 The following evaluations and self-evaluations completed in 2018 have guided the programme plan for 2020:

(a) A self-evaluation entitled “Assessment of the coherence and relevance of coordination between the United Nations, its agencies and other multilateral bodies in ocean affairs and the law of the sea: UN-Oceans”;

(b) A self-evaluation by the Office entitled “Records and information management (Office of Legal Affairs)”, which was carried out in September and October 2018.

6.29 The findings of the self-evaluations referenced in paragraph 6.28 above have been taken into account for the programme plan for 2020 of the relevant subprogrammes, such as an improvement in the management of the information workflow between the front office and the different subprogrammes.

Programme of work

Subprogramme 1

Provision of legal services to the United Nations system as a whole

Objective

6.30 The objective, to which this subprogramme contributes, is to ensure respect for, and adherence to, public international law and the development of international justice and accountability.

Highlighted planned result for 2020

Creating the authorizing environment for the reinvigorated resident coordinator system

6.31 In 2018, the General Assembly adopted resolution [72/279](#) on the repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system. Pursuant to the resolution, the functions of the resident coordinator are to be separated from those of the resident representative of the United Nations Development Programme (UNDP) as of 1 January 2019.

Challenge and response

6.32 The challenge is that as a result of this separation, the resident coordinators will no longer operate under the legal framework of UNDP in Member States.

6.33 In response, for 2020, the subprogramme will, as a result, be providing direct legal support to all resident coordinators and their offices with respect to privileges and immunities, including the negotiation and interpretation of agreements regarding their status in the country concerned. This is in addition to the legal advice that the Office will continue to provide to the resident representatives on issues relating to privileges and immunities, in consultation with the UNDP Legal Support Office. The subprogramme, in conjunction with subprogramme 2, also plans to complete its consultations with the Governments of the 149 Member States in which there is a resident coordinator to conclude the necessary legal framework for the resident coordinator to establish an office in each of those Member States.

Result and evidence

6.34 The planned deliverable is expected to contribute to the result, which is the adoption of the requisite legal framework, including the necessary privileges and immunities, which will allow the resident coordinators to undertake their functions in the territory of the Member States.

6.35 Evidence of the result, if achieved, will include the 149 agreements signed between the United Nations and Member States in relation to the offices of the resident coordinators, as shown in the table below.

6.36 The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

2018	2019	2020
Absence of host country agreements for reinvigorated resident coordinator system	Negotiation and conclusion of host country agreements	149 host country agreements signed, providing the legal framework necessary for the resident coordinators and their offices to perform their functions and to ensure their privileges and immunities

6.37 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

Deliverables

6.38 Table 6.1 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 6.1
Subprogramme 1: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	9	22	7	11
Substantive services for meetings (number of three-hour meetings)	83	114	83	83
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
Seminars, workshops and training events (number of days)	24	37	20	20
Publications (number of publications)	1	2	2	–
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Outreach programmes, special events and information materials				
E. Enabling deliverables				
Legal services				
Legal advice				

Subprogramme 2

General legal services provided to United Nations organs and programmes

Objective

6.39 The objective, to which this subprogramme contributes, is to maximize the protection of the Organization's legal interests.

Highlighted planned result for 2020

Reduction of actual legal liability of other claims

6.40 In addition to the cases before the United Nations Appeals Tribunal, in 2018, the United Nations faced in excess of 30 contractual or other commercial claims arising from operations in the field and at Headquarters, giving rise to claims amounting to over \$100.5 million against the Organization. The subprogramme reduced the actual legal liability of the Organization by year-end to \$4.9 million. In 2019 and 2020, the subprogramme will ensure that the Organization's legal rights and interests are protected to the maximum extent possible and seek to ensure that the actual legal liability claimed against the Organization under contractual or other commercial claims will be significantly reduced in comparison to the amounts originally claimed.

Challenge and response

6.41 Noting the Secretary-General's new management paradigm, while the Organization has model contracts in place for the procurement of substantial services,

the challenge is the risk of additional claims related to *de minimis* purchases for which no model contracts exist. In response, starting in 2019 and for 2020, the subprogramme will develop a suite of model contracts to support the procurement of goods and services while reducing the risk of claims.

Result and evidence

6.42 The planned deliverable is expected to contribute to the result, which is managers having additional simplified contracting documents to contract with vendors effectively and efficiently, while at the same time protecting the legal interests of the Organization, thus supporting the shift to a decentralized management paradigm. Evidence of the result, if achieved, will include the use of the model contracts by managers and the feedback received.

6.43 The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

2018	2019	2020
Absence of model contracts for <i>de minimis</i> requirements of goods and services	Development of model contracts for <i>de minimis</i> requirements of goods and services in consultation with managers	Model contracts for <i>de minimis</i> requirements of goods and services used by managers and feedback received

6.44 The following provisions of the Charter of the United Nations and General Assembly resolutions comprise the main mandates entrusted to the subprogramme: Articles 104 and 105 of the Charter and resolutions [13 \(I\)](#), [22 \(I\)](#) and [70/112](#). The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

Deliverables

6.45 Table 6.2 lists all deliverables, by category and subcategory, planned for 2020 that are expected to contribute to the attainment of the objective stated above.

Table 6.2

Subprogramme 2: deliverables for 2020, by category and subcategory

Non-quantified deliverables

E. Enabling deliverables

Legal services

Legal advice

Subprogramme 3

Progressive development and codification of international law

Objective

6.46 The objective, to which this subprogramme contributes, is to progressively develop, codify and advance knowledge of international law.

Highlighted planned result for 2020

Reaching a wider audience interested in international law

6.47 The United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law was established to provide a better knowledge of international law as a means for strengthening international peace and security and promoting friendly relations and cooperation among States. The United Nations Audiovisual Library of International Law is one of the cornerstones of the Programme of Assistance.

6.48 In 2018, the Audiovisual Library continued to provide for the teaching and dissemination of international law through hundreds of lectures and technical materials on specialized topics of international law made available online.

Challenge and response

6.49 Feedback received indicates that the challenge is to make the Library more accessible and user-friendly, including for users with limited knowledge of international law.

6.50 In response, for 2020, lectures will be designed, recorded and arranged in several mini-series addressing core topics of international law, including sources of international law, international human rights law and international investment law. These mini-series will be provided as videos as well as podcasts, allowing them to be downloaded in regions with an unreliable high-speed Internet connection.

Result and evidence

6.51 The planned deliverable is expected to contribute to the result, which is increased accessibility to and knowledge of international law by a wider audience of beneficiaries. Evidence of the result, if achieved, will include the use of the mini-series by a wider audience.

6.52 The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

2018	2019	2020
Absence on the website of the Audiovisual Library of easily accessible modules on introductory international law topics for users with limited knowledge	Development and production of mini-series of lectures addressing core topics of international law	Use of mini-series of lectures addressing core topics of international law in video and podcast format, contributing to increased accessibility and knowledge of international law by a wider audience

6.53 The following provision of the Charter of the United Nations and General Assembly resolutions comprise the main mandates entrusted to the subprogramme: Article 13 (1) (a) of the Charter, resolution [174 \(II\)](#) on the establishment of an International Law Commission, resolution [2099 \(XX\)](#) on technical assistance to promote the teaching, study, dissemination and wider appreciation of international law, resolution [3349 \(XXIX\)](#) on the need to consider suggestions regarding the review of the Charter of the United Nations, resolution [73/201](#) on the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law, resolution [73/206](#) on the report of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization and resolution [73/265](#) on the report of the International Law Commission on the work of its seventieth session. The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

Deliverables

6.54 Table 6.3 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 6.3

Subprogramme 3: deliverables for the period 2018–2020, by category and subcategory

	2018 <i>planned</i>	2018 <i>actual</i>	2019 <i>planned</i>	2020 <i>planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	10	10	16	17
Substantive services for meetings (number of three-hour meetings)	147	141	139	138
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	88	88	88	88
Publications (number of publications)	14	12	8	11
Technical materials (number of materials)	–	54	–	29

	2018 <i>planned</i>	2018 <i>actual</i>	2019 <i>planned</i>	2020 <i>planned</i>
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Non-quantified deliverables**C. Substantive deliverables**

Consultation, advice and advocacy
Databases and substantive digital materials

D. Communication deliverables

Outreach programmes, special events and information materials
Digital platforms and multimedia content
Library services

Subprogramme 4 Law of the sea and ocean affairs

Objective

6.55 The objective, to which this subprogramme contributes, is to strengthen the law of the sea for the peaceful use of the oceans and for their conservation and sustainable use, and as the basis for national, regional and global action and cooperation in the marine sector.

Highlighted planned result for 2020**Strengthen the science-policy interface by developing the second world ocean assessment**

6.56 In 2015, the First Global Integrated Marine Assessment (first World Ocean Assessment) was finalized and welcomed, and its summary was approved by the General Assembly and published under the subprogramme. It was the first truly comprehensive study of the state of the world's oceans. While the first World Ocean Assessment provided a baseline study of the state of the world's oceans, the second world ocean assessment will extend to evaluating trends and identifying gaps.

6.57 In 2018, to achieve the goal of a truly global and scientifically robust second world ocean assessment, the subprogramme concentrated its efforts towards organizing and servicing, within a six-month time frame, seven regional workshops aimed at informing the collection of regional-level information and data for the preparation of the second world ocean assessment and relevant capacity-building needs, the formation of the writing teams for the various chapters of the assessment and the interaction of their members.

Challenge and response

6.58 The challenge is to ensure equitable geographical representation and gender balance in the Pool of Experts who will be authoring the assessment, as well as to organize a sustained awareness-raising campaign. In addition, the challenge is to synthesize the findings of the panel in keeping with the agreed timeline.

6.59 In response, for 2020, the subprogramme will provide substantive and conference services support to the meetings of the Ad Hoc Working Group of the Whole on the Regular Process for Global Reporting and Assessment of the State of the Marine Environment, including Socioeconomic Aspects (the Regular Process), the Bureau, the Group of Experts of the Regular Process, the Pool of Experts and the

writing teams, as well as secretariat support for reviewing, editing, translating, desktop publishing and printing the assessment. Substantive services will be provided towards a comprehensive scientific review of knowledge of the state of the world's oceans and the ways in which humans benefit from and affect the oceans, produced through its Regular Process. The analysis will help to establish that the ocean is facing major pressures simultaneously, with such great impacts that the limits of its carrying capacity are being, or in some cases have been, reached and to identify areas in which urgent action needs to be taken.

Result and evidence

6.60 The planned deliverables are expected to contribute to the result, which is the availability of a comprehensive, global and integrated view of the continued challenges to the marine environment and their socioeconomic impacts, and the areas in which the most urgent action is needed. Evidence of the result, if achieved, will include a strengthened science-policy interface leading to more sustainable management of human activities in the oceans and seas, and the conclusion of the discussions by the Pool of Experts on oceans-related issues and their agreement on the overall report.

6.61 The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

2018	2019	2020
Constitution of the Pool of Experts and writing teams, and organization of regional workshops	Preparation and peer review of the chapters of the second world ocean assessment	Publication of the second world ocean assessment and approval of its summary by the General Assembly, resulting in a strengthened science-policy interface leading to more sustainable management of human activities in the oceans and seas

6.62 The following United Nations instruments and General Assembly resolutions comprise the main mandates entrusted to the subprogramme: the United Nations Convention on the Law of the Sea of 10 December 1982 together with the Agreement relating to the Implementation of Part XI of the Convention; the Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks; resolution [71/312](#), entitled "Our ocean, our future: call for action"; resolution [72/249](#) on an international legally binding instrument under the United Nations Convention on the Law of the Sea on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction; resolution [73/124](#) on oceans and the law of the sea; and resolution [73/125](#) on sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments. The terms of reference for UN-Oceans are contained in the annex to Assembly

resolution 68/70. The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

Deliverables

6.63 Table 6.4 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 6.4

Subprogramme 4: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	13	34	14	32
Substantive services for meetings (number of three-hour meetings)	656	655	656	671
Conference and secretariat services for meetings (number of three-hour meetings)	550	539	550	544
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	4	5	5	5
Seminars, workshops and training events (number of days)	15	20	6	5
Publications (number of publications)	4	5	4	4
Technical materials (number of materials)	1	–	1	1
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
Digital platforms and multimedia content				
Library services				
E. Enabling deliverables				
Information and communications technology				
Legal services				
Legal advice				

Subprogramme 5

Progressive harmonization, modernization and unification of the law of international trade

Objective

6.64 The objective, to which this subprogramme contributes, is to harmonize and modernize international trade law.

Highlighted planned result for 2020

Enforcing commercial obligations across borders

6.65 Commercial obligations often need to be enforced through dispute settlement mechanisms. A prerequisite for an effective international dispute settlement mechanism is the ability to enforce an award or a settlement agreement reached through dispute settlement across borders in a cost-effective way. Otherwise, there is in practice no effective enforcement of commercial obligations, which disincentivizes cross-border commerce and may disproportionately affect developing and least developed countries.

6.66 The United Nations Commission on International Trade Law (UNCITRAL) has long-standing experience in enabling the settlement of cross-border commercial disputes through alternatives to litigation, notably arbitration. In recent years, there has been an increasing interest in non-adversarial settlement methods, particularly mediation, to complement arbitration because mediation can be swifter and less expensive than adversarial dispute settlement, benefiting commercial enterprises, promoting long-term and long-distance commercial transactions and offering States possible cost savings in the administration of justice. Member States turned to UNCITRAL to develop an international convention for enforcing settlement agreements arising from mediation, similar to the Convention on the Recognition and Enforcement of Foreign Arbitral Awards, under which foreign arbitral awards can be enforced in domestic courts.

6.67 The work on such a convention started in UNCITRAL in 2015. In 2018, UNCITRAL concluded the United Nations Convention on International Settlement Agreements Resulting from Mediation, which was adopted by the General Assembly in resolution [73/198](#). The Convention will be opened for signature on 7 August 2019. It is supported by an UNCITRAL model law for States to use as a template for national laws on international commercial mediation.

Challenge and response

6.68 The challenge is to overcome a lack of expertise, capacity and resources to implement these texts in the countries that need them most.

6.69 In response, for 2020, the UNCITRAL secretariat plans a number of technical assistance and capacity-building activities to assist those countries. Examples of the activities envisaged include online e-learning modules, a train-the-trainers programme, and seminars, workshops and training events to take place in the relevant regions, held in partnership with stakeholders from both the public and private sectors.

Result and evidence

6.70 The planned deliverables are expected to contribute to the result, which is an increase in the use of mediation. Evidence of the result, if achieved, will include growth of national mediation centres (which undertake mediation and build capacity) and political commitments of States to enable mediation and enforcement of mediated settlements; the signature and ratification of the Convention and national enactments of the model law could demonstrate such commitment.

6.71 The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

2018	2019	2020
United Nations Convention on International Settlement Agreements Resulting from Mediation adopted	Initiation of dialogue between Member States on technical assistance and capacity-building, including on the establishment of national mediation centres	First ratifications of the Convention and establishment of national mediation centres

6.72 The following General Assembly resolutions comprise the main mandates entrusted to the subprogramme: resolution [2205 \(XXI\)](#) on the establishment of the United Nations Commission on International Trade Law and subsequent resolutions on the work of the Commission, the most recent of which is resolution [73/197](#) on the report of the United Nations Commission on International Trade Law on the work of its fifty-first session. The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

Deliverables

6.73 Table 6.5 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 6.5

Subprogramme 5: deliverables for the period 2018–2020, by category and subcategory

	2018 <i>planned</i>	2018 <i>actual</i>	2019 <i>planned</i>	2020 <i>planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	158	197	158	195
Substantive services for meetings (number of three-hour meetings)	150	143	150	150
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	15	11	15	15
Seminars, workshops and training events (number of days)	80	65	80	80
Publications (number of publications)	10	2	11	9
Technical materials (number of materials)	11	12	10	12
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				

	2018 planned	2018 actual	2019 planned	2020 planned
Digital platforms and multimedia content				
Library services				

Subprogramme 6

Custody, registration and publication of treaties

Objective

6.74 The objective, to which this subprogramme contributes, is to ensure transparency of the international treaty framework, wider knowledge of the law of treaties and broader participation in multilateral treaties concluded under the auspices of the United Nations and deposited with the Secretary-General.

Highlighted planned result for 2020

Bringing transparency in the international treaty framework into the twenty-first century

6.75 The obligation to register and publish treaties is enshrined in Article 102 of the Charter of the United Nations, and its purpose is to promote the transparency of the international legal order, of which treaties are the main foundation. The subprogramme discharges the registration and publication mandate pursuant to Article 102 and a regulatory framework (the regulations to give effect to Article 102) that the General Assembly adopted at its first session, in 1946. Until 2018, the regulations had only been amended three times, in 1949, 1950 and 1978.

Challenge and response

6.76 The challenge was that this regulatory framework did not reflect the developments during the past four decades in treaty-making by States and in the registration and publication practice of the Secretariat. It reflected neither the latest advances in information technology nor the growth in the number of treaties entered into and submitted for registration and publication.

6.77 In 2017, at the request of the General Assembly, the subprogramme prepared concrete proposals to review and modernize the regulations. In 2018, the Assembly included a new item entitled “Strengthening and promoting the international treaty framework” in the agenda of its seventy-third session to discuss the proposals. On 20 December 2018, following discussions within the Sixth Committee, the Assembly adopted resolution [73/210](#), to which the amended regulations were annexed. The new regulations, effective as from 1 February 2019, update the registration and publication procedures and incorporate the use of electronic resources. Member States noted with appreciation the role of the subprogramme in the implementation of Article 102 and its efforts in assisting Member States in this area, recognizing the growth over the past few years in the work it carried out.

6.78 Some Member States considered that there are still outstanding issues that need further consideration, such as balancing the call for multilingualism as a core value of the Organization with the backlog in publication caused by growing delays in the translation of treaties and the limited resources available for the publication process. Another outstanding issue is the further modernization of the registration and publication process and ensuring wide accessibility to treaties, bearing in mind

challenges that many developing countries face in accessing information and communications technology.

6.79 In resolution [73/210](#), the General Assembly requested the Secretary-General to provide, at its seventy-fifth session, a report, following broad consultations with Member States, with information on practice and possible options to further review the regulations, taking into account outstanding issues identified by Member States.

6.80 In response, for 2020, prior to preparing the mandated report, the subprogramme expects to organize several rounds of consultations with Member States to agree on the outstanding issues, brief Member States on the Secretariat's practice in relation to those issues, request Member States' views on the ways forward and propose possible solutions, taking into consideration the results of all the discussions. The active participation of Member States from across all regions confirmed the relevance of this issue and the recognition of the importance of the expeditious processing, registration and publication of treaties and treaty-related actions.

Result and evidence

6.81 The planned deliverable is expected to contribute to the result, which is strengthened transparency of the international legal order, driven by an improved, more efficient and timely registration and publication process and broad accessibility of treaties and treaty actions. Evidence of the result, if achieved, will include the adoption by Member States of a new regulatory framework that will improve and facilitate the performance by Member States of their obligation to register treaties and assist the Secretariat with its obligation to publish them.

6.82 The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

<i>2018</i>	<i>2019</i>	<i>2020</i>
Absence of an updated regulatory framework for the registration and publication of treaties under Article 102 of the Charter, as noted in General Assembly resolution 73/210	Consultations between Member States on the various options to further review the regulations that give effect to Article 102	Adoption by Member States of a new regulatory framework that will improve and facilitate the performance by Member States of their obligation to register treaties

6.83 The following provisions of the Charter of the United Nations and General Assembly resolutions comprise the main mandates entrusted to the subprogramme: Articles 98 and 102 of the Charter; multilateral treaties concluded under the auspices of the United Nations that designate the Secretary-General as depositary, including the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean; and resolution [73/210](#). The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

Deliverables

6.84 Table 6.6 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 6.6

Subprogramme 6: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	–	9	–	9
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	2	2	2	2
Publications (number of publications)	74	62	36	37
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
Digital platforms and multimedia content				
E. Enabling deliverables				
Legal services				
Legal advice				
Depositary functions				

Independent Investigative Mechanism for Myanmar

Overall orientation

Mandates and background

6.85 Pursuant to Human Rights Council resolution [39/2](#), by which the Independent Investigative Mechanism for Myanmar was established, the Mechanism is responsible for collecting, consolidating, preserving and analysing evidence of the most serious international crimes and violations of international law committed in Myanmar since 2011. The Mechanism is also mandated to prepare files in order to facilitate and expedite fair and independent criminal proceedings, in accordance with international law standards, in national, regional or international courts or tribunals that have or may in the future have jurisdiction over these crimes, in accordance with international law. The terms of reference for the Mechanism are set out in the annex to a letter dated 16 January 2019 from the Secretary-General addressed to the President of the General Assembly ([A/73/716](#)) and in a letter addressed to the President of the Human Rights Council.

Strategy and external factors for 2020

6.86 In its resolution 39/2, the Human Rights Council decided that, in addition to the collection, consolidation, preservation and analysis of evidence of the most serious international crimes and violations of international law committed in Myanmar since 2011, and the preparation of files in order to facilitate and expedite fair and independent criminal proceedings, the Independent Investigative Mechanism shall:

(a) Be able to make use of the information collected by the fact-finding mission and continue to collect evidence;

(b) Have the capacity to document and verify relevant information and evidence, including through field engagement and by cooperating with other entities, as appropriate;

(c) Report on its main activities on an annual basis to the Human Rights Council as of its forty-second session and to the General Assembly as of its seventy-fourth session.

6.87 In accordance with its terms of reference, the Mechanism shall develop strategies and determine a workplan. The Mechanism shall also adopt procedures and methods of work, in accordance with international criminal law standards, for collecting, consolidating, analysing, preserving and storing information, documentation and evidence, as well as for preparing files to facilitate and expedite fair and independent criminal proceedings.

6.88 Pursuant to the terms of reference, the above-mentioned procedures shall be based on the highest possible standards, consistent with the Charter of the United Nations, United Nations rules, regulations, policies and good practices, relevant international law and standards, including human rights law, notably the right to a fair trial and other due process provisions, as well as relevant jurisprudence, in order to ensure the broadest possible usability and admissibility of such evidence and material in national, regional or international courts or tribunals. In addition, the Mechanism shall ensure that its procedures are victim-centred and duly sensitive to considerations of sex, gender, age, religion and ethnicity.

6.89 In its resolution 39/2, the Human Rights Council called upon all States, including the Government of Myanmar and its independent commission of inquiry, and encouraged civil society, business enterprises and other stakeholders to cooperate fully with the Mechanism for it to effectively fulfil its mandate and, in particular, to provide it with any information and documentation they may possess or come to possess, as well as any other forms of assistance pertaining to their respective mandate. The Council requested the United Nations system as a whole to cooperate fully with the Mechanism and to respond promptly to any request made by the Mechanism, including access to all information and documentation.

6.90 In the light of the foregoing, the Mechanism will identify opportunities throughout 2020 to access significant amounts of relevant information and evidence held by other entities, including from within the United Nations system, other international organizations, States, non-governmental organizations and individuals.

6.91 The Mechanism will also identify opportunities to engage in a dynamic discussion with relevant entities, particularly at the national level, in order to ensure the broadest possible usability and admissibility of such evidence and material in national, regional or international courts or tribunals.

6.92 With regard to the external factors, the overall plan for 2020 is based on the following planning assumptions:

(a) There will be entry points for engagement with Myanmar authorities for the Mechanism to be granted access to Myanmar. There will likewise be entry points for engagement with other Member States where relevant victims, witnesses and evidence may be found;

(b) Relevant stakeholders, including Member States, the United Nations system, intergovernmental organizations and civil society, will cooperate with the Mechanism;

(c) All parties from whom the Mechanism may seek information will cooperate with it. The Mechanism will also, as appropriate, draw on lessons learned and best practices of other comparable investigative mechanisms;

(d) Appropriate victim and witness protection can be ensured for the taking of testimonies from victims and witnesses, as part of the mandate of the Mechanism to collect evidence.

6.93 The Mechanism integrates a gender perspective in its operational activities, deliverables and results, as appropriate. As set out in the terms of reference, the secretariat of the Mechanism shall include persons with expertise in the area of sexual and gender-based crimes and violence. The procedures adopted by the Mechanism shall also be victim-centred and duly sensitive to considerations of sex, gender, age, religion and ethnicity. In addition, the Mechanism shall take appropriate measures to respect and ensure respect for the privacy, interests and personal circumstances of victims, in the light of, *inter alia*, their sex, sexual orientation, gender and health and taking into account the nature of the crime, in particular where it involves sexual and gender-based violence. The Mechanism may undertake specific activities to strengthen the capacity of national authorities to address relevant sexual and gender-based violence and hold perpetrators to account. Finally, the Mechanism shall assist in referring vulnerable victims and witnesses who cooperate with it, in particular women and survivors of sexual and gender-based violence, to relevant bodies so that they are provided with appropriate medical and psychosocial support.

6.94 With regard to cooperation with other entities, the Mechanism will cooperate with relevant international and regional organizations, as well as non-governmental organizations, as appropriate and as necessary for the implementation of its mandate.

6.95 With regard to inter-agency coordination and liaison, pursuant to the terms of reference of the Mechanism, the United Nations and all of its programmes, funds and offices shall, within their respective mandates, fully cooperate with the Mechanism and promptly respond to its requests, including for access to information.

Programme of work

Objective

6.96 The objective, to which the Mechanism contributes, is to ensure accountability for serious international crimes and violations of international law committed in Myanmar since 2011, and justice, which is one of the values enshrined in the Charter of the United Nations.

Highlighted planned result for 2020

Cooperative frameworks for the collection, preservation and storage of information, documentation and evidence

6.97 In 2018, the Human Rights Council adopted resolution [39/2](#) on the situation of human rights of Rohingya Muslims and other minorities in Myanmar.

Challenge and response

6.98 The challenge is to develop a procedural framework as a first step towards operationalizing the resolution and to structure engagement with parties for the ultimate collection, preservation and storage of information, documentation and evidence. In response, for 2020, pursuant to its terms of reference, the Mechanism will design its structure, its cooperative frameworks for the collection of evidence and its framework for managing information, documentation and evidence collected on the serious international crimes and violations of international law committed in Myanmar since 2011. Drawing on lessons learned from other accountability processes, the Mechanism will pursue access to relevant information and evidence that is available, putting in place cooperative frameworks with a significant number of diverse relevant stakeholders. The Mechanism will use template agreements developed in consultation with the Office of Legal Affairs as a foundation for future agreements and for the collection, consolidation, documentation and verification of substantive and diversified information, documentation and evidence and its analysis, organization, preservation and storage, in accordance with international law standards.

Result and evidence

6.99 The planned deliverables are expected to contribute to the result, which is the agreement of parties to engage with the Mechanism in a structured fashion with a view to collecting, organizing, preserving and storing the information, documentation and evidence.

6.100 Evidence of the result, if achieved, will include the number and nature of the cooperative frameworks to which parties agree. The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

2018	2019	2020
Adoption of Human Rights Council resolution 39/2	Initiation of dialogue with parties	Agreement of parties to cooperative frameworks for the collection, preservation and storage of information, documentation and evidence

6.101 The Mechanism will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

Deliverables

6.102 Table 6.7 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 6.7

Independent Investigative Mechanism for Myanmar: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	–	–	2	2
Substantive services for meetings (number of three-hour meetings)	–	–	2	2
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Fact-finding, monitoring and investigation missions				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				

International, Impartial and Independent Mechanism to Assist in the Investigation and Prosecution of Persons Responsible for the Most Serious Crimes under International Law Committed in the Syrian Arab Republic since March 2011

Overall orientation

Mandates and background

6.103 The Mechanism is responsible for assisting in the investigation and prosecution of persons responsible for the most serious international crimes committed in the Syrian Arab Republic since March 2011. The mandate derives from General Assembly resolution [71/248](#), as further elucidated in the Mechanism's terms of reference (see [A/71/755](#), annex). The Mechanism has an immediate responsibility to support criminal accountability, and its work relates to both supporting ongoing investigations and prosecutions being conducted by other actors and building case files to be shared with courts or tribunals which currently, or may in the future, have jurisdiction over those crimes.

Recent developments

6.104 In 2018, allegations of core international crimes committed during the conflicts in the Syrian Arab Republic continued.

Strategy and external factors for 2020

6.105 The Mechanism will take a five-track approach:

(a) Continue building a comprehensive evidence collection concerning crimes committed in the Syrian Arab Republic and to ensure that evidence is preserved;

(b) Advance the Mechanism's analysis of evidence to provide a principled and systematic foundation for building criminal files, as well as to maximize the potential for the Mechanism to expeditiously provide assistance to competent jurisdictions. The analysis will permit the identification of evidentiary gaps that must be filled in order to build files;

(c) Pursue lines of inquiry to build files and, at the same time, propel the analysis forward;

(d) Build criminal files, including by carrying out investigations required to fill evidentiary gaps;

(e) Share information, evidence, analytical work product, expertise and/or case files with national, regional or international courts and tribunals, or otherwise support their work, in accordance with the framework set out in its mandate.

6.106 In addition, the Mechanism will factor into its working methods two additional cross-cutting themes. First, the Mechanism is adopting a victim-centred approach, including proper attention to diverse gender and other perspectives, in its work. Second, and related, the Mechanism will seek to facilitate the achievement of broader transitional justice goals wherever possible.

6.107 The Mechanism will have access to significant amounts of relevant information and evidence held by other entities, including from within the United Nations system, by way of framework cooperation agreements with key information holders, in accordance with its mandate (see resolution 71/248, paras. 6 and 7). For example, the Mechanism has existing agreements with the Independent International Commission of Inquiry on the Syrian Arab Republic, the Organisation for the Prohibition of Chemical Weapons (OPCW) and a number of individual NGOs. The Mechanism has also concluded a protocol with a group of 28 NGOs representing Syrian civil society actors, which forms the basis of the Mechanism's cooperation with the NGOs. The protocol also provides a general framework for cooperation that can extend to other NGOs willing to collaborate with the Mechanism in the future. The Mechanism is negotiating further cooperation agreements with other relevant actors and will continue to do so in 2019 and 2020.

6.108 As the Mechanism's evidence collection continues to grow, it will increasingly share information and evidence and prepare files in order to facilitate and expedite fair and independent criminal proceedings, in accordance with international law standards, in national, regional or international courts or tribunals that have, or may in the future have, jurisdiction over these crimes, in accordance with international law. The effectiveness of the evidence collection will be maximized through the use of the Mechanism's state-of-the-art information and evidence management system. The Mechanism's capacity to assist a broad range of actors is being further enhanced through the development of high-quality standard operating procedures.

6.109 Consistent with its mandate, the Mechanism will continue to review the needs of competent jurisdictions, with a view to identifying the areas in which the Mechanism can add most value to their work. It will further assess, on an ongoing basis, the sufficiency of the material in its evidence collection, with a view to answering key factual questions forming part of the Mechanism's structural investigation, requests for assistance from competent jurisdictions and factual questions arising in the Mechanism's development of specific case files.

6.110 As noted above, the Mechanism is currently leveraging opportunities to access large volumes of material, in accordance with its mandate, by negotiating cooperation agreements with United Nations entities, other international organizations, States, NGOs and individuals, which will facilitate access to relevant information and evidence in their possession.

6.111 The Mechanism is committed to leveraging the potential for technology to enhance its collection and analytical processes and to enable it to effectively process the volume of relevant material available concerning crimes committed in the Syrian Arab Republic.

6.112 With regard to the external factors, the overall plan for 2020 is based on the planning assumption that relevant materials on chemical weapons usage compiled by the OPCW-United Nations Joint Investigative Mechanism will be made available and that parties will provide information and evidence (including hard copies of documents, digital records, databases, images and videos) for inclusion in the evidence collection, necessitating storage capabilities and resources for the ongoing tagging of information and evidence.

6.113 The Mechanism integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the Mechanism is taking concrete steps to ensure that a gender perspective is incorporated in its evidentiary strategies, for example, to avoid bias against accurately recording harms experienced by females, to ensure due attention is given to sexual violence crimes against males and to diversify evidentiary sources to accurately account for the perspectives of both males and females.

6.114 With regard to cooperation with other entities, the Mechanism will continue to cooperate with competent jurisdictions, international organizations, civil society organizations (Syrian and international) and individuals, utilizing a variety of cooperation frameworks.

6.115 With regard to inter-agency coordination and liaison, the Mechanism will continue to work with other United Nations entities working on issues related to the Syrian Arab Republic, including the Independent International Commission of Inquiry on the Syrian Arab Republic, in accordance with its mandate.

Programme of work

Objective

6.116 The objective, to which the Mechanism contributes, is to achieve accountability for the most serious international crimes committed in the Syrian Arab Republic since March 2011.

Highlighted planned result for 2020

Domestic investigations and prosecutions supported by expansion and diversification of the evidence collection

6.117 In 2018, the Mechanism continued to develop the evidence collection as a comprehensive central repository of information and evidence of crimes committed in the Syrian Arab Republic. Without access to the Syrian Arab Republic, the Mechanism sought to negotiate frameworks permitting the collection of information and evidence from different stakeholders, including the Independent International Commission of Inquiry on the Syrian Arab Republic and other United Nations entities, the Organisation for the Prohibition of Chemical Weapons, States and non-governmental organizations, in accordance with its mandate.

Challenge and response

6.118 The challenge was that, in this context, certain privacy concerns were voiced, which created challenges concerning the transfer of personal data.

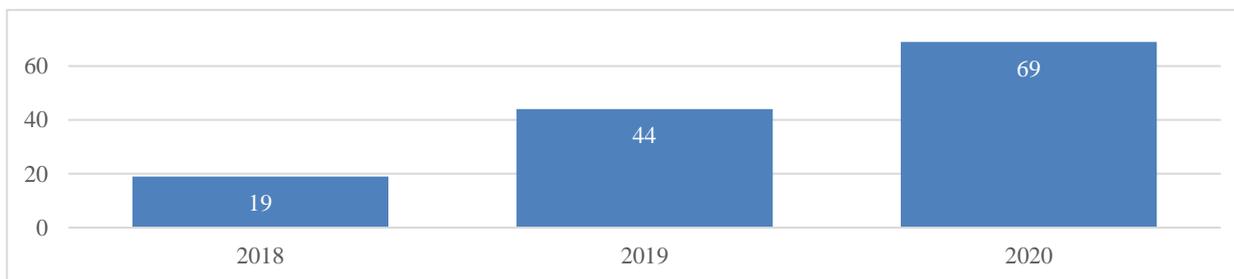
6.119 In response, for 2020, the Mechanism will refine strategies initiated in 2018 and 2019 to mitigate the impact of its inability to be physically present at crime scenes, including undertaking additional missions to access relevant information and evidence that is available outside of the Syrian Arab Republic and putting in place cooperative frameworks with an increased number of actors to diversify the available evidentiary sources. The Mechanism will also use template agreements developed in consultation with the Office of Legal Affairs as a foundation for future agreements. These templates contain provisions which meet the personal data concerns of information providers.

Result and evidence

6.120 The planned deliverable is expected to contribute to the result, which is increased diversification of available data sources for competent jurisdictions. Evidence of the result, if achieved, will include the increase in available data sources, as shown in the figure.

6.121 The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures: number of available data sources



6.122 The planned deliverable is expected to contribute to the result, which is increased diversification of available data sources for competent jurisdictions. Evidence of the result, if achieved, will include the increase in available data sources, as shown in the figure.

Deliverables

6.123 Table 6.8 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 6.8

International, Impartial and Independent Mechanism to Assist in the Investigation and Prosecution of Persons Responsible for the Most Serious Crimes under International Law Committed in the Syrian Arab Republic since March 2011: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	–	2	2	2
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	–	2	44	86
Technical materials (number of materials)	–	2	34	50
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Fact-finding, monitoring and investigation missions				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

Programme 7

Economic and social affairs

Legislative mandates

General Assembly resolutions

47/190	Report of the United Nations Conference on Environment and Development	69/143	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
47/191	Institutional arrangements to follow up the United Nations Conference on Environment and Development	69/151	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
50/227	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields	69/214	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
51/176	Implementation of the Programme of Action of the International Conference on Population and Development	69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
51/240	Agenda for Development	69/321	Revitalization of the work of the General Assembly
55/2	United Nations Millennium Declaration	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010	70/211	Role of the United Nations in promoting development in the context of globalization and interdependence
57/144	Follow-up to the outcome of the Millennium Summit	70/221	Operational activities for development of the United Nations system
57/253	World Summit on Sustainable Development	70/299	Follow-up and review of the 2030 Agenda for Sustainable Development at the global level
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of major United Nations conferences and summits in the economic and social fields	72/217	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
58/220	Economic and technical cooperation among developing countries	72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system
58/269	Strengthening of the United Nations System: an agenda for further change		
59/243	Integration of the economies in transition into the world economy		
60/1	2005 World Summit Outcome		
60/265	Follow-up to the development outcome of the 2005 World Summit, including the Millennium Development Goals and the other internationally agreed development goals		
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system		
66/288	The future we want		

Economic and Social Council resolutions and decisions

1998/7	Importance of population census activities for evaluation of progress in implementing the Programme of Action of the International Conference on Population and Development	2012/30	Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16
2007/2	The role of the United Nations system in providing full and productive employment and decent work for all	2015/12	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

Ministerial communiqués of the High-level segment of the substantive session of the Economic and Social Council

2002	The contribution of human resources development, including in the areas of health and education, to the process of development	2007	work for all, and its impact on sustainable development Strengthening efforts at all levels to promote pro-poor sustained economic growth, including through equitable macroeconomic policies
2003	Promoting an integrated approach to rural development in developing countries for poverty eradication and sustainable development	2007	Annual ministerial review on the theme “Strengthening efforts to eradicate poverty and hunger, including through the global partnership for development”
2004	Resources mobilization and enabling environment for poverty eradication in the context of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001–2010	2008 2008	Development Cooperation Forum Annual ministerial review on the theme “Implementing the internationally agreed goals and commitments in regard to sustainable development”
2006	Creating an environment at the national and international levels conducive to generating full and productive employment and decent		

Programme of work**Subprogramme 1****Intergovernmental support and coordination for sustainable development****Objective**

7.1 The objective is to advance the roles of the General Assembly and the Economic and Social Council, in accordance with the Charter of the United Nations and relevant General Assembly resolutions, in the integrated and coordinated implementation of and follow-up to the outcomes of the United Nations conferences in the economic, social and related fields, including the internationally agreed development goals, such as the Sustainable Development Goals, and the Addis Ababa Action Agenda.

Deliverables

7.2 Table 7.1 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 7.1
Subprogramme 1: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	149	169	171	169
Substantive services for meetings (number of three-hour meetings)	179	213	212	207
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	7	12	13	13
Technical materials (number of materials)	4	7	15	23
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
Digital platforms and multimedia content				

Subprogramme 2 Inclusive social development

Objective

7.3 The objective is to strengthen international cooperation in the area of social development and promote greater social inclusion and well-being for all.

Deliverables

7.4 Table 7.2 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 7.2
Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	26	25	30	26
Substantive services for meetings (number of three-hour meetings)	87	87	87	87
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	2
Seminars, workshops and training events (number of days)	10	10	10	10
Publications (number of publications)	2	2	3	1
Technical materials (number of materials)	6	7	7	7

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

Subprogramme 3 Sustainable development

Objective

7.5 The objective is to accelerate the implementation of the Sustainable Development Goals, targets and commitments, in accordance with the internationally agreed development goals, including those contained in the 2030 Agenda for Sustainable Development, and the commitments in the Addis Ababa Action Agenda.

Deliverables

7.6 Table 7.3 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 7.3

Subprogramme 3: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	27	27	28	14
Substantive services for meetings (number of three-hour meetings)	108	111	110	87
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	9	9	9	7
Seminars, workshops and training events (number of days)	125	125	125	125
Publications (number of publications)	–	–	1	–
Technical materials (number of materials)	4	4	4	4
Non-quantified deliverables				
C. Substantive deliverables				
Good offices				
Consultation, advice and advocacy				
Databases and substantive digital materials				

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
D. Communication deliverables				
Outreach programmes, special events and information materials				
Digital platforms and multimedia content				

Subprogramme 4 Statistics

Objective

7.7 The objective is to advance the global statistical and geospatial information system in order to produce high-quality, easily accessible comparable national statistics and geospatial information systems for policymakers and other users at the national and international levels.

Deliverables

7.8 Table 7.4 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 7.4

Subprogramme 4: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	21	21	20	19
Substantive services for meetings (number of three-hour meetings)	143	119	117	119
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	8	9	8	5
Publications (number of publications)	36	35	35	32
Technical materials (number of materials)	27	27	26	26
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				

Subprogramme 5 Population

Objective

7.9 The objective is to strengthen the international community's capacity to effectively address current and emerging population issues and to integrate the population dimension into the international development agenda.

Deliverables

7.10 Table 7.5 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 7.5

Subprogramme 5: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	2	4
Substantive services for meetings (number of three-hour meetings)	40	40	33	40
B. Generation and transfer of knowledge				
Publications (number of publications)	6	4	17	5
Technical materials (number of materials)	6	6	16	12
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

Subprogramme 6 Economic analysis and policy

Objective

7.11 The objective is to facilitate the reaching of intergovernmental agreement on the economic policies and actions necessary at the national and international levels to improve long-term development prospects by strengthening the international debate on new and emerging economic development issues and challenges and on the world economic situation.

Deliverables

7.12 Table 7.6 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 7.6

Subprogramme 6: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	5	3
Substantive services for meetings (number of three-hour meetings)	28	28	28	28
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	2	2	2
Seminars, workshops and training events (number of days)	5	5	33	29
Publications (number of publications)	3	3	2	2
Technical materials (number of materials)	51	49	57	56
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
External and media relations				
Digital platforms and multimedia content				

Subprogramme 7

Public institutions and digital government

Objective

7.13 The objective is to foster effective, efficient, transparent, accountable, innovative and citizen-centred public governance, administration and services for sustainable development.

Deliverables

7.14 Table 7.7 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 7.7
Subprogramme 7: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	9	9	9	9
Substantive services for meetings (number of three-hour meetings)	18	18	18	18
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	6	6	6	6
Seminars, workshops and training events (number of days)	7	8	8	8
Publications (number of publications)	4	4	3	3
Technical materials (number of materials)	5	5	5	5
Non-quantified deliverables				
C. Substantive deliverables				
Fact-finding, monitoring and investigation missions				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

Subprogramme 8 **Sustainable forest management**

Objective

7.15 The objective is the effective implementation of the sustainable management of all types of forests at all levels, in accordance with the United Nations Forest Instrument and its global objectives on forests and the forest-related Sustainable Development Goals and targets of the 2030 Agenda for Sustainable Development.

Deliverables

7.16 Table 7.8 lists all the deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 7.8
Subprogramme 8: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	7	8	7	8
Substantive services for meetings (number of three-hour meetings)	19	19	19	20
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	10	13	9	8
Seminars, workshops and training events (number of days)	10	21	9	8
Publications (number of publications)	–	–	–	–
Technical materials (number of materials)	11	11	11	7
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

Subprogramme 9

Financing for sustainable development

Objective

7.17 The objective is the sustained follow-up to and review of the implementation of the outcomes of the International Conferences on Financing for Development, the Addis Ababa Action Agenda and the delivery of the means of implementation of the 2030 Agenda for Sustainable Development.

Deliverables

7.18 Table 7.9 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 7.9
Subprogramme 9: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	54	54	52	54
Substantive services for meetings (number of three-hour meetings)	203	202	199	207
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	6	6	6	6
Seminars, workshops and training events (number of days)	10	10	20	20
Publications (number of publications)	11	11	11	14
Technical materials (number of materials)	17	17	17	17
Non-quantified deliverables				
C. Communication deliverables				
Consultation, advice and advocacy				
Digital platforms and multimedia content				
External and media relations				

Programme 8

Least developed countries, landlocked developing countries and small island developing States

Overall orientation

Mandates and background

8.1 The Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States is responsible for advocating for, supporting, mobilizing, coordinating and reporting on the implementation of the programmes of action for the least developed countries, landlocked developing countries and small island developing states, as well as the achievement of other internationally agreed goals, including the Sustainable Development Goals. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution [56/227](#), whereby the Assembly decided to establish the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States; resolution [59/311](#), whereby the Assembly endorsed the Mauritius Declaration and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States; resolution [65/280](#), whereby the Assembly endorsed the Istanbul Declaration and the Programme of Action for the Least Developed Countries for the Decade 2011–2020; resolution [69/15](#), whereby the Assembly endorsed the SIDS Accelerated Modalities of Action (SAMOA) Pathway; resolution [69/137](#), whereby the Assembly endorsed the Vienna Declaration and the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024; and resolution [70/294](#), whereby the Assembly endorsed the Political Declaration of the Comprehensive High-level Midterm Review of the Implementation of the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020.

Recent developments

8.2 During the interregional meeting of the midterm review of the SIDS Accelerated Modalities of Action (SAMOA) Pathway, held in Apia from 29 October to 1 November 2018, Member States agreed on a set of recommendations to promote sustainable development in the small island developing States. They also decided, in General Assembly resolution [73/243](#), on the convening of high-level plenary meetings of the Assembly devoted to the midterm review in early December 2019, with a view to further accelerating the implementation of the Vienna Programme of Action. Similarly, they also agreed, in resolution [73/242](#), to organize the Fifth United Nations Conference on Least Developed Countries as a way to, among other things, reaffirm the global commitment to addressing the special needs of the least developed countries. The importance of intensifying action at all levels to accelerate progress in the implementation of programmes of action, in synergy with the achievement of the Sustainable Development Goals, was emphasized in those decisions. While there was a consensus that development begins with national commitment and vision, it was agreed that strengthened global partnerships and support were critical in achieving sustainable development outcomes. In this regard, the Office of the High Representative is called upon to continue to advocate for issues relevant to the most vulnerable countries so that their agenda remains high in the sustainable development discourse.

Strategy and external factors for 2020

8.3 Four years into the implementation of the 2030 Agenda, the call for coherence and synergy in the implementation of the programmes of action and the achievement of the Sustainable Development Goals remains all the more timely. Least developed countries, landlocked developing countries and small island developing States continue to face the most severe constraints in implementing the 2030 Agenda owing both to their high vulnerability to shocks and to their limited capacity and resources to withstand such shocks. Continued global advocacy on behalf of and support for these three groups of countries will help to ensure that no country is left behind. The Office of the High Representative will provide backstopping support to least developed countries, landlocked developing countries and small island developing States in the intergovernmental follow-up on and monitoring of the 2030 Agenda, the Addis Ababa Action Agenda and other global processes so as to ensure the reflection of the concerns and priorities of these countries in the outcome documents of these processes. The Office will also mobilize resources for stronger participation of these countries in global deliberations. Furthermore, the Office, through the three United Nations inter-agency consultative groups on least developed countries, landlocked developing countries and small island developing States, of which it is the convener, will mobilize United Nations support for implementation at the national, regional and global levels of the programmes of action for least developed countries, landlocked developing countries and small island developing States and of the 2030 Agenda.

8.4 With regard to the external factors, the overall plan for 2020 is based on the following planning assumptions:

(a) The security and political situation in developed countries, landlocked developing countries and small island developing States is conducive to the implementation of the three programmes of actions, namely, the Programme of Action for the Least Developed Countries for the Decade 2011–2020, the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and the SIDS Accelerated Modalities of Action (SAMOA) Pathway;

(b) Continued international support measures in the areas of development finance, market access, technology and technical assistance are made available by their development partners to support these countries.

8.5 The Office of the High Representative integrates a gender perspective into its operational activities, deliverables and results, as appropriate. For example, the Office will continue to compile gender-disaggregated data, which will inform the narrative of some of the sections of both the report of the Secretary-General on the implementation of the Programme of Action for the Least Developed Countries for the Decade 2011–2020, of which the Office is spearheading the production, and “The state of the least developed countries”, the Office’s flagship report. Through some of the Office’s advocacy activities, the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States will also continue to lend her voice to the issue of gender equality and the empowerment of women.

Evaluation activities

8.6 The following self-evaluations are planned for 2020:

(a) Self-evaluation of the project entitled “Strengthening the capacity of landlocked developing countries (LLDCs) under the ‘Belt and Road Initiative’ to

design and implement policies that promote transport connectivity for the achievement of the SDGs”;

(b) Self-evaluation of the project entitled “Strengthening productive capacity in least developed countries (LDCs) through providing an enabling environment for investment in sustainable energy development”.

Programme of work

Subprogramme 1 Least developed countries

Objective

8.7 The objective, to which this subprogramme contributes, is to eradicate poverty from the least developed countries and advance the process towards structural transformation of their economies and towards effective graduation from the least developed country category.

Subprogramme 2 Landlocked developing countries

Objective

8.8 The objective, to which this subprogramme contributes, is to advance the integration of landlocked developing countries into global markets, increase their regional and global trade and foster their structural transformation for sustainable development.

Subprogramme 3 Small island developing States

Objective

8.9 The objective, to which this subprogramme contributes, is to increase the economic, social and environmental resilience of small island developing States.

Programme 9

United Nations support for the New Partnership for Africa's Development

Legislative mandates

General Assembly resolutions

57/7	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	57/300	Strengthening of the United Nations: an agenda for further change
		66/293	A monitoring mechanism to review commitments made towards Africa's development

Economic and Social Council resolutions

671 (XXV) A	Establishment of an Economic Commission for Africa
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Programme of work

Subprogramme 1

Coordination of global advocacy of and support for the New Partnership for Africa's Development

Objective

9.1 The objective is to strengthen international cooperation in support of the New Partnership for Africa's Development and the achievement of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals in Africa.

Deliverables

9.2 Table 9.1 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 9.1

Subprogramme 1: deliverables for the period 2018–2020, by category and subcategory

	2018 <i>planned</i>	2018 <i>actual</i>	2019 <i>planned</i>	2020 <i>planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	3	4
Substantive services for meetings (number of three-hour meetings)	7	7	7	7
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	–	–	–	2
Publications (number of publications)	–	–	1	1
Technical materials (number of materials)	6	6	6	9

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Non-quantified deliverables				
C. Substantive deliverables				
Fact-finding, monitoring and investigation missions				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

Subprogramme 2

Regional coordination of and support for the New Partnership for Africa's Development

Objective

9.3 The objective is to strengthen United Nations system-wide support for the African Union and Agenda 2063 and other regional priorities, including its New Partnership for Africa's Development programme, at the regional and subregional levels, within the context of the United Nations-African Union Partnership on Africa's Integration and Development Agenda (PAIDA) for the period 2017–2027, as well as strategic plans and priorities of the African Union organs and institutions, in coherence with the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda.

Deliverables

9.4 Table 9.2 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 9.2

Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	3	3
Substantive services for meetings (number of three-hour meetings)	8	8	8	8
B. Generation and transfer of knowledge				
Technical cooperation projects (number of projects)	0	0	1	1
Seminars, workshops and training events (number of days)	4	4	0	4
Publications (number of publications)	5	5	5	5
Technical materials (number of materials)	2	1	2	2

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Outreach programmes, special events and information materials				
Digital platforms and multimedia content				

Subprogramme 3

Public information and awareness activities in support of the New Partnership for Africa's Development

Objective

9.5 The objective is to raise international support for the economic, political and social development of Africa, as well as for the efforts made by Africa and the international community to promote the economic growth and sustainable development of the region in pursuit of the goals of the New Partnership for Africa's Development and the achievement of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals in Africa.

Deliverables

9.6 Table 9.3 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 9.3

Subprogramme 3: Deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
B. Generation and transfer of knowledge				
Publications (number of publications)	6	6	6	6
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

Programme 10

Trade and development

Overall orientation

Mandates and background

10.1 The United Nations Conference on Trade and Development (UNCTAD) is responsible for assisting developing countries, especially the least developed countries, and countries with economies in transition in integrating beneficially into the global economy in support of inclusive and sustainable growth and development. UNCTAD was established to promote an inclusive global economy, by informing national and international policies, while giving due consideration for the needs and interests of developing countries. This would lead to better standards of life and create a better and more effective system of international economic cooperation whereby the division of the world into areas of poverty and plenty may be banished and prosperity achieved by all. As stated in the Nairobi Maafikiano: “The important role of UNCTAD will be strengthened as the focal point in the United Nations for the integrated treatment of trade and development and interrelated issues in the areas of finance, technology, investment and sustainable development.” The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including the quadrennial sessions of UNCTAD, in particular the principal functions of the Conference outlined in section II, paragraph 3 of General Assembly resolution [1995 \(XIX\)](#). In the face of rising trade protectionism, declining trust in multilateral solutions and a weakening global enabling environment for development, UNCTAD is called upon to redouble its efforts to help developing countries build productive capacities, address widening technological and digital divides, ensure sound macroeconomic management and promote financing for development, including preventing illicit financial flows. UNCTAD support aimed at developing the capacity of Governments to formulate and implement policies for sustainable development will also continue to be provided through the implementation of the regular programme of technical cooperation and Development Account projects.

Recent developments

10.2 In 2018, trade protectionism continued to pose increasing challenges to multilateralism. Automation, austerity policies and gender exclusion constitute further threats to the development prospects of developing countries. The global economy expanded at 3.1 per cent in 2018 but began to slow with growth in global industrial production and merchandise trade volumes tapering, especially in trade-intensive capital and intermediate goods sectors, amid escalating trade disputes, risks of financial stress and volatility and an undercurrent of geopolitical tension. Trade outpaced gross domestic product growth in 2018 but, at 3.7 per cent, stayed below its long-term trend and was significantly lower than in 2017. Trade tensions among major economies threatened spillovers, externalities and ripple effects on many other countries, especially small and open-market economies the development perspectives of which largely depend on the external economic environment. Global foreign direct investment flows also fell by 19 per cent in 2018 to an estimated \$1.2 trillion, returning to the low point reached after the global financial crisis. By 2018, global debt stocks had also risen to nearly \$250 trillion – three times global income – from \$142 trillion a decade earlier, with a growing number of developing countries at risk of financial distress.

10.3 Against these difficult external conditions, 2018 saw increased demands from developing countries for UNCTAD support in a number of critical areas, including on digital trade, trade integration, investment and debt. This growing demand became evident, for instance, through the participation and discussion during a series of major events held in 2018: the third UNCTAD e-Commerce week, held in Geneva in April 2018, which attracted a record number of participants demonstrating interest in the digital economy as a new source of growth for developing countries; the first regional Africa e-Commerce Week, which was held in Nairobi in December in partnership with the African Union and the European Union; the 2018 World Investment Forum, which also convened a record number of participants when it was held in Geneva in October; and the second UNCTAD Intergovernmental Group of Experts on Financing for Development, which was also convened in 2018 in Geneva, around the timely issue of debt and debt sustainability and interrelated systemic issues. Furthermore, the signing in March 2018 of the agreement to establish African Continental Free Trade Area also marked a step forward for transformative regional economic integration. The Area promises to be a continent-wide trade agreement with the potential for increasing intra-African trade and serving as an engine for African structural transformation. African countries were supported closely in the negotiation of the agreement by the United Nations system, particularly UNCTAD and the Economic Commission for Africa.

Strategy and external factors for 2020

10.4 As sustainable and inclusive outcomes in an interdependent world involve collective responses at the multilateral level, UNCTAD has a key role to play in the United Nations system in building consensus around a more development-centred globalization and moving towards a more prosperous, inclusive and sustainable global economic environment. Through its work to promote development-centred globalization, UNCTAD will help to implement the global development agenda, including the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda of the Third United Nations Conference on Financing for Development and, as appropriate, the Paris Agreement adopted under the United Nations Framework Convention on Climate Change, and will assist developing countries in meeting their development goals, including poverty eradication, improving the well-being of citizens and addressing the opportunities and challenges created by globalization. Moreover, as many development challenges are closely interconnected, UNCTAD will contribute to offer effective responses to these challenges through the integrated treatment of trade, finance, investment, technology and sustainable development to support the accomplishment of the 2030 Agenda. UNCTAD will give due account to cross-cutting issues, such as good governance at all levels, freedom, peace and security, respect for human rights, including the right to development, gender equality and women's empowerment, young people and an overall commitment to just and democratic societies, which are essential to all countries to attain sustainable and equitable growth and development.

10.5 Developing countries rely on UNCTAD for supporting multilateralism for trade and development, building productive capacity in developing countries, advancing structural transformation and mobilizing financing for the 2030 Agenda. To achieve this, UNCTAD intends to adopt a holistic, interdivisional approach in supporting its beneficiaries, drawing on expertise available under all its subprogrammes in relation to productive capacities, technology and the digital gap, macroeconomic issues, financing for development and illicit financial flows. UNCTAD will centre its approach around helping developing countries and partners alike to think outside the box and move forward the smart partnerships and new ways of work that are needed to revitalize globalization for development. From its side,

UNCTAD will also seek to innovate and maximize its resources, for instance by exploring the interlinkages between trade, technology and investment, rather than looking at these issues in isolation. In thinking outside the box, UNCTAD also intends to continue the engagement of young people in its main areas of work. Young people bring a fresh perspective to the work of UNCTAD through their engagement and in return are exposed to training and networking opportunities for their future.

10.6 In preparation for the end of the quadrennial cycle in 2020, the UNCTAD secretariat will focus its efforts on the parts of the mandate that are not yet on track for completion in the quadrennium, as identified in the deliberations for the midterm review, which took place in October 2018. The secretariat will strive in particular to ensure the implementation of mandates reinforced by the Nairobi Maafikiano for which resources proved to be insufficient. The fifteenth quadrennial conference of UNCTAD, which will be held in 2020, will be an important moment for member States to come together to discuss recent developments and long-term trends in the area of trade and development and interrelated issues in the areas of finance, technology, investment and sustainable development and to take stock of the achievements, and the shortfalls, of the first four years of implementation of the Sustainable Development Goals. In particular, the UNCTAD secretariat will incorporate the mandates arising from the fifteenth session of UNCTAD into its programme of work for 2020 and beyond. With the Istanbul Programme of Action near completion, although the external environment continues to hold back the doubling of exports of the least developed countries, the pace of momentum towards graduation and beyond has become a shared mantra of the international community. By 2020, in just four years since eTrade for All was first proposed at the fourteenth session of UNCTAD, nearly every least developed country, as well as a growing number of middle-income countries, will have assessed their eTrade readiness. eTrade and the work on the digital economy in general illustrate the new cross-cutting and interdivisional approach being tested, for instance delivered through the interdivisional effort for the Africa e-Commerce Week, held in Nairobi in 2018, or through the plans for an interdivisional delivery of the 2019 Intergovernmental Group of Experts on e-Commerce and the Digital Economy. More generally, UNCTAD has also established mechanisms for coordination and joint quality assurance for its statistical work.

10.7 With regard to the external factors, the overall plan for 2020 is based on the following planning assumptions:

(a) Continued availability of up-to-date and accurate economic and financial information and data at the country and regional levels and continued cooperation with relevant entities on the production of statistics;

(b) Continued availability of extrabudgetary funding for technical cooperation programmes, the continued political will to achieve consensus in intergovernmental meetings and the existence of conditions and capacities in member States to adopt and implement policies and strategies.

10.8 UNCTAD integrates a gender perspective in its operational activities, deliverables and results, as appropriate. Throughout its programme of work, UNCTAD will seek to explore the nexus between gender on the one hand and technology and innovation on the other, as one defining factor for gender empowerment. Gender mainstreaming is considered a cross-cutting issue of relevance to all UNCTAD subprogrammes in line with UNCTAD mandates and internal guidance of the Secretariat. For example, for subprogramme 3, the planned result for 2020 combines deliverables from the research and analysis and technical cooperation pillars in order to help women cross-border traders formalize, scale up and diversify their businesses. Efforts are being made across all subprogrammes through an internal

statistics coordination task force to enhance the availability and quality of gender-disaggregated statistics.

10.9 With regard to cooperation with other entities, UNCTAD will continue to promote the further implementation of ministerial declarations of the World Trade Organization (WTO). In addition, UNCTAD has concluded agreements with an array of international organizations and international non-governmental organizations to enhance common approaches and synergies in various areas of work. One of the main objectives of cooperation with other entities is the combination of UNCTAD expertise with the reach and presence of partner entities in order to maximize the impact provided to beneficiaries. UNCTAD has also developed mechanisms to enhance its partnerships with the private sector, in particular by defining due diligence guidelines. Notably, at this difficult moment for multilateralism and in a challenging external economic environment, in 2018, the UNCTAD World Investment Forum convened more than 6,000 investment-development stakeholders from 186 countries, including 11 Heads of State, as well as over 60 ministers and 70 parliamentarians, to forge closer partnership with the private sector in pursuit of investment in sustainable development. So far, UNCTAD has also collaborated with more than 100 private sector entities.

10.10 With regard to inter-agency coordination and liaison, through its participation in the United Nations System Chief Executives Board for Coordination and its committees, UNCTAD contributes to ongoing reform initiatives and system-wide efforts to make progress with regard to working together. This includes contributing to a more impactful United Nations development system response to the challenges encountered in the implementation of the 2030 Agenda. UNCTAD has notably taken a lead role in implementing the repositioning of the United Nations development system. It co-chairs the United Nations Sustainable Development Group strategic results group on strategic funding and financing to ensure that Sustainable Development Goal financing expertise plays a greater role in the United Nations activities at the country level and in the next generation of United Nations Development Assistance Frameworks, in line with the financing strategy of the Secretary-General of the United Nations. UNCTAD also continues to lead the inter-agency Cluster on Trade and Productive Capacity in delivering operational activities “as one” at the country level, in collaboration with 14 other entities. Joint and transparent programme delivery, the rationalization of country presence and coordination of country planning and funding arrangements are elements of the development reform that seek to provide a maximum alignment between the work of agencies and needs of beneficiaries. UNCTAD also seeks to maximize the impact of its expertise through cooperation with agencies with a stronger presence on the ground and larger resource bases. As one of the five major institutional stakeholders of the Financing for Development follow-up process, UNCTAD plays a lead role in the Inter-Agency Task Force on Financing for Development follow-up, contributing to the deliberations of the annual Economic and Social Council forum on financing for development follow-up, as well as contributing to the United Nations 10-Member Group to support the Technology Facilitation Mechanism. In addition, UNCTAD contributes to the Inter Agency and Expert Group on Sustainable Development Goals indicators, supporting monitoring and follow-up to the means of implementation of the 2030 Agenda.

Evaluation activities

10.11 The following evaluations and self-evaluations completed in 2018 have guided the programme plan for 2020:

(a) OIOS evaluation: triennial review of the implementation of recommendations for the programme evaluation of UNCTAD;

(b) Evaluation undertaken at the request of the Trade and Development Board: evaluation of subprogramme 5 on Africa, least developed countries and special programmes;

(c) Self-evaluations undertaken by the programme manager or the UNCTAD Evaluation Unit:

(i) Strengthening pro-growth macroeconomic management capacities for enhanced regional financial and monetary cooperation among selected countries of Latin America and the Caribbean, and West and Central Africa;

(ii) Climate change impacts on coastal transport infrastructure in the Caribbean: enhancing the adaptive capacity of small island developing States;

(iii) Strengthening the capacity of members of the Economic Community of Central African States to enhance development linkages from the mineral resources sector;

(iv) Supporting developing country policymakers in the formulation of national entrepreneurship policies through the implementation of entrepreneurship policy frameworks;

(v) Strengthening the capacities of developing country policymakers and investment promotion officials in priority sectors to attract investment for sustainable and inclusive development.

10.12 The findings of the self-evaluation referenced in paragraph 10.11 (a) above have been taken into account for the programme plan for 2020 in the overall approach to research and analysis deliverables, for instance, through a recategorization of products and through enhanced dissemination and monitoring of results. The findings of the self-evaluation referenced in paragraph 10.11 (b) above have been taken into account for the programme plan for 2020 of subprogramme 5 through increased research on measuring productive capacities, duty-free and quota-free market access, rules of origin and geographical indications, as well as on thematic issues of interest to landlocked developing countries and the least developed countries.

10.13 The following evaluations and self-evaluations are planned for 2020:

(a) Midterm evaluation of the European Union-UNCTAD joint Programme for Angola (Train for Trade II);

(b) Self-evaluations of two projects relating to the Automated System for Customs Data and one relating to the Debt Management and Financial Analysis System 6 programme in the Philippines.

10.14 It should be noted that, as decided by the Trade and Development Board, there will be no external in-depth evaluation in 2020, as that is the year that the fifteenth quadrennial session of UNCTAD will be held.

Programme of work

Subprogramme 1

Globalization, interdependence and development

Objective

10.15 The objective, to which this subprogramme contributes, is to enhance economic policies, rules and strategies at the global, regional and national levels for sustained growth and inclusive and sustainable economic development of developing countries.

Subprogramme 2

Investment and enterprise

Objective

10.16 The objective, to which this subprogramme contributes, is to strengthen investment and enterprise development for creating jobs, building productive capacity, diversifying the economy and achieving sustainable and inclusive growth and development.

Subprogramme 3

International trade and commodities

Objective

10.17 The objective, to which this subprogramme contributes, is to ensure that international trade and commodities are an engine for prosperity, inclusiveness and sustainable development for all member States.

Subprogramme 4

Technology and logistics

Objective

10.18 The objective, to which this subprogramme contributes, is to harness innovation and technology, including e-commerce and the digital economy, trade logistics and capacity-building, for inclusive and sustainable trade and development in developing countries.

Subprogramme 5

Africa, least developed countries and special programmes

Objective

10.19 The objective, to which this subprogramme contributes, is to ensure structural transformation and the integration of Africa, the least developed countries and other groups of countries in special situations (landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies) into the global economy.

International Trade Centre

Overall orientation

Mandates and background

10.20 The International Trade Centre (ITC) is responsible for the business aspects of trade development, as the joint technical cooperation agency of the United Nations and the World Trade Organization (WTO). The mandate derives from the priorities established by the contracting parties to the General Agreement on Tariffs and Trade (GATT) on 19 March 1964 and the General Assembly on 12 December 1967 (Assembly resolution [2297 \(XXII\)](#)). Since 1 January 1968, ITC has operated under the joint auspices of GATT/WTO and the United Nations. In its resolution 1819/LV of 9 August 1973, the Economic and Social Council reaffirmed the Centre's mandate as the focal point for technical assistance and cooperation activities for trade promotion within the United Nations system of assistance for developing countries.

10.21 In 2015, in the 2030 Agenda for Sustainable Development, Member States explicitly recognized trade as a key engine for sustainable and inclusive economic growth and poverty eradication. Under Sustainable Development Goal 8, to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, the 2030 Agenda includes an increase in Aid for Trade support as a specific target. An open, rules-based, transparent and fair-trading system is also a key contributor to peaceful international collaboration. In its resolution [73/219](#), the General Assembly reiterated the importance of international trade for development.

10.22 That recognition underlines the relevance of the mandate of ITC today. Inclusive and sustainable trade not only accelerates growth and development, but also reduces inequalities and enables the least developed countries to move towards the level of their more advanced counterparts.

Recent developments

10.23 In 2018, global growth decelerated, as trade and investment slowed, in no small part owing to the risks posed by unilateral trade actions and the tightening of monetary policies in large developed markets. Political instabilities, conflicts, natural disasters and ongoing climate change all presented threats to the economic growth and prosperity of the vast majority of the world's population. In country inequalities fuelled discontent and affected political stability in many parts of the world. On the other hand, advancements in digital technologies and the development of more sustainable production and consumption patterns created new opportunities in the green and blue economies. Countries continued to benefit from the creation of policy, strategy and business support frameworks that facilitated inclusive trade, strengthened regional integration and South-South trade and investment, enabled innovation, and sped up the adoption of new technologies, all in order to accelerate their improvements in international competitiveness and boost their capacity to trade.

Strategy and external factors for 2020

10.24 Formal and informal micro, small and medium-sized enterprises account for the majority of jobs in any country. Those enterprises also tend to be the main income providers and distributors for the vulnerable sections of the workforce, such as women, young people and people from poorer households, and are sometimes the

only employment source in rural areas. When internationally competitive, those enterprises are more productive, pay higher wages, fuel economic growth, increase employment opportunities and improve livelihoods. Empowering such enterprises to participate in international trade is a key ingredient in ensuring that no one is left behind.

10.25 ITC raises the international competitiveness of micro, small and medium-sized enterprises in close collaboration with national and regional partners, through technical assistance at three levels: (a) enterprise-level support, for example to increase productive capacity, product or services quality, innovation and marketing skills; (b) assistance to regional and national trade and investment support institutions to strengthen the services that they offer to those enterprises; and (c) support to improve trade-related policies, strategies and the business environment, with input from the business sector. All three avenues are supported by the provision by ITC of transparent, global, public trade and market information.

10.26 Following a year of consultations with its constituencies, ITC launched its new strategic plan for the period 2018–2021. The plan sets forth the priorities and approach of ITC for the period, with an even stronger focus on trade benefits for the base of the pyramid – namely, enterprises owned by women and young people, sustainable production and consumption – as well as on sectors with high potential for employment creation and inclusive growth, such as agribusiness, crafts, textiles and clothing, the green economy and services. The plan includes targets to improve the competitiveness of at least 15,000 micro, small and medium-sized enterprises annually, connecting 3 million women to markets and catalysing investment deals worth \$100 million by 2021. At least 45 per cent of the enterprises that benefit from ITC should be female-owned or female-operated. ITC is set to deliver at least 80 per cent of its country-level assistance to least developed countries, small island developing States, small vulnerable economies, post-conflict and fragile States and sub-Saharan Africa.

10.27 With regard to the external factors, the overall plan for 2020 is based on the following planning assumptions:

- (a) The budgets of the key government partners of ITC for development assistance will remain stable, resulting in a stable voluntary funding situation for ITC;
- (b) The exchange rate fluctuations and the timing of financial contributions will not have an adverse impact on ITC operations;
- (c) The ITC project pipeline will come on stream as planned, and ongoing large projects, many of which are focused on vulnerable countries, will suffer no significant delays in implementation owing to force majeure.

10.28 ITC integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, it is maintaining its target for at least 45 per cent of its final beneficiaries to be micro, small and medium-sized enterprises that are owned, operated or managed by women. As mentioned in the highlighted result for 2018, in addition to mainstreaming gender objectives into all its initiatives, ITC developed a specific programme – SheTrades – that is focused entirely on empowering women economically through trade. ITC will continue to develop new deliverables to address gender and other cross-cutting themes, for example “SheTrades Outlook”, a new tool to help to assess, monitor and improve the support that institutional ecosystems offer to strengthen women’s participation in international trade.

10.29 With regard to cooperation with other entities, ITC will maintain collaboration and expand on its partnerships with academia, the private sector and other international development organizations. Furthermore, ITC will continue to

contribute to the implementation of WTO ministerial declarations, in particular the Agreement on Trade Facilitation.

10.30 With regard to inter-agency coordination and liaison, ITC will continue to work closely with other United Nations agencies, including through membership in the United Nations Sustainable Development Group and United Nations country teams. ITC will adjust its operations to the new United Nations Development Assistance Framework and fully support the “One United Nations” approach. Examples of the collaboration of ITC with United Nations organizations include: (a) working jointly with the World Tourism Organization on building the tourism sector in Myanmar; (b) working with the Food and Agriculture Organization of the United Nations on agricultural value chains; and (c) working with the International Organization for Migration on cross-border trade in States members of the Common Market for Eastern and Southern Africa.

Evaluation activities

10.31 The following evaluations and self-evaluations completed in 2018 have guided the programme plan for 2020:

- (a) Office of Internal Oversight Services evaluation: triennial review on the implementation of the recommendations from the programme evaluation of ITC ([E/AC.51/2018/8](#));
- (b) Self-evaluations conducted by the ITC Independent Evaluation Unit:
 - (i) 2018 annual evaluation synthesis report (meta-evaluation of 2017 evaluation findings);
 - (ii) Self-evaluation of the programme on non-tariff measures;
 - (iii) Self-evaluation of the certified trade advisers programme;
 - (iv) Final self-evaluation of the “Pashmina” enhancement and trade support project.

10.32 The findings of the evaluations and self-evaluations referenced in paragraph 10.31 above have been taken into account for the programme plan for 2020. As in previous years, the evaluations confirmed the relevance of ITC projects in the view of partner countries’ Governments and beneficiaries. They also confirmed the holistic approach of ITC, namely, to target enterprises, business support organizations and policymakers simultaneously as agents of change to benefit the competitiveness of micro, small and medium-sized enterprises. The evaluations underlined the importance of creating more space for innovation, risk and contingency planning in implementation. Recommendations included that project designers and managers deepen their appreciation of local conditions, capacities, motivations and the relationships between partners and beneficiaries in order to ensure the sustainability of results. Institutional capacity-building, in particular of weak organizations in vulnerable economies, requires support over multiple years. In response, ITC will expand its country presence in longer-term, larger initiatives, work even closer with local implementing partners and pursue more flexibility in implementation with its voluntary funders.

10.33 The following self-evaluations are planned for 2020:

- (a) 2020 annual evaluation synthesis report (meta-evaluation of the 2019 evaluation findings);
- (b) One corporate self-evaluation;

- (c) One self-evaluation of an ITC programmatic approach;
- (d) Two large project self-evaluations.

Programme of work

Subprogramme 6

Operational aspects of trade promotion and export development

Objective

10.34 The objective, to which this subprogramme contributes, is to increase the international competitiveness of micro, small and medium-sized enterprises in developing countries, especially least developed countries and countries with economies in transition, for inclusive and sustainable growth and development through trade.

Programme 11 Environment

Legislative mandates

General Assembly resolutions

2997 (XXVII)	Institutional and financial arrangements for international environmental cooperation	72/228	Science, technology and innovation for development
47/190	Report of the United Nations Conference on Environment and Development	72/229	Culture and sustainable development
S-19/2	Programme for the Further Implementation of Agenda 21	72/310	New Partnership for Africa's Development: progress in implementation and international support
53/242	Report of the Secretary-General on environment and human settlements	72/311	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
65/2	Outcome document of the High-level Review Meeting on the Implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	73/141	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
66/288	The future we want	73/227	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
67/213	Report of the Governing Council of the United Nations Environment Programme on its twelfth special session and the implementation of section IV.C, entitled "Environmental pillar in the context of sustainable development", of the outcome document of the United Nations Conference on Sustainable Development	73/228	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
67/251	Change of the designation of the Governing Council of the United Nations Environment Programme		
68/215	Report of the Governing Council of the United Nations Environment Programme on its first universal session and the implementation of section IV.C, entitled "Environmental pillar in the context of sustainable development", of the outcome document of the United Nations Conference on Sustainable Development	73/233	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	73/237	Combating sand and dust storms
71/220	Cooperative measures to assess and increase awareness of environmental effects related to waste originating from chemical munitions dumped at sea	73/238	The role of the international community in the prevention of the radiation threat in Central Asia
71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	73/254	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
72/146	Policies and programmes involving youth	73/260	Report of the United Nations Environment Assembly of the United Nations Environment Programme
		73/261	Effects of atomic radiation

Governing Council of the United Nations Environment Programme decisions

19/1	Nairobi Declaration on the Role and Mandate of UNEP	27/11	State of the environment and contribution of the United Nations Environment Programme to meeting substantive environmental challenges
23/11	Gender equality in the field of the environment (para. 10)		
27/2	Implementation of paragraph 88 of the outcome document of the United Nations Conference on Sustainable Development		

United Nations Environment Assembly resolutions

1/1	Ministerial outcome document of the first session of the United Nations Environment Assembly of the United Nations Environment Programme	2/16	Mainstreaming of biodiversity for well-being
		2/17	Enhancing the work of the United Nations Environment Programme in facilitating cooperation, collaboration and synergies among biodiversity-related conventions
1/2	Amendments to the rules of procedure		
1/4	Science-policy interface		
1/10	Different visions, approaches, models and tools to achieve environmental sustainability in the context of sustainable development and poverty eradication	2/18	Relationship between the United Nations Environment Programme and the multilateral environmental agreements for which it provides the secretariats
1/11	Coordination across the United Nations system in the field of the environment, including the Environment Management Group	2/19	Midterm review of the fourth Programme for the Development and Periodic Review of Environment Law (Montevideo Programme IV)
1/12	Relationship between the United Nations Environment Programme and multilateral environmental agreements	2/20	Proposed medium-term strategy for 2018–2021 and programme of work and budget for 2018–2019
1/13	Implementation of Principle 10 of the Rio Declaration on Environment and Development	2/22	Review of the cycle of sessions of the United Nations Environment Assembly of the United Nations Environment Programme
1/16	Management of trust funds and earmarked contributions	2/23	Management of trust funds and earmarked contributions
1/17	Amendments to the Instrument for the Establishment of the Restructured Global Environment Facility	2/24	Combating desertification, land degradation and drought and promoting sustainable pastoralism and rangelands
2/1	Amendments to the rules of procedure	2/25	Application of Principle 10 of the Rio Declaration on Environment and Development in the Latin America and Caribbean Region
2/2	Role and functions of the regional forums of ministers of environment and environment authorities		
2/3	Investing in human capacity for sustainable development through environmental education and training	3/1	Pollution mitigation and control in areas affected by armed conflict or terrorism
2/4	Role, functions and modalities for United Nations Environment Programme implementation of the SAMOA Pathway as a means of facilitating achievement of the Sustainable Development Goals	3/2	Pollution mitigation by mainstreaming biodiversity into key sectors
		3/3	Contributions of the United Nations Environment Assembly to the high-level political forum on sustainable development
2/5	Delivering on the 2030 Agenda for Sustainable Development	3/4	Environment and health
		3/5	Investing in innovative environmental solutions for accelerating the implementation of the Sustainable Development Goals
2/6	Supporting the Paris Agreement		
2/13	Sustainable management of natural capital for sustainable development and poverty eradication	3/6	Managing soil pollution to achieve sustainable development
2/15	Protection of the environment in areas affected by armed conflict	3/8	Preventing and reducing air pollution to improve air quality globally

3/9	Eliminating exposure to lead paint and promoting environmentally sound management of waste lead-acid batteries	3/11	Implementation of paragraph 88 (a)–(h) of the outcome document of the United Nations Conference on Sustainable Development, entitled “The future we want”
3/10	Addressing water pollution to protect and restore water-related ecosystems		

Programme of work

Subprogramme 1 Climate change

Objective

11.1 The objective is to strengthen the ability of countries to transition to low-emission economic development and enhance their adaptation and resilience to climate change.

Deliverables

11.2 Table 11.1 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 11.1

Subprogramme 1: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	2	3
Publications (number of publications)	4	4	5	6
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Outreach programmes, special events and information materials				

Subprogramme 2 Resilience to disasters and conflicts

Objective

11.3 The objective is to support countries in increasingly preventing and reducing the environmental impacts of disasters and conflicts, while building resilience to future crises.

Deliverables

11.4 Table 11.2 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 11.2

Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory

<i>Category</i>	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	2
Publications (number of publications)	1	1	1	2
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Outreach programmes, special events and information materials				

Subprogramme 3 Healthy and productive ecosystems

Objective

11.5 The objective is that marine, freshwater and terrestrial ecosystems are increasingly managed through an integrated approach that enables them to maintain and restore biodiversity, the long-term functioning of ecosystems and the supply of ecosystem goods and services.

Deliverables

11.6 Table 11.3 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 11.3

Subprogramme 3: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	–	2	–	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
Seminars, workshops and training events (number of days)	–	6	–	6

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Publications (number of publications)	–	–	6	6
Technical materials (number of materials)	3	3	3	3
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Outreach programmes, special events and information materials				

Subprogramme 4 Environmental governance

Objective

11.7 The objective is to foster policy coherence and strong legal and institutional frameworks to increasingly achieve environmental goals in the context of sustainable development.

Deliverables

11.8 Table 11.4 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 11.4

Subprogramme 4: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	4	4	5	5
Seminars, workshops and training events (number of days)	–	20	–	30
Publications (number of publications)	4	4	4	4
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				

Subprogramme 5 Chemicals, waste and air quality

Objective

11.9 The objective is to promote sound management of chemicals and waste and to improve air quality in order to enable a healthier environment and better health for all.

Deliverables

11.10 Table 11.5 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 11.5

Subprogramme 5: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	4	4	4	4
Seminars, workshops and training events (number of days)	–	4	–	4
Publications (number of publications)	–	1	–	1
Technical materials (number of materials)	3	3	3	3
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Fact-finding, monitoring and investigation missions				
D. Communication deliverables				
Outreach programmes, special events and information materials				

Subprogramme 6 Resource efficiency

Objective

11.11 The objective is to support countries' transition to sustainable development through multiple pathways, including green economy in the context of sustainable development and poverty eradication, and the adoption of sustainable consumption and production patterns.

Deliverables

11.12 Table 11.6 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 11.6

Subprogramme 6: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	7	24	22	22
Seminars, workshops and training events (number of days)	–	15	–	15

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Publications (number of publications)	–	5	–	5
Technical materials (number of materials)	6	6	10	10
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
Digital platforms and multimedia content				

Subprogramme 7 Environment under review

Objective

11.13 The objective is that Governments and other stakeholders are empowered with quality assessments and open access to data and information to deliver the environmental dimension of sustainable development.

Deliverables

11.14 Table 11.7 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 11.7

Subprogramme 7: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	–	2	–	2
Seminars, workshops and training events (number of days)	–	2	–	2
Publications (number of publications)	1	1	2	1
Technical materials (number of materials)	1	1	1	1
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				

Programme 12

Human settlements

Overall orientation

Mandates and background

12.1 The United Nations Human Settlements Programme (UN-Habitat) is responsible for sustainable urbanization and human settlements in the United Nations system. It supports Member States regarding sustainable cities and human settlements through its normative and operational work at the global, regional, national and local levels. UN-Habitat also leads and coordinates the monitoring of and reporting on global progress in the implementation of the New Urban Agenda, in collaboration with other United Nations entities. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution 3327 (XXIX), by which the Assembly established the United Nations Habitat and Human Settlements Foundation, and resolution 32/162, by which the Assembly established the United Nations Centre for Human Settlements (Habitat). The Assembly, through its resolution 56/206, transformed it to the United Nations Human Settlements Programme (UN-Habitat), effective 1 January 2002.

12.2 By 2050, the world's urban population is expected to nearly double, making urbanization one of the most significant trends of the twenty-first century. Urbanization is growing at a fast pace, with 90 per cent of urban growth taking place in less developed regions, where it is mostly unplanned, and capacities and resources are most constrained. Unplanned urban growth fuels the expansion of informal settlements or slums that are a visible symptom of urban poverty and inequality. Housing remains in large part unaffordable in both the developing and some developed countries, and more than 1.6 billion people globally live in inadequate housing, with 1 billion living in slums. Some 1.2 billion people lack access to clean drinking water worldwide and 2.5 billion lack access to safe sanitation. Fewer than 35 per cent of cities in developing countries have their wastewater treated. Slum dwellers lack land tenure rights and decent livelihoods and experience social exclusion and marginalization. All these forms of exclusion disproportionately affect women, young people, older persons, migrants and other marginalized groups. In some parts of the world, urban areas are increasingly becoming epicentres of crises, insecurity and violence, sometimes contributing to displacement and forced migration. Globally, there are currently 763 million internal migrants and 224 million international migrants, and most of them live in urban areas, often under difficult conditions. Cities also account for 60 to 80 per cent of global energy consumption, 70 per cent of global carbon emissions and more than 70 per cent of resource use. The urban poor suffer the worst consequences of climate change-related disasters, natural and human-made crises and conflicts. While urbanization brings along challenges, it also presents huge opportunities that bring benefits to all levels of human settlements.

12.3 UN-Habitat support aimed at developing the capacity of Governments to formulate and implement policies for sustainable development is also provided through the implementation of the regular programme of technical cooperation and Development Account projects.

Recent developments

12.4 In May 2018, UN-Habitat presented to the General Assembly the first of five quadrennial reports on the implementation of the New Urban Agenda. The report,

prepared in consultation with 23 United Nations entities, the 5 regional economic and social commissions and 30 partners, provided qualitative and quantitative analysis of the progress made in the implementation of the New Urban Agenda. It included recommendations on steps to take to ensure the successful production of subsequent reports until 2036.

12.5 In July 2018, Sustainable Development Goal 11 was reviewed for the first time as part of the high-level political forum on sustainable development, the global platform for follow-up and review of the 2030 Agenda for Sustainable Development. UN-Habitat is the designated lead agency for many of the indicators of Goal 11. A comprehensive report, entitled “Tracking progress towards inclusive, safe, resilient and sustainable cities and human settlements: SDG 11 synthesis report – high-level political forum 2018”, was the basis for discussion. UN-Habitat, along with other custodian agencies (United Nations Office for Disaster Risk Reduction, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the World Health Organization (WHO), the United Nations Office on Drugs and Crime and the United Nations Environment Programme (UNEP)) and other stakeholders, supported various methodological activities and worked with countries on systems for data collection and the development of related geospatial technology guides, among others.

12.6 The ninth session of the World Urban Forum, the largest global forum on sustainable urbanization and human settlements, representing national, regional and local governments, civil society, parliamentarians, local communities, the private sector, multilateral organizations, academicians, researchers and a wide range of stakeholders, was held in Kuala Lumpur in February 2018. The participants shared knowledge and experiences on sustainable urbanization and human settlements and encouraged the localization and scaling-up of the implementation of the New Urban Agenda as an accelerator for achieving the Sustainable Development Goals. The outcome document, the Kuala Lumpur Declaration on Cities 2030, called attention to persistent challenges faced by cities and human settlements. It contains calls for urgent action to be taken to address those challenges, highlighting the transformative power of cities and the genuine aspiration to leave no one and no place behind. It also contains actionable recommendations, including the adoption of specific collaborative governance mechanisms and innovative solutions.

12.7 In December 2018, the General Assembly adopted resolution [73/239](#), by which it established a new governance structure for UN-Habitat, consisting of the universal UN-Habitat Assembly, a 36-member Executive Board and a Committee of Permanent Representatives. The new governing body will hold its first session in May 2019.

Strategy and external factors for 2020

12.8 The UN-Habitat strategy for delivering the annual workplan and budget in 2020 is articulated in its new strategic plan for the period 2020–2025. The plan contains a review of the Programme’s strengths, weaknesses, opportunities and threats and provides a new vision, mission and strategic focus. It outlines the mode of delivery of the New Urban Agenda and Sustainable Development Goal 11 and other relevant goals.

12.9 The vision of the strategic plan, which is focused more directly on improving people’s lives, is “A better quality of life for all in an urbanizing world”. The mission contained in the new strategic plan is “to promote transformative change in cities and human settlements through knowledge, policy advice, technical assistance and collaborative action to leave no one and no place behind”. Four interconnected and

mutually reinforcing goals, towards which the proposed new subprogramme structure of the programme or work is aligned, are identified in the plan:

- (a) Reduced spatial inequality and poverty in communities across the urban-rural continuum;
- (b) Enhanced shared prosperity of cities and regions;
- (c) Strengthened climate action and improved urban environment;
- (d) Effective urban crisis prevention and response.

12.10 The Economic and Social Council, in its decision 2019/209, authorized the Secretary-General to proceed, on an exceptional basis, with the preparation of the proposed programme budget for 2020 for UN-Habitat on the basis of the new strategic orientation of UN-Habitat, as detailed in the draft strategic plan for the period 2020–2025, without prejudice to any subsequent action that the Council and the General Assembly may take on the report of the Habitat Assembly.

12.11 In the light of the above, the proposed programme budget for 2020 will comprise four new subprogrammes, detailed below.

12.12 In subprogramme 1, entitled “Reduced spatial inequality and poverty in communities across the urban-rural continuum”, UN-Habitat will consolidate its vast experience in the area of basic services, housing and slum upgrading, land, urban mobility and public space. The International Guidelines on Decentralization and Access to Basic Services for All and the International Guidelines on Urban and Territorial Planning are essential frameworks for guiding outputs under this subprogramme. Building on these and other normative guidance and on extensive experience in implementing field projects in areas such as public space, sustainable mobility, water and sanitation, basic social and physical infrastructure and energy, the efforts in these areas will be scaled up. The expanded focus on the effective growth and regeneration of settlements is in response to explicit demands for UN-Habitat support from Member States, local authorities and partners, and will utilize the experience of UN Habitat with planned city infills and urban renewal, as well as in situ upgrading, including in heritage areas. In exercising its focal point role, it will collaborate with a number of other United Nations coordination bodies, such as UN-Water, UN-Energy and Sustainable Energy for All, and United Nations entities, such as the United Nations Development Programme (UNDP), the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the United Nations Children’s Fund (UNICEF) and UNESCO, as well as a large number of non-governmental partners and stakeholders and the private sector.

12.13 The following thematic areas covered in the strategic plan for 2014–2019 will be consolidated in this subprogramme:

- (a) Urban legislation, land and governance (current subprogramme 1);
- (b) Urban planning and design (current subprogramme 2);
- (c) Urban basic services (current subprogramme 4);
- (d) Housing and slum upgrading (current subprogramme 5).

12.14 In subprogramme 2, entitled “Enhanced shared prosperity of cities and regions”, UN-Habitat will leverage its knowledge and expertise. The expanded focus on connectivity and regional planning is determined by several studies that have demonstrated the strong connection between urban and regional planning and the promotion of shared prosperity. Working with strategic partners, such as the Organization for Economic Cooperation and Development and the World Bank, UN-Habitat will support government authorities at various levels to develop policies,

frameworks and action to boost the productivity of cities and regions through an integrated territorial development approach. Working with the International Labour Organization, the United Nations Industrial Development Organization, the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development, the International Organization for Migration (IOM) and other organizations, UN-Habitat will promote inclusive and sustainable economic growth, employment and decent work for all, in particular women and young people, through specific policies and action.

12.15 This new subprogramme will represent an expanded area of work for UN-Habitat, consolidating the work on locally generated revenue and municipal finance and inclusive economic growth covered under current subprogramme 3, Urban economy and municipal finance.

12.16 In subprogramme 3, entitled “Strengthened climate action and improved urban environment”, UN Habitat will strengthen its role as a catalyst for effective urban action in the global climate arena, linking global, national and local actors and policies to specific urban contexts. The agency will build its climate action portfolio, combining policy advice, technical cooperation, advocacy, thematic expertise, knowledge production, partnerships and the sharing of best practices. UN-Habitat work on climate change mitigation and adaptation in cities and other human settlements will create a platform to facilitate linkages between local and global actors, promoting the engagement of local and regional governments in these processes. A main thrust of this work will be to assist vulnerable and marginalized communities, in particular those in informal settlements, to build climate resilience as part of broader city sustainability strategies. UN-Habitat will support cities in building resilient and sustainable infrastructure and prioritizing attention on urban sectors producing high greenhouse emissions, such as transportation, buildings and municipal solid waste, when planning for urban services. UN-Habitat will partner with other United Nations agencies where opportunities for synergy exist. A partnership with UNEP, which has expertise in air quality monitoring and ecosystem-based approaches to adaptation, will complement the expertise of UN Habitat in city and metropolitan-level planning processes to support local governments in developing improved local-level clean air and climate action plans. UN-Habitat will also partner with the secretariat of the United Nations Framework Convention on Climate Change to enhance awareness of issues related to cities and human settlements and for the dissemination of knowledge and international best practices to support the implementation of urban climate action strategies. It will work with Governments for access to climate and environmental resources for urban action, channelled through facilities developed under United Nations frameworks such as the Green Climate Fund, the Global Environment Facility and the Adaptation Fund.

12.17 Under this new subprogramme, UN-Habitat will expand its work on climate change adaptation and mitigation carried out under current subprogramme 2, Urban planning and design.

12.18 In subprogramme 4, entitled “Effective urban crisis prevention and response”, UN-Habitat will offer integrated solutions in support of broader humanitarian, development and political efforts led by other United Nations entities, in particular the Office of the United Nations High Commissioner for Refugees (UNHCR). UN-Habitat is called upon to better support the implementation of the New Urban Agenda in countries affected by conflict and natural and human-caused disasters; to ensure that its work contributes, in a coordinated manner, to the United Nations system commitment to sustaining peace and a comprehensive whole-of-system response to complex emergencies; to better support Member States in their efforts to implement the Sendai Framework; and to better support Member States facing challenges caused by the mass influx of migrants (Governing Council resolution

26/2). The work of UN-Habitat on land, for example, supports the broader conflict prevention work led by UNDP, the Department of Political and Peacebuilding Affairs and others. UN-Habitat will continue to contribute its expertise to relevant United Nations networks, such as the Inter-Agency Standing Committee on humanitarian action and the United Nations Network on Migration, and to provide urban advisory services to humanitarian and resident coordinators.

12.19 Under this new subprogramme, UN-Habitat will consolidate its work on resilience, recovery, reconstruction and crisis response covered under current subprogramme 6, Risk reduction, rehabilitation and urban resilience.

12.20 The work of UN-Habitat currently carried out under subprogramme 7, Urban research and capacity development, will be mainstreamed across all subprogrammes, in line with the repositioning of UN Habitat as a centre of excellence and innovation.

12.21 Through its normative work, which includes various knowledge-building activities, new research and capacity-building, UN-Habitat will set standards, propose norms and principles and share good practices. It will also monitor global progress and will support intergovernmental, regional, national and subnational bodies in their formulation of policies related to sustainable cities and human settlements. In so doing, UN-Habitat builds on its experience of evidence-based normative work. Examples of its normative work include global flagship reports (the *Global Report on Human Settlements* and the *State of the World's Cities* report, now combined into the periodic *World Cities Report*), the Global Urban Indicators database, tools for improving access to land and security of tenure developed in collaboration with the Global Land Tool Network, and the International Guidelines on Decentralization and Access to Basic Services for All.

12.22 UN-Habitat operational work, comprising varied forms of technical assistance, will draw on the Programme's unique and specialized technical cooperation expertise to execute human settlements programmes and projects that provide valuable tailored support to Member States in implementing policies, strategies, best practices, norms and standards.

12.23 This will build upon the UN-Habitat experience of implementing programmes and projects at the local, national and regional levels that have a demonstrable impact on the lives of beneficiaries. Over the years, the Programme has developed a wide range of diverse projects, focused in large part on integrated programming for sustainable urbanization, but that also include crisis response through to post-disaster and post-conflict reconstruction and rehabilitation. In addition, UN-Habitat implements projects at the request of Governments and local authorities.

12.24 With regard to cooperation with other entities at the global, regional national and local levels, UN-Habitat will collaborate with a multitude of partners and leverage multiple resources to achieve sustainable results addressing the challenges of urbanization. It will work closely with national Governments and local authorities and cooperate with international financial institutions, regional development banks, the private sector, civil society, research and training institutions, academicians and other partners. The World Urban Forum is an example of UN-Habitat cooperation and collaboration with a very wide range of partners on the implementation of the New Urban Agenda.

12.25 UN-Habitat, in its catalytic role, will carry out advocacy, communication and outreach activities and mobilize public and political support, in addition to increasing its collaborative interventions at all levels, also with a view to sharing best practices. It will make maximum use of advocacy and knowledge platforms, including the World Urban Forum (which now also serves as one of the platforms on the reporting processes of the New Urban Agenda), World Cities Day and World Habitat Day, as

well as the *World Cities Report*. As the United Nations system-wide focal point on sustainable urbanization and human settlements, UN-Habitat will monitor and report on global conditions and trends and lead and coordinate the implementation of the New Urban Agenda in the United Nations system, in collaboration with other United Nations agencies. It will rely on the use of innovative and smart solutions, as well as robust data and analysis generated through tools such as the Global Urban Observatory and the City Prosperity Index, to support the global monitoring of the Sustainable Development Goals related to urban development.

12.26 With regard to inter-agency coordination and liaison, UN-Habitat will work and collaborate with all United Nations agencies, including in further developing an action framework on the implementation of the New Urban Agenda and regional action plans, as well as a system-wide strategy on sustainable urbanization. It is collaborating with WHO and UNICEF on the monitoring of water and sanitation; with FAO and the World Bank on land tenure components. UN-Habitat is also working with UNHCR, IOM and the World Food Programme to integrate sustainable urban development into the humanitarian response, and on mainstreaming the New Urban Agenda into UN-Water and UN Energy, as well as developing frameworks for joint financing mechanisms and harmonizing the implementation of the Sendai Framework with the United Nations Office for Disaster Risk Reduction. It collaborates closely with UNEP on the Greener Cities Partnership and environmental sustainability in urban development. In this regard, UN-Habitat, within the context of its normative role, will continue to work closely with the Department of Economic and Social Affairs and the regional economic commissions as a knowledge platform and the first global port of call for data and knowledge on cities, towns and rural settlements in all regions and countries of the world.

12.27 With regard to the external factors, the overall plan for 2020 is based on the following planning assumptions:

- (a) Adequate extrabudgetary resources are available to implement the planned work and produce the deliverables;
- (b) National and local governments continue to request technical support from UN-Habitat in the development and implementation of their policies, plans and strategies;
- (c) Social, political and macroeconomic stability prevail in the areas in which UN-Habitat and partners will be implementing programmes and projects;
- (d) Disaggregated urban data are available to support the research and advocacy work of the agency.

12.28 UN-Habitat integrates a gender perspective in its operational activities, deliverables and results, as appropriate, through consistent implementation of the UN system-wide action plan for gender equality and the empowerment of women. For example, the highlighted planned result for 2020 for subprogramme 1 demonstrates the aim of UN-Habitat interventions to enhance tenure security for women in the Arab States. For subprogramme 4, the deliverables include advice on women's access to land in order to consolidate peace in post-conflict countries.

Evaluation activities

12.29 The following evaluations and self-evaluations completed in 2018 have guided the programme plan for 2020:

- (a) Triennial review to support the implementation of Office of Internal Oversight Services (OIOS) recommendations in the OIOS report on the evaluation of the United Nations Human Settlements Programme (UN-Habitat) (E/AC.51/2015/2);
- (b) Self-evaluation: achieving sustainable urban development programme;
- (c) Self-evaluation: city planning, extension and design unit evaluation;
- (d) Self-evaluation: Sri Lanka country programme evaluation, 2013–2017;
- (e) Self-evaluation of the Global Land Tool Network, phase 2;
- (f) Self-evaluation of the Global Water Operators' Partnerships Alliance strategy, 2013–2017;
- (g) Self-evaluation: end-of-programme evaluation of the water, sanitation and hygiene in disaster-prone communities in northern Ghana;
- (h) Self-evaluation: cooperation agreement between the Youth and Livelihood Unit and Hivos;
- (i) Self-evaluation: joint midterm evaluation of the making cities sustainable and resilient project;
- (j) Self-evaluation: urban risk reduction and resilience-building in lusophone Africa.

12.30 The findings of the evaluation and self-evaluations referenced in paragraph 12.29 above have been taken into account for the programme plan for 2020. For example, it was recommended in an evaluation of the Global Water Operators' Partnerships Alliance that a Global Water Operators' Partnerships Alliance strategy for 2018–2022 be developed. A task force set up in that regard subsequently developed a new strategy for its future work. The ongoing organizational reform and governance reform of UN-Habitat aimed at making the Programme fit for purpose are a response to evaluation recommendations to strengthen accountability, effectiveness and efficiency.

12.31 The following evaluations and self-evaluations are planned for 2020:

- (a) OIOS evaluation of UN-Habitat (assignment started in 2019; to be completed in 2020);
- (b) Self-evaluation: end of the strategic plan for 2014–2019;
- (c) Self-evaluation of the World Urban Forum, session 10;
- (d) Impact self-evaluation: the City Prosperity Index;
- (e) Two country self-evaluations: Mozambique and Rwanda;
- (f) Six project self-evaluations on projects that close in 2019, for example, projects on housing, urban public space, municipal finance, cities and climate change, best practices and city resilience;
- (g) Three thematic self-evaluations: youth, gender and water and sanitation projects;
- (h) Self-evaluation of the youth and gender projects.

Programme of work

Subprogramme 1

Reduced spatial inequality and poverty in communities across the urban-rural continuum

Objective

12.32 The objective, to which this subprogramme contributes, is to reduce inequality between and within communities, and to reduce poverty in communities across the urban-rural continuum.

Subprogramme 2

Enhanced shared prosperity of cities and regions

Objective

12.33 The objective, to which this subprogramme contributes, is to enhance shared prosperity of cities and regions.

Subprogramme 3

Strengthened climate action and improved urban environment

Objective

12.34 The objective, to which this subprogramme contributes, is to strengthen climate action and improved urban environment in an integrated manner at all governmental and territorial levels.

Subprogramme 4

Effective urban crisis prevention and response

Objective

12.35 The objective, to which this subprogramme contributes, is to enhance urban crisis prevention and response.

Programme 13

International drug control, crime and terrorism prevention and criminal justice

Overall orientation

Mandates and background

13.1 The United Nations Office on Drugs and Crime (UNODC) is responsible for supporting Member States in making the world safer from drugs, crime and terrorism with a view to promoting security and justice for all. The mandate derives from the priorities established in relevant United Nations conventions and General Assembly resolutions, including resolutions 45/179, 46/152 and 46/185 C. The thematic focus areas of the Office range from transnational organized crime to illicit trafficking; from drug prevention and treatment and alternative development to corruption; from criminal justice reform to terrorism prevention; and from research and trend analysis to policy support. The work of the Office is grounded in a series of international instruments for which the Office acts as guardian and advocate. They include the three international drug control conventions, the United Nations Convention against Corruption, the United Nations Convention against Transnational Organized Crime and the Protocols thereto, the 19 international conventions and protocols against terrorism and the United Nations standards and norms in crime prevention and criminal justice. In 2018, transnational organized crime, corruption and terrorism continued to pose major threats to security, development and good governance around the world. Cybercrime, trafficking in persons, migrant smuggling and environmental crime are increasingly linked to State fragility and undermine the rule of law. The cultivation, manufacture, trafficking and consumption of illicit drugs remain a risk to the health, dignity and hopes of millions of people. They lead to the loss of human life and the depletion of social cohesion and capital. UNODC support aimed at addressing those challenges to develop the capacity of Governments to formulate and implement policies for sustainable development will also continue to be provided through the implementation of the regular programme of technical cooperation and Development Account projects.

Recent developments

13.2 In 2018, transnational organized crime and terrorism continued to pose major threats to security, development and good governance. Cybercrime is estimated to generate some \$1.5 trillion in revenue each year. As with most crime, it targets the most vulnerable: the online sexual exploitation and abuse of children is proliferating, and women and girls are disproportionately harmed. In the first *Global Study on Smuggling of Migrants*, it is estimated that profits accruing to globally operating migrant smuggling networks total at least \$5.5 billion to \$7 billion, with the number of domestic victims of trafficking exceeding those trafficked internationally. Homicidal violence and organized crime-related violence also remained high across many regions of the world, with firearms remaining the most common weapon used for intentional killing. Corruption continued to adversely affect the rule of law, security and governance, denying many people around the world access to services and opportunities. The threat of terrorism remained acute, exacerbated by newly emerging challenges, such as foreign terrorist fighters returning or relocating from armed conflict zones to their countries of origin or third countries and the growing nexus between terrorism and transnational organized crime.

13.3 The world drug problem remained a health and security concern. It is indicated in the *World Drug Report 2018* that more than 31 million people suffer from drug use disorders. Opioids continued to cause the most harm. The cultivation, manufacture, trafficking and consumption of illicit drugs pose a threat to the health, dignity and hopes of millions of people and their families and lead to loss of human life and serious depletion of social cohesion and capital.

Strategy and external factors for 2020

13.4 UNODC has expanded and consolidated its integrated programming approach, in which it aims to provide better and more consistent support to Member States in their responses to drugs and crime. In line with the principles of the reform of the United Nations development system and the new generation of country teams and United Nations Development Assistance Frameworks rolled out in 2019, UNODC integrated programmes are aimed towards: (a) field-based support for Member States for meeting the needs of national and regional counterparts; (b) cross-sectoral integration of all relevant elements of drugs, crime and terrorism and a clearer contribution to Member States' efforts to implement the 2030 Agenda for Sustainable Development; (c) stronger synergies and joint programmes involving other United Nations entities and working across borders and regions.

13.5 Essential to the further expansion of UNODC support for Member States is the full participation in and alignment of the UNODC field presence with the reform of the United Nations development system to ensure a strong presence and delivery capacity in countries. This includes the provision of technical expertise and advice in UNODC mandate areas to United Nations country teams and local counterparts with a view to developing sound and needs-based United Nations Development Assistance Frameworks and resulting technical cooperation programmes, also in the context of more joint United Nations programmes.

13.6 UNODC is committed to supporting Member States in the implementation of the 2030 Agenda, which recognizes the interrelationship between sustainable development and the threats posed by violence, organized crime, terrorism and corruption. The fight against corruption is a vital component of the collective efforts of the international community to promote peace and security, human rights and sustainable development. Furthermore, lack of access to justice, to services for the prevention of drug abuse and the treatment of drug dependence disorders and to health and social services for people who use drugs undermines the very notion of sustainable well-being for all. The connections between the rule of law, security and sustainable development require greater coordination and cooperation among national agencies as well as among United Nations entities. Furthermore, UNODC recognizes that evaluation is a powerful tool for learning, fostering accountability and improving impact and, in that context, will increase its efforts to support Member States in developing their evaluation capacities, by building on existing global structures and mechanisms for reporting on the Sustainable Development Goals.

13.7 UNODC, while contributing to Member States' achievement of specific goals, recognizes the universal and unified nature of the 2030 Agenda by actively pursuing initiatives that cut across goals and targets in terms of the support that the Office provides. It is committed to strengthening a gender perspective as part of the normative and technical support it provides to Member States and thereby to ensuring that UNODC support for the achievement by Member States of Goal 5 (Achieve gender equality and empower all women and girls) is effectively integrated across all of its mandated areas of work. UNODC is the custodian of 15 Sustainable Development Goal indicators at the global level and is an active co-facilitator of the Global Alliance for Reporting Progress on Promoting Peaceful, Just and Inclusive

Societies, a coordinating platform for Member States, the private sector, civil society and international entities.

13.8 With regard to the external factors, the overall plan for 2020 is based on the following planning assumptions:

(a) Extrabudgetary resources, including less-strictly earmarked special-purpose contributions, continue to be available, allowing the Office to respond to the changing nature and scope of transnational organized crime networks;

(b) Member States recognize and address challenges related to security, justice and the rule of law as part of an integrated, nationally owned effort to implement the 2030 Agenda;

(c) International financial institutions highlight the importance of combating drugs, crime and illicit financial flows as part of the technical advice provided to Member States, allowing UNODC to scale up the provision of technical expertise to States on strengthening their fiscal governance systems and preventing leakage from licit to illicit economies and the laundering of the proceeds of crime;

(d) Member States share real-time and other operational data with their counterparts across borders to mount effective, intelligence-led responses to dismantle organized crime networks.

13.9 UNODC integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, it pursues the coherent and coordinated implementation of global commitments on gender equality in line with the system-wide policy on gender equality and the empowerment of women endorsed in 2006 by the United Nations System Chief Executives Board for Coordination and continues to ensure that a gender perspective is actively and visibly mainstreamed in all of its practices, policies and programmes. The UNODC Strategy for Gender Equality and the Empowerment of Women (2018–2021) continues to provide a framework for coherence and for safeguarding the Office's support for the achievement by Member States of the 2030 Agenda and, specifically, Goal 5. A Gender Team is located in the Office of the Director General/Executive Director to coordinate the implementation of the Strategy, thus ensuring that gender issues are mainstreamed in programme approval processes; that programme managers integrate gender perspectives in the operational activities of each subprogramme, as applicable, and gender focal points are consulted in programme development; that gender analysis is integrated into all UNODC mandated areas; that staff receive and benefit from capacity-building assistance and tools to further gender mainstreaming; that lessons learned and good practices are exchanged systematically within the UNODC network of gender focal points; and that UNODC stays abreast of new developments in the field of gender equality, through both the systemwide network of focal points led by the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and inter-agency cooperation. Because of the enhanced focus on gender-related issues, several UNODC mandated areas have strengthened the integration of gender aspects relevant to their work. For instance, the 2020 planned result under subprogramme 5, Justice, demonstrates how the focus on gender is being translated into a concrete result. In 2018, the intersectionality between gender issues and corruption was explored. Gender issues were also considered in the Global Programme for the Implementation of the Doha Declaration in the context of the judiciary and the effect on judges' work of delivering justice.

13.10 With regard to cooperation with other entities, given its specific mandates and experience in mobilizing transnational cooperation, UNODC is working with other stakeholders, Member States and United Nations sister agencies at the country, regional and global levels to help Member States better understand the nature of the

threats they face, as well as to design coherent programmes and policies to address those threats in the context of the targets under Goal 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels) that pertain to the mandates of UNODC. The Office will remain actively involved in the Global Alliance for Reporting Progress on Promoting Peaceful, Just and Inclusive Societies, a coordinating platform enabling Member States, the private sector, civil society and international entities to work together to promote Goal 16. UNODC is also active in the Pathfinders for Peaceful, Just and Inclusive Societies initiative, in which a group of Member States, international organizations, global partnerships and others come together to focus on the “SDG16-plus forum” on Goal 16 and the 2030 Agenda targets on peace, justice and inclusion. In addition, UNODC has concluded agreements with an array of international organizations to enhance common approaches and synergies in various areas of work relating to the 2030 Agenda, including the African Union, the Association of Southeast Asian Nations, the Caribbean Community, the Commonwealth of Independent States, the Council of Europe, the International Criminal Police Organization, the Organization of American States, the Organization for Security and Cooperation in Europe and the Shanghai Cooperation Organization.

13.11 With regard to inter-agency coordination and liaison, UNODC has established various joint projects and coordination groups that involve other entities of the United Nations system. They include access to justice for children (the United Nations Children’s Fund), gender equality and women’s empowerment (UN-Women), drug prevention, treatment and rehabilitation (the World Health Organization (WHO)), border management (the World Customs Organization), corruption (the United Nations Development Programme), trafficking in persons and migrant smuggling (the International Organization for Migration, the Office of the United Nations High Commissioner for Refugees and the Inter-Agency Coordination Group against Trafficking in Persons), and terrorism prevention (the Office of Counter-Terrorism of the Secretariat and the entities established in connection with the United Nations Global Counter-Terrorism Coordination Compact). Since all those areas and partnerships are relevant to the 2030 Agenda, UNODC and its partners have linked their work and are demonstrating to external audiences the support provided to advance Member States’ achievement of the Sustainable Development Goals through various publications and in its regular dialogues with Member States, including in the context of the meetings of the UNODC governing bodies, including the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice. The Office remains an active co-sponsor of the Joint United Nations Programme on HIV/AIDS (UNAIDS) and is the substantive leader in the area of HIV prevention, treatment and care among people who use drugs and in prison settings.

Evaluation activities

13.12 The following self-evaluations completed in 2018 have guided the programme plan for 2020:

- (a) Centralized self-evaluations:
 - The cluster midterm in-depth evaluation of five global research projects of the Research and Trend Analysis Branch contributing to the thematic programme on research, trend analysis and forensics, 2015–2016 (subprogramme 6)
 - The midterm in-depth evaluation of the Paris Pact initiative phase IV-A partnership to combat illicit traffic in opiates originating in Afghanistan (subprogrammes 1 and 8)

- The thematic cluster evaluation of five law enforcement projects in Central Asia (subprogramme 1)
- (b) Decentralized self-evaluations of the following UNODC projects (subprogrammes 1, 2, 3, 4, 5, 6 and 8):
- Sustainable livelihood and development in Myanmar
 - Assisting Nigeria to strengthen rule of law-based criminal justice responses to terrorism
 - Implementation of the Doha Declaration
 - Strengthening of the drug law enforcement system for criminal intelligence collection, analysis and exchange
 - Support for the implementation of the regional programme for Central Asia
 - Strengthening anti-corruption institutions in Indonesia
 - Strengthening and enhancing the capacity of law enforcement officials in combating child sex offenders in Cambodia, the Lao People's Democratic Republic and Viet Nam
 - Support for drug demand reduction in Andean countries
 - Police reform programme in Kenya
 - Support for crime prevention and criminal justice reform
 - Support for the Economic Community of West African States regional action plan on drug trafficking, organized crime related to it and drug abuse in West Africa
 - Forensic human resources and governance development assistance for the Palestinian Authority
 - Strengthening of security and justice structures in the State of Coahuila de Zaragoza, Mexico

13.13 The findings of the self-evaluations referenced in paragraph 13.12 above have been taken into account in the programme plan for 2020.

13.14 The following evaluations and self-evaluations are planned for 2020:

- (a) Selected areas in the subprogrammes;
- (b) Selected areas in Africa, West and Central Asia, Latin America and the Caribbean (cross-cutting subprogrammes);
- (c) Decentralized evaluations covering various subprogrammes and regions.

Programme of work

Subprogramme 1 Countering transnational organized crime

Objective

13.15 The objective, to which this subprogramme contributes, is to prevent and combat transnational organized crime and illicit trafficking.

Subprogramme 2
A comprehensive and balanced approach to counter the world drug problem

Objective

13.16 The objective, to which this subprogramme contributes, is to ensure comprehensive and balanced responses to the world drug problem, integrating demand reduction and related measures, supply reduction and related measures, and international cooperation.

Subprogramme 3
Countering corruption

Objective

13.17 The objective, to which this subprogramme contributes, is to prevent and combat corruption in line with the framework of the United Nations Convention against Corruption.

Subprogramme 4
Terrorism prevention

Objective

13.18 The objective, to which this subprogramme contributes, is to strengthen a criminal justice regime against terrorism that is effective and is implemented by Member States in accordance with the rule of law.

Subprogramme 5
Justice

Objective

13.19 The objective, to which this subprogramme contributes, is to prevent crime and ensure more effective, fair, humane and accountable criminal justice systems, as a basis for the rule of law and sustainable development.

Subprogramme 6
Research, trend analysis and forensics

Objective

13.20 The objective, to which this subprogramme contributes, is to enhance knowledge of trends on drugs and crime for scientific evidence-based policy formulation.

**Subprogramme 7
Policy support****Objective**

13.21 The objective, to which the subprogramme contributes, is to advance institutional reform and strengthen policy and operational responses by Member States on drug control, crime prevention and criminal justice.

**Subprogramme 8
Technical cooperation and field support****Objective**

13.22 The objective, to which this subprogramme contributes, is to strengthen Member State-owned programmes countering drugs, crime and terrorism.

**Subprogramme 9
Provision of secretariat services and substantive support to the
United Nations intergovernmental bodies, the International
Narcotics Control Board and the United Nations Congress on
Crime Prevention and Criminal Justice****Objective**

13.23 The objective, to which this subprogramme contributes, is to ensure effective and efficient functioning of the United Nations intergovernmental bodies in dealing with issues relating to drugs, crime and terrorism; of the International Narcotics Control Board in fulfilling its treaty-based mandate of monitoring and promoting the implementation of and full compliance with international drug control treaties; and of the United Nations Congress on Crime Prevention and Criminal Justice in fulfilling its advisory role.

Programme 14

Gender equality and empowerment of women

Legislative mandates

General Assembly resolutions

34/180	Convention on the Elimination of All Forms of Discrimination against Women	71/167	Trafficking in women and girls
50/42	Fourth World Conference on Women	71/168	Intensifying global efforts for the elimination of female genital mutilation
50/203	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action	71/170	Intensification of efforts to eliminate all forms of violence against women and girls: domestic violence
54/4	Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women	71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
54/134	International Day for the Elimination of Violence against Women	72/147	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
62/136	Improvement of the situation of women in rural areas		
64/289	System-wide coherence	72/148	Improvement of the situation of women and girls in rural areas
66/130	Women and political participation		
69/236	World Survey on the Role of Women in Development	72/149	Violence against women migrant workers
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development	72/234	Women in development
		S-23/2	Political declaration
		S-23/3	Further actions and initiatives to implement the Beijing Declaration and Platform for Action
70/1	Transforming our world: the 2030 Agenda for Sustainable Development		

Economic and Social Council resolutions and decisions

76 (V)	Communications concerning the status of women	2005/232	Declaration of the Commission on the Status of Women on the occasion of the tenth anniversary of the Fourth World Conference on Women
304 (XI)	Report of the Commission on the Status of Women (fourth session)		
1992/19	Communications on the status of women	2009/16	Working Group on Communications on the Status of Women of the Commission on the Status of Women
1996/6	Follow-up to the Fourth World Conference on Women		
1996/31	Consultative relationship between the United Nations and non-governmental organizations	2015/6	Future organization and methods of work of the Commission on the Status of Women
		2018/7	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
1999/257	Enabling the Commission on the Status of Women to continue to carry out its mandate	2018/10	Situation of and assistance to Palestinian women

Economic and Social Council agreed conclusion and ministerial declaration

1997/2	Mainstreaming the gender perspective into all policies and programmes in the United Nations system (see A/52/3/Rev.1 , chap. IV.A)		
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Security Council resolutions

1325 (2000)	1960 (2010)
1820 (2008)	2106 (2013)
1888 (2009)	2122 (2013)
1889 (2009)	2242 (2015)

Agreed conclusions of the Commission on the Status of Women

1996	Resolution 40/9: Implementation of strategic objectives and action in the critical area of concern: poverty	2006	Enhanced participation of women in development: an enabling environment for achieving gender equality and the advancement of women, taking into account, inter alia, the fields of education, health and work
1996	Women and the media		
1996	Child and dependent care, including sharing of work and family responsibilities		
1997	Women and the environment	2006	Equal participation of women and men in decision-making processes at all levels
1997	Women in power and decision-making	2007	Elimination of all forms of discrimination and violence against the girl child
1997	Women and the economy		
1997	Education and training of women	2008	Financing for gender equality and the empowerment of women
1998	Violence against women		
1998	Women and armed conflict	2009	The equal sharing of responsibilities between women and men, including caregiving in the context of HIV/AIDS
1998	Human rights of women		
1998	The girl child	2011	Access and participation of women and girls in education, training and science and technology, including for the promotion of women's equal access to full employment and decent work
1999	Women and health		
1999	Institutional mechanisms for the advancement of women		
2001	Women, the girl child and human immunodeficiency virus/acquired immunodeficiency syndrome	2013	Elimination and prevention of all forms of violence against women and girls
2001	Gender and all forms of discrimination, in particular racism, racial discrimination, xenophobia and related intolerance	2014	Challenges and achievements in the implementation of the Millennium Development Goals for women and girls
2002	Eradicating poverty, including through the empowerment of women throughout their life cycle, in a globalizing world	2015	Resolution 59/1: Political declaration on the occasion of the twentieth anniversary of the Fourth World Conference on Women
2002	Environmental management and the mitigation of natural disasters	2016	Women's empowerment and the link to sustainable development
2003	Participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women	2017	Women's empowerment in the changing world of work
2004	The role of men and boys in achieving gender equality	2018	Challenges and opportunities in achieving gender equality and the empowerment of rural women and girls
2004	Women's equal participation in conflict prevention, management and resolution and in post-conflict peace-building	2019	Social protection systems, access to public services and sustainable infrastructure for gender equality and the empowerment of women and girls

Executive Board decisions

2011/4	Least developed countries	2017/5	United Nations Entity for Gender Equality and the Empowerment of Women, Strategic Plan 2018–2021
2012/6	Regional Architecture: administrative, budgetary and financial implications and implementation plan		

Programme of work

Subprogramme 1

Intergovernmental support, coordination and strategic partnerships

Objective

14.1 The objective is to strengthen the achievement of gender equality and the empowerment of women, including women's full enjoyment of their human rights.

Deliverables

14.2 Table 14.1 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 14.1

Subprogramme 1: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	5	5	4	4
Substantive services for meetings (number of three-hour meetings)	50	49	52	52
B. Generation and transfer of knowledge				
Publications (number of publications)	3	3	3	3
Technical materials (number of materials)	5	5	5	5
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Digital platforms and multimedia content				

Subprogramme 2

Policy and programme activities

Objective

14.3 The objective is to enhance efforts in the elimination of discrimination against women and girls and the achievement of gender equality in, inter alia, the fields of development, human rights and peace and security, including by leading, coordinating and promoting the accountability of the United Nations system in this regard.

Deliverables

14.4 Table 14.2 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 14.2

Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	11	11	10	9
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	–	–	2	2
Seminars, workshops and training events (number of days)	3	3	2	3
Publications (number of publications)	1	1	2	2
Technical materials (number of materials)	2	2	4	2
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				
Library services				

Programme 15

Economic and social development in Africa

Legislative mandates

General Assembly resolutions

S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development	66/130 66/137	Women and political participation United Nations Declaration on Human Rights Education and Training
57/144	Follow-up to the outcome of the Millennium Summit	66/224 67/226	People's empowerment and development Quadrennial comprehensive policy review of operational activities for development of the United Nations system
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields	68/145	Strengthening collaboration on child protection within the United Nations system
58/220	Economic and technical cooperation among developing countries	68/225	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
58/269	Strengthening of the United Nations: an agenda for further change		
59/228	Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005–2015, and further efforts to achieve the sustainable development of water resources	68/238	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
60/1	2005 World Summit Outcome		
60/222	New Partnership for Africa's Development: progress in implementation and international support	69/232	Specific actions related to the particular needs and problems of landlocked developing countries: follow-up to the second United Nations Conference on Landlocked Developing Countries
61/234	Enhancing the role of the subregional offices of the Economic Commission for Africa	69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development
64/215	Legal empowerment of the poor and eradication of poverty	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation	70/153	Enhancement of international cooperation in the field of human rights
64/237	Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the countries of origin, consistent with the United Nations Convention against Corruption	70/155 70/159	The right to development Globalization and its impact on the full enjoyment of all human rights
65/214	Human rights and extreme poverty	70/184	Information and communications technologies for development
65/240	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of the follow-up to the Durban Declaration and Programme of Action	70/187 70/192	International trade and development Follow-up to the International Conference on Financing for Development
65/274	Cooperation between the United Nations and the African Union	70/198	Agricultural technology for sustainable development
65/280	Programme of Action for the Least Developed Countries for the Decade 2011–2020	70/201	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development

	and of the United Nations Conference on Sustainable Development	71/242	Industrial development cooperation
70/211	Role of the United Nations in promoting development in the context of globalization and interdependence	71/244 71/289	South-South cooperation Cooperation between the United Nations and the International Organization of la Francophonie
70/215	Development cooperation with middle-income countries	71/315	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
70/218	Second United Nations Decade for the Eradication of Poverty (2008–2017)		
70/224	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners	72/169	Enhancement of international cooperation in the field of human rights
71/220	Cooperative measures to assess and increase awareness of environmental effects related to waste originating from chemical munitions dumped at sea	72/231 72/234	Follow-up to the Fourth United Nations Conference on the Least Developed Countries Women in development

Economic and Social Council resolutions

2017/9	Mainstreaming a gender perspective into all policies and programmes in the United Nations system	2017/28	Programme of Action for the Least Developed Countries for the Decade 2011–2020
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Economic Commission for Africa resolutions

748 (XXVIII)	Population, family and sustainable development	937 (XLIX)	Mainstreaming the 2030 Agenda for Sustainable Development and Agenda 2063 into national strategic frameworks, action plans and programmes
822 (XXXI)	Implementation of the treaty establishing the African Economic Community: strengthening regional economic communities; rationalization and harmonization of the activities of regional and subregional communities	938 (XLIX) 939 (XLIX)	Integrated reporting and follow-up on sustainable development Africa Regional Forum on Sustainable Development
928 (XLVIII)	Implementing Agenda 2063: planning, mobilizing and financing for development	941 (XLIX)	Organization of an annual African regional review of progress in the implementation of the outcomes of the World Summit on Information Society
929 (XLVIII)	Third International Conference on Financing for Development		

Programme of work

Subprogramme 1 Macroeconomic policy and governance

Objective

15.1 The objective, to which this subprogramme contributes, is to accelerate economic transformation and inclusive development in Africa.

Deliverables

15.2 Table 15.1 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.1
Subprogramme 1: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			1	1
Substantive services for meetings (number of three-hour meetings)			–	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			2	2
Seminars, workshops and training events (number of days)			–	6
Publications (number of publications)			2	2
Technical materials (number of materials)			7	10
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Outreach programmes, special events and information materials				

Subprogramme 2

Regional integration and trade

Objective

15.3 The objective, to which this subprogramme contributes, is to enhance regional cooperation and integration among member States to tackle the challenges of structural transformation in Africa.

Deliverables

15.4 Table 15.2 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.2
Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			3	3
Substantive services for meetings (number of three-hour meetings)			3	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			6	3
Seminars, workshops and training events (number of days)			5	5

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Publications (number of publications)			3	3
Technical materials (number of materials)			1	4
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Outreach programmes, special events and information materials				
Digital platforms and multimedia content				

Subprogramme 3

Private sector development and finance

Objective

15.5 The objective, to which this subprogramme contributes, is to enhance the role of the private sector in sustained economic growth and transformation in Africa.

Deliverables

15.6 Table 15.3 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.3

Subprogramme 3: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			3	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			5	4
Seminars, workshops and training events (number of days)			32	37
Publications (number of publications)			6	4
Technical materials (number of materials)			8	8
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and other substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				

Subprogramme 4 Data and statistics

Objective

15.7 The objective, to which this subprogramme contributes, is to improve the production, dissemination and use of quality data and statistics in Africa.

Deliverables

15.8 Table 15.4 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.4

Subprogramme 4: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			–	6
Substantive services for meetings (number of three-hour meetings)			16	16
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			9	16
Seminars, workshops and training events (number of days)			45	65
Technical materials (number of materials)			4	4
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and other substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
Digital platforms and multimedia content				

Subprogramme 5 Climate change, environment and natural resources management

Objective

15.9 The objective, to which this subprogramme contributes, is improved management of natural resource endowments, reducing the negative impacts of climate change by moving towards green transitions and climate-resilient development, and harnessing new technologies.

Deliverables

15.10 Table 15.5 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.5

Subprogramme 5: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			3	4
Substantive services for meetings (number of three-hour meetings)			11	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			14	17
Seminars, workshops and training events (number of days)			7	6
Publications (number of publications)			4	5
Technical materials (number of materials)			19	20
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
External and media relations				
Digital platforms and multimedia content				

Subprogramme 6

Gender equality and women's empowerment

Objective

15.11 The objective, to which this subprogramme contributes, is to achieve gender equality and women's empowerment for inclusive and sustainable development in Africa.

Deliverables

15.12 Table 15.6 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.6
Subprogramme 6: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			1	–
Substantive services for meetings (number of three-hour meetings)			4	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			7	4
Seminars, workshops and training events (number of days)			4	13
Publications (number of publications)			2	1
Technical materials (number of materials)			4	4
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Digital platforms and multimedia content				
External and media relations				

Subprogramme 7

Subregional activities for development

Component 1

Subregional activities in North Africa

Objective

15.13 The objective, to which this component contributes, is to stimulate sustainable employment for youth and women in North Africa.

Deliverables

15.14 Table 15.7 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.7
Subprogramme 7, component 1: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			4	4
Substantive services for meetings (number of three-hour meetings)			11	11
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			1	1
Seminars, workshops and training events (number of days)			8	12
Publications (number of publications)			4	1
Technical materials (number of materials)			2	3
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Digital platforms and multimedia content				

Component 2

Subregional activities in West Africa

Objective

15.15 The objective, to which this component contributes, is to achieve inclusive development and regional integration in West Africa.

Deliverables

15.16 Table 15.8 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.8
Subprogramme 7, component 2: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			2	2
Substantive services for meetings (number of three-hour meetings)			8	8
Conference and secretariat services for meetings (number of three-hour meetings)				

	2018 planned	2018 actual	2019 planned	2020 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			–	1
Seminars, workshops and training events (number of days)			6	14
Publications (number of publications)			6	4
Technical materials (number of materials)			1	1
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

Component 3 Subregional activities in Central Africa

Objective

15.17 The objective, to which this component contributes, is to achieve economic diversification and transformation in Central Africa.

Deliverables

15.18 Table 15.9 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.9

Subprogramme 7, component 3: deliverables for the period 2018–2020, by category and subcategory

	2018 planned	2018 actual	2019 planned	2020 planned
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			3	3
Substantive services for meetings (number of three-hour meetings)			8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			1	1
Seminars, workshops and training events (number of days)			35	36
Publications (number of publications)			8	4
Technical materials (number of materials)			1	1
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
D. Communication deliverables				
Outreach programmes, special events and information materials				
Digital platforms and multimedia content				

Component 4

Subregional activities in East Africa

Objective

15.19 The objective, to which this component contributes, is to achieve deeper regional integration and implementation of the African Continental Free Trade Area in East Africa.

Deliverables

15.20 Table 15.10 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.10

Subprogramme 7, component 4: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			2	2
Substantive services for meetings (number of three-hour meetings)			8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			2	1
Seminars, workshops and training events (number of days)			15	18
Publications (number of publications)			4	6
Technical materials (number of materials)			3	3
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and other substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
Digital platforms and multimedia content				

Component 5

Subregional activities in Southern Africa

Objective

15.21 The objective, to which this component contributes, is to achieve inclusive industrialization for reducing poverty and inequality in Southern Africa.

Deliverables

15.22 Table 15.11 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.11

Subprogramme 7, component 5: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			2	2
Substantive services for meetings (number of three-hour meetings)			8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			2	2
Seminars, workshops and training events (number of days)			5	5
Publications (number of publications)			5	2
Technical materials (number of materials)			2	2
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Outreach programmes, special events and information materials				
Digital platforms and multimedia content				

Subprogramme 8

Economic development and planning

Objective

15.23 The objective, to which this subprogramme contributes, is to improve public sector management and development planning for member States.

Deliverables

15.24 Table 15.12 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.12

Subprogramme 8: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			1	1
Substantive services for meetings (number of three-hour meetings)			8	8
Conference and secretariat services for meetings (number of three-hour meetings)			8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)				
Seminars, workshops and training events (number of days)			1 612	1 749
Publications (number of publications)			2	2
Technical materials (number of materials)			40	45
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				

Subprogramme 9 Poverty, inequality and social policy

Objective

15.25 The objective, to which this subprogramme contributes, is to reduce poverty and inequality and advance inclusive social and spatial development in Africa.

Deliverables

15.26 Table 15.13 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.13
Subprogramme 9: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			2	–
Substantive services for meetings (number of three-hour meetings)			4	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			1	5
Seminars, workshops and training events (number of days)			–	10
Publications (number of publications)			4	4
Technical materials (number of materials)			3	5
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

Programme 16

Economic and social development in Asia and the Pacific

Overall orientation

Mandates and background

16.1 The Economic and Social Commission for Asia and the Pacific (ESCAP) is the regional intergovernmental platform and development arm of the United Nations and is responsible for assisting members and associate members in integrating the three dimensions of sustainable development in Asia and the Pacific. The Commission's research, intergovernmental and capacity-building functions support its member States in the implementation of the 2030 Agenda for Sustainable Development through nine subprogrammes. Its mandate is derived from the priorities established in relevant resolutions and decisions of the Economic and Social Council, including resolution 37 (IV), pursuant to which ESCAP was established. The conference structure of the Commission is reviewed periodically and was most recently aligned with the requirements of the 2030 Agenda through Council resolution [2015/30](#) and ESCAP resolution 73/1. Its work is geared towards ensuring regional cooperation for sustainable development, in particular to reduce rising inequalities within and across countries, exacerbated by transboundary factors such as climate change. ESCAP support aimed at developing the capacity of Governments to formulate and implement policies for sustainable development is also provided through the implementation of projects under the regular programme of technical cooperation and Development Account.

Recent developments

16.2 In spite of global trade disputes and a general trend towards protectionist policies, member States in Asia and the Pacific have remained committed to multilateralism on transboundary and regional issues of common concern. That commitment was reflected in the adoption by ESCAP member States of 11 resolutions on a wide range of issues, including inequality, connectivity and the environment, at the Commission's seventy-fourth session in 2018.

16.3 Other examples include the adoption of the Asia-Pacific Plan of Action on Space Applications for Sustainable Development (2018–2030) at the third Ministerial Conference on Space Applications for Sustainable Development in Asia and the Pacific, whereby member States renewed their commitment to sharing space application knowledge, expertise and tools for achieving sustainable development in the region. They have also taken steps towards implementing the Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific, ranging from the development of a road map for the implementation of substantive provisions of the Agreement, to its ratification by some member States. At the sixth session of the ESCAP Committee on Statistics, member States adopted the Declaration on Navigating Policy with Data to Leave No One Behind, based on the collective vision and framework for action of the Asia-Pacific statistical community for advancing official statistics for the 2030 Agenda. The declaration reflects the regional consensus reached on needs and commitments for whole-of-government support to strengthen official statistics for the 2030 Agenda. The commitment on multilateralism is also reflected in the increased momentum for South-South and triangular cooperation in the region and in greater support for multilateral action to meet technical or financing challenges. As a result, ESCAP and its partners established the Asia-Pacific Forum for South-South and Triangular Cooperation for

directors general of cooperation agencies and units from developing countries in the region.

16.4 ESCAP has supported its member States in their resolve to strengthen subregional multilateral cooperation. Countries participating in the United Nations Special Programme for the Economies of Central Asia have reaffirmed their ownership of the Special Programme by positioning it as a platform for supporting the implementation of the 2030 Agenda. The Association of Southeast Asian Nations (ASEAN) endorsed the report by ESCAP entitled *Complementarities between the ASEAN Community Vision 2025 and the United Nations 2030 Agenda for Sustainable Development: A Framework for Action* and have started implementing its recommendations. Countries of East and North-East Asia have decided to establish a subregional framework for promoting science-based, policy-oriented cooperation on air pollution: the North-East Asia Clean Air Partnership.

Strategy and external factors

16.5 In 2020, ESCAP will continue to support its member States in the implementation of the 2030 Agenda through its three core functions, namely research and analysis; intergovernmental consensus-building and norm-setting; and capacity development. The work of the Commission will be guided by the regional road map for implementing the 2030 Agenda for Sustainable Development in Asia and the Pacific, endorsed by ESCAP in its resolution 73/9.

16.6 ESCAP will orient its policy-focused research to inform decisions across the three dimensions of sustainable development. To enhance its research, analysis and knowledge development, especially on emerging issues, ESCAP will build on the examples of long-standing expert networks, such as the Asia-Pacific Research and Training Network on Trade and the Regional Space Applications Programme for Sustainable Development. A larger interface is also under way with the private corporate sector, building on the experience of the ESCAP Sustainable Business Network. ESCAP research products will inform intergovernmental deliberations and capacity development initiatives. To strengthen and enrich its research and analysis, ESCAP is moving towards becoming a “convener of think tanks” in Asia and the Pacific.

16.7 As the region’s most inclusive intergovernmental platform, ESCAP will continue to facilitate the generation of innovative policies for integrated, inclusive and sustainable development in the region and to build consensus on norms and agreements to address shared challenges. The Commission’s intergovernmental frameworks are based on research and analysis on emerging and critical issues, conducted by its secretariat. Those intergovernmental frameworks, initiatives and agreements, whether generated by global processes, as in the case of migration, or at the regional level, such as on paperless trade or disability, act as enablers for the achievement of the Sustainable Development Goals by member States in Asia and the Pacific.

16.8 Guided by the priorities given in globally and regionally agreed frameworks and by needs and requests for support in implementing those frameworks at the national level, technical assistance will be provided to member States in the Commission’s areas of expertise, such as macroeconomic policy and financing for development, connectivity, technology, the management of natural resources, sustainable urban development, disaster risk reduction and resilience, social development, statistics and energy. ESCAP will also liaise and coordinate with United Nations country teams in those areas.

16.9 With regard to the external factors, the overall plan for 2020 is based on the following planning assumptions:

- (a) National Governments remain committed to regional cooperation as a means to meet transboundary challenges;
- (b) National Governments continue to provide development data and other relevant information for the implementation of existing global and regional frameworks, such as the Incheon Strategy to “Make the Right Real” for Persons with Disabilities in Asia and the Pacific, the Asia-Pacific Information Superhighway and the Asia-Pacific Plan of Action on Space Applications for Sustainable Development;
- (c) Extrabudgetary funding for technical cooperation continues to be available.

16.10 ESCAP integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, gender is a thematic area for subprogramme 6, and women’s economic empowerment and gender equality comprise an important component of the subprogramme’s highlighted planned result for 2020. Furthermore, subprogramme 2 will implement a capacity-building project with an expected outcome of increased access to finance for women entrepreneurs in participating countries, and the highlighted planned result for 2020 under component 4 of subprogramme 8 refers to enhancing regular exchanges on women’s economic empowerment as one of the areas for the achievement of the Sustainable Development Goals.

16.11 With regard to cooperation with other entities, ESCAP will partner with and support subregional processes and platforms in the delivery of its work, including the United Nations Special Programme for the Economies of Central Asia, ASEAN, the Economic Cooperation Organization, the Pacific Islands Forum, the South Asian Association for Regional Cooperation and the Shanghai Cooperation Organization. ESCAP will also strengthen its traditional role in promoting and facilitating South-South cooperation, triangular cooperation and regional partnerships.

16.12 With regard to inter-agency coordination and liaison, ESCAP will continue to play a leading role in coordinating regional United Nations development system entities, in particular as the convener of the Asia-Pacific Regional Coordination Mechanism and through the Mechanism’s thematic working groups that focus on the region’s sustainable development priorities, as outlined in the regional road map. Together with the other regional commissions, ESCAP will promote interregional cooperation for inclusive, resilient and sustainable development and ensure that regional perspectives effectively influence global policy processes.

16.13 ESCAP support to its member States in the follow-up and review of the 2030 Agenda will continue to rely on analytical, intergovernmental and capacity-building work. The ESCAP secretariat and its partners will continue to:

- (a) Convene the annual Asia-Pacific Forum on Sustainable Development, as the premier multi-stakeholder platform for follow-up and review in the region, to discuss regional priorities and needs for achieving sustainable development;
- (b) Prepare annual progress reports on the achievement of the Sustainable Development Goals and develop policy recommendations to accelerate progress in the region;
- (c) Support peer learning and strengthen the capacity of member States with regard to voluntary national review planning, policy coherence, stakeholder engagement and data and statistics.

16.14 ESCAP will continue to organize outreach activities upon demand for the general public, including for academic organizations, on its work and on the work of the United Nations at large, in line with its communication and outreach strategy.

Evaluation activities

16.15 The following self-evaluations, completed in 2018, have guided the programme plan for 2020:

(a) Self-evaluation of the Asian and Pacific Centre for Transfer of Technology;

(b) Self-evaluation of the subprogramme on social development;

(c) Joint self-evaluation by ESCAP and the Economic Commission for Europe of the United Nations Special Programme for the Economies of Central Asia.

16.16 The findings of the self-evaluations referenced in paragraph 16.15 above have been taken into account for the programme plan for 2020. Specifically, those referenced in paragraph (a) were taken into account for subprogramme 2, to enhance partnerships and place greater focus on the transfer of emerging and environmentally sound technologies to developing countries and on their dissemination in those countries; those referenced in subparagraph (b) were taken into account for subprogramme 6, to streamline knowledge products; and those referenced in subparagraph (c) were taken into account for subprogrammes 2, 3, 4, 5, 6 and 7 and component 3 of subprogramme 8, shifting the focus of the Special Programme from a programme to a policy coordination platform on key regional Sustainable Development Goals.

16.17 The following self-evaluations are planned for 2020:

(a) Self-evaluation of the subprogramme on transport;

(b) Self-evaluation of the subprogramme on trade, investment and innovation;

(c) Self-evaluation of the Asian and Pacific Training Centre for Information and Communication Technology for Development.

Programme of work

Subprogramme 1

Macroeconomic policy, poverty reduction and financing for development

Objective

16.18 The objective, to which this subprogramme contributes, is to achieve stable, inclusive and sustainable economic development in Asia and the Pacific.

Subprogramme 2
Trade, investment and innovation**Objective**

16.19 The objective, to which this subprogramme contributes, is to harness trade, investment, innovation, technology and enterprise development towards sustainable development and regional integration in Asia and the Pacific.

Subprogramme 3
Transport**Objective**

16.20 The objective, to which this subprogramme contributes, is to achieve sustainable transport connectivity, logistics and mobility in the Asia-Pacific region.

Subprogramme 4
Environment and development**Objective**

16.21 The objective, to which this subprogramme contributes, is to eliminate the adverse impacts of growth on natural and built environments and to improve human well-being and shared prosperity in Asia-Pacific urban and rural contexts.

Subprogramme 5
Information and communications technology and disaster risk reduction and management**Objective**

16.22 The objective, to which this subprogramme contributes, is to advance digital inclusion and space applications for disaster resilience in Asia and the Pacific.

Subprogramme 6
Social development**Objective**

16.23 The objective, to which this subprogramme contributes, is to realize inclusive societies that protect, empower and ensure equality for all in Asia and the Pacific.

Subprogramme 7 Statistics

Objective

16.24 The objective, to which this subprogramme contributes, is to improve the availability, accessibility and use of quality data and official statistics in support of sustainable development in Asia and the Pacific.

Subprogramme 8 Subregional activities for development

Component 1 Subregional activities for development in the Pacific

Objective

16.25 The objective, to which component 1 of the subprogramme contributes, is to strengthen regional cooperation and integration for sustainable development, in line with the subregional priorities of the Pacific, including climate change, ocean management and reduction of inequality.

Component 2 Subregional activities for development in East and North-East Asia

Objective

16.26 The objective, to which component 2 of the subprogramme contributes, is to strengthen regional cooperation and integration for sustainable development, in line with the subregional priorities of East and North-East Asia, including connectivity, resilience and environmental sustainability.

Component 3 Subregional activities for development in North and Central Asia

Objective

16.27 The objective, to which component 3 of the subprogramme contributes, is to strengthen regional cooperation and integration for sustainable development, in line with the subregional priorities, including improved infrastructure connectivity and structural economic transformation of North and Central Asia.

Component 4 Subregional activities for development in South and South-West Asia

Objective

16.28 The objective, to which component 4 of the subprogramme contributes, is to advance regional cooperation and integration for sustainable development in line with

the subregional priorities, including connectivity and women's empowerment in South and South-West Asia.

Component 5

Subregional activities for development in South-East Asia

Objective

16.29 The objective, to which component 5 of the subprogramme contributes, is to strengthen regional cooperation and integration for sustainable development, in line with the subregional priorities of South-East Asia, including connectivity, inclusive development and resilience-building.

Subprogramme 9

Energy

Objective

16.30 The objective, to which this subprogramme contributes, is to ensure access to affordable, reliable, sustainable and modern energy for all in Asia and the Pacific.

Programme 17

Economic development in Europe

Overall orientation

Mandates and background

17.1 The Economic Commission for Europe (ECE) is responsible for facilitating economic integration and cooperation among its member States and promoting sustainable development and economic prosperity in the ECE region. The mandate derives from the priorities established in relevant Economic and Social Council resolutions, including on the workplan on reform of ECE and the outcome of the review of the 2005 reform of ECE (resolutions 2006/38 and [2013/1](#), respectively), and Council resolution 36 (IV) of 28 March 1947.

17.2 ECE provides a regional intergovernmental platform from which to address economic and environmental challenges that remain a source of primary concern to member States, such as promoting sustained economic growth and sustainable mobility in the region, facilitating trade and economic integration, protecting the environment, ensuring a flexible and efficient energy supply, strengthening capacity for measuring sustainable development and addressing the implications of demographic trends. ECE support aimed at developing the capacity of Governments to formulate and implement policies for sustainable development is also provided through the implementation of projects under the regular programme of technical cooperation and the Development Account.

Recent developments

17.3 In May 2018, the General Assembly, in its resolution [72/279](#), approved the initial phase of the far-reaching reform of the United Nations development system, launched by the Secretary-General with a view to strengthening the development system and galvanizing its work in support of the implementation of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development. The Assembly reaffirmed the role of the regional commissions in supporting the achievement of the Sustainable Development Goals and recognized the specificities of each regional context.

17.4 Member States in the ECE region continued to face challenges in addressing the complexity of the Sustainable Development Goals. An integrated response to multisectoral issues, including ensuring inclusive and sustained economic growth, mobilizing large-scale development financing, addressing unsustainable consumption and production patterns and confronting environmental challenges, is critical. Tackling those challenges in a holistic and integrated manner requires concerted and multisectoral efforts.

Strategy and external factors for 2020

17.5 Mindful of the above-mentioned challenges at the regional level and cognizant of the vision of the reform of the development system, ECE has initiated a strategic realignment of its work, reinforcing its partnerships with other international organizations, the private sector and civil society, with a sharpened focus on delivering results at all levels.

17.6 The strategy of the programme is based on an integrated approach to sustainable development and the implementation of its mandates, and it builds on synergies between and the results-oriented work of its eight subprogrammes, namely:

1. Environment;
2. Transport;
3. Statistics;
4. Economic cooperation and integration;
5. Sustainable energy;
6. Trade;
7. Forestry and timber;
8. Housing, land management and population.

17.7 In furtherance of General Assembly resolution [72/271](#) on improving global road safety, an expansion of the activities of ECE is foreseen to ensure effective support of United Nations Member States' efforts on the implementation of the objectives and goals of the Decade of Action for Road Safety and the road safety-related targets in the 2030 Agenda, as further detailed under subprogramme 2.

17.8 Deepening the integrated approach of ECE by providing multisectoral policy advice and capacity-building will facilitate the countries' implementation of the 2030 Agenda. ECE will strengthen cross-sectoral collaboration among its eight subprogrammes in four nexus areas at which multiple Sustainable Development Goals converge, namely: (a) the sustainable use of natural resources; (b) sustainable and smart cities; (c) sustainable mobility and smart connectivity; and (d) measuring and monitoring the implementation of the Sustainable Development Goals. This type of collaboration will enable ECE to maximize existing synergies, increase the efficiency of its work and have a multiplying effect on its actions to support countries in implementing the Goals.

17.9 In implementing this strategy, ECE will provide a neutral platform for regional policy dialogue on economic and environmental issues among its 56 member States. The normative work of the programme will be focused on the development and implementation of international legal instruments, norms and standards and the identification and dissemination of best practices within and outside the region. The programme will promote technical cooperation with economies in transition towards achieving sustainable development across the region.

17.10 With regard to external factors, the overall plan for 2020 is based on the following planning assumptions:

- (a) Member States continue to support the work of ECE;
- (b) All relevant stakeholders at the national level have the political will and sufficient capacity to cooperate in implementing the ECE legal instruments, norms and standards;
- (c) Voluntary resources continue to be available.

17.11 ECE integrates a gender perspective in its operational activities, deliverables and results, as appropriate, building on its previous work, including projects to support women traders in Central Asia under subprogramme 6. In 2020, all sectoral committees governing the ECE subprogrammes will include gender mainstreaming in their work agendas, all ECE technical cooperation projects will be assessed against their impact on gender, and the Commission will continue its work on gender and

economy, including capacity-building activities for women entrepreneurs from Central Asia.

17.12 With regard to cooperation with other entities, the United Nations Special Programme for the Economies of Central Asia, implemented jointly by ECE and the Economic and Social Commission for Asia and the Pacific (ESCAP), will continue to serve as the major framework for ECE cooperation with other relevant stakeholders in Central Asia and the provision of support to the member countries of the Special Programme in the implementation of the 2030 Agenda for Sustainable Development.

17.13 With regard to inter-agency cooperation, ECE work will build on strategic partnerships already established with other United Nations entities, international and regional organizations and international financial institutions, for example, the Food and Agriculture Organization of the United Nations (FAO), the United Nations Conference on Trade and Development (UNCTAD), the United Nations Environment Programme, the United Nations Development Programme, the International Trade Centre, the World Trade Organization, the Organization for Economic Cooperation and Development (OECD), the Organization for Security and Cooperation in Europe, the World Bank and so on. A renewed focus will be placed on enhancing and building on partnerships with the private sector and civil society in the spirit of the 2030 Agenda. Cooperation with other regional commissions will be pursued through joint initiatives, programmes and projects so as to strengthen knowledge management. ECE will continue its ongoing cooperation with other United Nations entities at both the regional and the country levels. At the regional level, ECE will continue to lead the Regional Coordination Mechanism for Europe and Central Asia, promoting cooperation among United Nations regional entities and their partners in addressing regional, cross-cutting policy issues and providing regional perspectives at the global level. At the country level, ECE will continue to work as a non-resident agency of the 17 United Nations country teams in the region through the United Nations Development Assistance Framework. The programme will also promote interregional, including South-South and triangular, cooperation.

Evaluation activities

17.14 The following self-evaluations are planned for 2020:

- (a) Review of the innovation performance reviews regional index;
- (b) Review of ECE collaboration with United Nations and other partners in delivering on energy for sustainable development;
- (c) Review of the ECE Active Ageing Index.

Programme of work

Subprogramme 1 Environment

Objective

17.15 The objective, to which this subprogramme contributes, is to improve environmental governance and performance throughout the ECE region for safeguarding the environment and human health.

Subprogramme 2 Transport

Objective

17.16 The objective, to which this subprogramme contributes, is to improve sustainable inland transport by making it safer, cleaner, more efficient and more affordable, for both freight transport and personal mobility.

Subprogramme 3 Statistics

Objective

17.17 The objective, to which this subprogramme contributes, is to advance official statistics at the national and international levels.

Subprogramme 4 Economic cooperation and integration

Objective

17.18 The objective, to which this subprogramme contributes, is to strengthen policies on innovation, competitiveness and public-private partnerships in the ECE region.

Subprogramme 5 Sustainable energy

Objective

17.19 The objective, to which this subprogramme contributes, is to ensure access to affordable and clean energy for all and reduce greenhouse gas emissions and the carbon footprint of the energy sector in the region.

Subprogramme 6 Trade

Objective

17.20 The objective, to which this subprogramme contributes, is to enhance trade facilitation, agricultural quality standards and regulatory and trade-related economic cooperation for the transition to sustainable economic growth and sustainable production and consumption in the ECE region and beyond.

Subprogramme 7 Forestry and timber

Objective

17.21 The objective, to which this subprogramme contributes, is to strengthen sustainable management of forests and enhance the contribution of forests and forest products to sustainable development in the ECE region.

Subprogramme 8 Housing, land management and population

Objective

17.22 The objective, to which this subprogramme contributes, is to advance decent, adequate, affordable, energy-efficient and healthy housing for all in liveable cities and human settlements, sustainable land management and evidence-based population and social cohesion policies.

Programme 18

Economic and social development in Latin America and the Caribbean

Legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration	67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
58/269	Strengthening of the United Nations: an agenda for further change		
59/57	<i>A Fair Globalization: Creating Opportunities for All</i> – report of the World Commission on the Social Dimension of Globalization	67/230	The role of the United Nations in promoting a new global human order
60/1	2005 World Summit Outcome	68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
60/4	Global Agenda for Dialogue among Civilizations	68/4	Declaration of the High-level Dialogue on International Migration and Development
63/260	Development-related activities	68/6	Outcome document of the special event to follow up efforts made towards achieving the Millennium Development Goals
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation	68/198	Information and communications technologies for development
64/289	System-wide coherence	68/201	International financial system and development
65/1	Keeping the promise: united to achieve the Millennium Development Goals	68/202	External debt sustainability and development
66/71	International cooperation in the peaceful uses of outer space	68/204	Follow-up to the International Conference on Financing for Development
66/84	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations	68/210	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
66/125	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly	68/220	Science, technology and innovation for development
66/157	Strengthening United Nations action in the field of human rights through the promotion of international cooperation and the importance of non-selectivity, impartiality and objectivity	68/230; 71/244	South-South cooperation
66/161	Globalization and its impact on the full enjoyment of all human rights	68/234	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
66/210; 70/211	Role of the United Nations in promoting development in the context of globalization and interdependence	69/313	Addis Ababa Action Agenda of the Third International Conference on Finance for Development (Addis Ababa Action Agenda)
66/213	Fourth United Nations Conference on the Least Developed Countries	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
66/288	The future we want	70/215	Development cooperation with middle-income countries
67/140	Realizing the Millennium Development Goals and other internationally agreed development goals for persons with disabilities towards 2015 and beyond	70/219	Women in development
67/164	Human rights and extreme poverty	70/299	Follow-up and review of the 2030 Agenda for Sustainable Development at the global level
67/217	Towards a New International Economic Order	71/192	The right to development

Economic and Social Council resolutions and decisions

2004/310	Implementation of and follow-up to major United Nations conferences and summits	2013/5	Progress in the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
2012/2	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to education	2013/44	Follow-up to the International Conference on Financing for Development
2012/9	Poverty eradication	2016/8	Rethinking and strengthening social development in the contemporary world
2012/30	Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16	2016/12	Establishment of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development
		2017/9	Mainstreaming a gender perspective into all policies and programs in the United Nations system

Economic Commission for Latin America and the Caribbean resolutions

650(XXXIII)	Brasilia Resolution		America and the Caribbean on Sustainable Development
666(XXXIV)	San Salvador Resolution		
690(XXXV)	Lima Resolution	717(XXXVII)	Havana resolution
697(XXXVI)	Horizons 2030 resolution	728(XXXVII)	Programme of work and priorities of the Economic Commission for Latin America and the Caribbean for 2020
700(XXXVI)	Mexico resolution on the establishment of the Forum of the Countries of Latin		

Programme of work**Subprogramme 1****Linkages with the global economy, integration and regional cooperation****Objective**

18.1 The objective is to enhance regional integration and cooperation to strengthen the role of Latin America and the Caribbean region in international trade and the global economy.

Deliverables

18.2 Table 18.1 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.1

Subprogramme 1: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
Seminars, workshops and training events (number of days)	8	8	6	8
Publications (number of publications)	19	19	20	21
Technical materials (number of materials)	5	5	5	5
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				

Subprogramme 2

Production and innovation

Objective

18.3 The objective is to enhance structural change, productivity growth and innovation in Latin America and the Caribbean with due consideration to the new technological paradigms, sustainable development, gender equality and linkages with the global economy.

Deliverables

18.4 Table 18.2 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.2

Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	8	8	6	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	3	3	3	3
Seminars, workshops and training events (number of days)	49	49	45	47
Publications (number of publications)	10	10	9	12

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				

Subprogramme 3

Macroeconomic policies and growth

Objective

18.5 The objective is to achieve sustainable and inclusive economic growth in Latin American and Caribbean countries by enhancing the design and implementation of suitable macroeconomic policies and the efficient generation and allocation of necessary financing for development resources.

Deliverables

18.6 Table 18.3 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.3

Subprogramme 3: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	8	8	10	10
Publications (number of publications)	16	16	17	18
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				

Subprogramme 4

Social development and equality

Objective

18.7 The objective is to achieve greater social and economic equality in the region and contribute to the overall well-being of the people of the region in line with the 2030 Agenda for Sustainable Development and a rights-based approach.

Deliverables

18.8 Table 18.4 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.4

Subprogramme 4: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	1	1	12	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	2
Seminars, workshops and training events (number of days)	17	17	9	10
Publications (number of publications)	9	9	5	7
Technical materials (number of materials)	2	2	2	2
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Digital platforms and multimedia content				

Subprogramme 5

Mainstreaming the gender perspective in regional development

Objective

18.9 The objective is to mainstream a gender equality perspective into sustainable and inclusive development strategies of the Latin American and Caribbean countries.

Deliverables

18.10 Table 18.5 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.5

Subprogramme 5: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	9	9	29	15

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
Seminars, workshops and training events (number of days)	7	7	9	8
Publications (number of publications)	5	5	8	7
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				

Subprogramme 6 Population and development

Objective

18.11 The objective is to improve the integration of population issues into development policies and programmes in the countries of Latin America and the Caribbean.

Deliverables

18.12 Table 18.6 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.6

Subprogramme 6: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	9	9	9	9
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
Seminars, workshops and training events (number of days)	33	33	42	75
Publications (number of publications)	10	10	8	10
Technical materials (number of materials)	3	3	3	3
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Digital platforms and multimedia content				

Subprogramme 7 Sustainable development and human settlements

Objective

18.13 The objective is to improve the integration of environmental, climate change and urban management issues into economic, social and land-use policies in the framework of sustainable development.

Deliverables

18.14 Table 18.7 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.7

Subprogramme 7: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	12	12	6	6
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
Seminars, workshops and training events (number of days)	6	6	6	7
Publications (number of publications)	8	8	9	8
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				

Subprogramme 8 Natural resources and infrastructure

Objective

18.15 The objective is to improve the sustainable management of natural resources and infrastructure services in Latin American and Caribbean countries and to increase competitiveness and socioeconomic development.

Deliverables

18.16 Table 18.8 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.8
Subprogramme 8: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	2
Seminars, workshops and training events (number of days)	8	8	8	9
Publications (number of publications)	8	8	8	9
Technical materials (number of materials)	10	10	10	10
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				

Subprogramme 9 Planning and public management for development

Objective

18.17 The objective is to improve planning processes in the region within the framework of the 2030 Agenda for Sustainable Development.

Deliverables

18.18 Table 18.9 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.9
Subprogramme 9: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	6	6	6	6
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
Seminars, workshops and training events (number of days)	56	56	56	56
Publications (number of publications)	6	6	5	5
Technical materials (number of materials)	1	1	1	1
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				

Subprogramme 10 Statistics

Objective

18.19 The objective is to improve the production, dissemination and use of quality and timely statistics for evidence-based decision-making in the economic, social and environmental fields in the region.

Deliverables

18.20 Table 18.10 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.10

Subprogramme 10: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	9	9	18	9
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	4	4	4	4
Seminars, workshops and training events (number of days)	17	17	17	20
Publications (number of publications)	5	5	6	4
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				

Subprogramme 11 Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico

Objective

18.21 The objective is to enhance dynamic growth, structural transformation and sustainable and inclusive development with equality, within a robust and democratic institutional framework aligned with the internationally agreed sustainable development goals of the 2030 Agenda for Sustainable Development.

Deliverables

18.22 Table 18.11 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.11
Subprogramme 11: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
Seminars, workshops and training events (number of days)	11	11	15	15
Publications (number of publications)	10	10	9	10
Technical materials (number of materials)	11	11	11	11
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				

Subprogramme 12 Subregional activities in the Caribbean

Objective

18.23 The objective is to strengthen the sustainable development process in the Caribbean in its economic, social and environmental dimensions and enhance the subregion's cooperation with Latin America.

Deliverables

18.24 Table 18.12 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.12
Subprogramme 12: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	3	3	3	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
Seminars, workshops and training events (number of days)	19	19	24	25
Publications (number of publications)	9	9	9	11
Technical materials (number of materials)	8	8	6	6
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				

	2018 planned	2018 actual	2019 planned	2020 planned
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				
Library services				

Subprogramme 13 Support for regional and subregional integration and cooperation processes and organizations

Objective

18.25 The objective is to enhance regional and subregional integration processes, their convergence, and the participation of Latin America and the Caribbean in interregional and global political dialogues.

Deliverables

18.26 Table 18.13 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.13

Subprogramme 13: deliverables for the period 2018–2020, by category and subcategory

	2018 planned	2018 actual	2019 planned	2020 planned
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	5	5	2	5
Substantive services for meetings (number of three-hour meetings)	25	25	10	25
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	7	7	6	7
Publications (number of publications)	4	4	2	3
Technical materials (number of materials)	3	3	3	3
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				

Note: As a transitional measure, some deliverables that are of a cross-cutting nature and to which all ECLAC subprogrammes contribute, which in the biennium 2018–2019 were reported under executive direction and management, namely, the biennial sessions of the Commission, the meetings of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development and main documents presented to those meetings, are reported in the programme plan for 2020 under subprogramme 13, even though financial resources and their implementation are not under the purview of the subprogramme.

Programme 19

Economic and social development in Western Asia

Overall orientation

Mandates and background

19.1 The Economic and Social Commission for Western Asia (ESCWA) is responsible for promoting inclusive and sustainable development in the Arab region. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including Economic and Social Council resolutions 1818 (LV), by which the Council established the Commission, and 1985/69, amending its terms of reference, to underscore the social functions of the Commission.

19.2 The development landscape in the Arab region is dominated by the need to make progress in the implementation of the 2030 Agenda for Sustainable Development, notwithstanding the prevalence of protracted and widespread political instability and violent conflict, which further exacerbate decades-old economic, social and environmental challenges and create additional barriers for a development trajectory for the region that should be inclusive, equitable, inclusive, sustainable and respectful of the needs of future generations. ESCWA support aimed at developing the capacity of Governments to formulate and implement policies for sustainable development is also provided through the implementation of the regular programme of technical cooperation and Development Account projects.

Recent developments

19.3 Since 2011, the Arab region has witnessed continued political instability and conflict, ranging from social unrest in a number of countries to full-fledged wars in Iraq, Libya, the Syrian Arab Republic and Yemen. Conflict and its growing impact have dominated decision-making processes for many countries in the region for most of the past decade. This is in addition to the long-standing occupation of the Palestinian territory.

19.4 These challenges continue to weigh heavily on a region that suffers from a complicated set of development challenges that have been accumulating over the past few decades, including limited and poorly distributed growth; social and economic inequity and exclusion; significant climate change and environmental challenges, stressing water resources and creating food insecurity; water deprivation and declining agriculture production and productivity; very low energy efficiency, which creates yet another strain on already overstretched fiscal budgets; and an encumbered economic situation burdened by significant structural inefficiencies, causing unemployment, in particular for young people, poverty and marginalization.

19.5 The end of 2018 appeared to cautiously signal a possible reversal of the downward spiral of open warfare. Major fighting was winding down in the Syrian Arab Republic, the conflict in Iraq had ended and a ceasefire was recently brokered in Hudaydah Governorate in Yemen. Progress, however, remains fragile, as evidenced by the slow pace of political reconciliation and the formation of viable institutions in some member States. The difficult processes to form governments after successful elections, as well as demonstrations driven by socioeconomic grievances, also illustrate challenges to stability in the region.

19.6 The deteriorating conditions for the Palestinian people and the continued occupation of the Palestinian territory remain major sources of strife and instability

in the region. In addition, the continuing political challenges in and among the Gulf countries, as well as the challenges associated with social, economic and political reforms, will weigh on the stability of the region.

19.7 Migration is a prominent feature of the Arab region, which hosted more than 38 million migrants in 2017, representing 14.8 per cent of global migrants. Nearly 14 per cent of global remittances were sent from the Arab region in 2016, and approximately 29 million migrants from the Arab countries live or work abroad. The adoption of the Global Compact for Safe, Orderly and Regular Migration in Marrakech, Morocco, in December 2018 marks an important shift towards a rights-based approach to migration governance, which will undoubtedly have an impact on the lives of millions of migrants in the region and around the world.

19.8 The trends above carry important economic, social, political and environmental implications for Governments and societies of the Arab region. Governments in the Arab region need to ensure a development path in an environment characterized by increasing poverty and resource inequality, unemployment and underemployment, poor access to public services, in particular social services, the erosion of social cohesion and the low credibility of public institutions. These factors combine to create a set of conditions that pose challenges to the achievement of significant progress towards achieving the Sustainable Development Goals and raise the stakes for Governments and development actors in all areas of development.

Strategy and external factors for 2020

19.9 On the basis of the guiding framework of the 2030 Agenda, the proposed programme plan for the year 2020 has been designed with a view to addressing the most pressing obstacles that hinder the achievement of the Sustainable Development Goals in the Arab region. It places emphasis on the fundamental principles of reducing inequality among social groups and regions and of “leaving no one behind”.

19.10 Through its seven interdependent subprogrammes, ESCWA supports member States in collectively addressing these challenges and making progress in the implementation of the 2030 Agenda and the achievement of the Sustainable Development Goals. The work of ESCWA is guided by principles that are aimed at addressing socioeconomic and environmental challenges that require multilateral, regional and international cooperation, including those related to transboundary issues.

19.11 The proposed programme plan is aimed at providing support to member States in building inclusive, resilient and peaceful societies that safeguard a better future for coming generations; ensuring that strong and transparent institutions provide access to basic services and infrastructure for the people of the region; creating employment opportunities through reforms and by drawing on the potential of technological advancement; mitigating the impact of climate change; striving towards social justice; engaging young people and advancing gender equality; and capitalizing on the positive effects of migration. It is intended to provide a coherent support structure to address the priorities of member States in line with the 2030 Agenda.

19.12 In helping to address these challenges, ESCWA will promote the regional dimension of sustainable development and assist member States in the implementation of, follow-up on and review of the 2030 Agenda and will provide regional platforms for knowledge-sharing, peer learning and capacity-building. Anticipating a change in the nature of the request of member States, from aspects of general awareness-raising and alignment to advancing the integrated approach and policy support in national priority areas, ESCWA will adapt its support to member States towards the achievement of the Sustainable Development Goals, taking into

account the significant variations among Arab countries in terms of institutional and policy setups, capacity, resources and baselines.

19.13 The Arab region is exposed to global challenges that impede sustainable development, such as climate change, water scarcity and food insecurity. A total of 18 of 22 Arab States face water scarcity, with 13 falling below the absolute water scarcity threshold. Iraq, the Syrian Arab Republic and Yemen have some of the highest food insecurity rates globally, and the prevalence of undernourishment has increased owing to multidimensional factors related to conflict, high unemployment, forced migration and climate extremes. Spikes in food commodity prices disproportionately affect the poor, given that 35 to 65 per cent of their income is typically spent on food. Conflict-induced constraints to development are manifested in high fuel prices, lack of access to production resources and markets, destroyed infrastructure and loss of agricultural assets. Rural economies in which agriculture employs more than 30 per cent of the population are especially affected.

19.14 To address these challenges, ESCWA will enhance the capacity of member States to develop integrated policies for increased water security through improved regional cooperation and will promote sustainable agricultural practices at the farm level for increased food security and productivity that can support rural livelihoods. In tandem, ESCWA will help countries to make the transition to sustainable energy systems and pursue informed climate change action in order to enhance climate resilience, adaptation and the achievement of global goals through localized initiatives and institutional strengthening. This will assist member States in improving their energy performance, diversifying their energy mix and gaining better access to green technologies, climate finance and technical tools that support integrated approaches to achieving water, energy and food security in a changing climate.

19.15 The Arab region has one of the fastest-growing populations in the world, tripling to more than 400 million between 1970 and 2017 and constituting 5.5 per cent of the world's population. With 60 per cent of the population below the age of 30, the Arab region has one of the youngest populations. Moreover, demographic changes witnessed in most Arab countries, including a decrease in fertility and mortality rates and an increase in life expectancy, will result in a sharp increase in the number and proportion of older persons in the near future. The ageing population structure and ongoing conflicts in the region will probably push the disability prevalence rates in the region upwards in the coming years. These demographic transformations, coupled with ongoing conflict and instability, are affecting the fundamental pillars of society such as marriage and family, the status of women and the care of older persons, and threatening the ability of States to provide inclusive and equitable social protection for their populations.

19.16 In addition to these demographic trends, the people of the region experience inequality of opportunity, which affects their access to health services, quality education, social protection and good employment. For example, only one third of workers in the Arab region are covered by some form of social protection. The region also suffers from one of the highest levels of unemployment rates among young people in the world. In 2014, the unemployment rate of 29.7 per cent among young people in the Arab region was more than double the global average. Owing to election laws that, for the most part, set the minimum age of voting at 21 years and over (even 30 in some countries), young people are excluded from political participation and from having a voice in public affairs.

19.17 In this context, ESCWA will strengthen its support to member States to further the development of rights-based social policies and advocate the social inclusion of young people, persons with disabilities, older persons and migrants. ESCWA will also provide advice on the improvement of existing social protection systems, sustainable

urban planning and work with member States to raise awareness of the policy implications of the Global Compact for Safe, Orderly and Regular Migration and build their capacities to carry out the policy reforms necessary to develop their migration governance frameworks.

19.18 Inequality of opportunity and, subsequently, of outcome is prevalent, in particular among women and girls in the Arab region who suffer from legal, structural and cultural discrimination affecting the enjoyment of their basic human rights and equal participation in public life. For example, unemployment among young women stood at 47 per cent and is twice that of young men. ESCWA will therefore examine women's participation in the political and economic spheres and strengthen related accountability mechanisms. It will promote women's economic participation to improve gender justice by creating a platform for knowledge exchange and transfer on barriers to economic opportunities and participation and explore means of formally recognizing women's unpaid care work. ESCWA will also facilitate the effective engagement of its member States in the women and peace and security agenda by supporting national women's machineries in developing national action plans to implement Security Council resolution [1325 \(2000\)](#) and support member States in comprehensively responding to violence against women by costing its economic impact on society, the family and victims of violence.

19.19 Data disaggregation is fundamental to the achievement of the Sustainable Development Goals. The use of aggregate numbers risks overlooking the needs of the most vulnerable and marginalized groups that are the hardest to reach and the least likely to benefit from general development gains, thus perpetuating their exclusion and inequality. While data on demographics have improved in recent years, the relative scarcity of statistics on socioeconomic indicators continues to constitute a serious impediment to the formulation and implementation of policy interventions that address ingrained inequality and promote meaningful inclusion.

19.20 In 2020, ESCWA will strengthen the institutional framework for official statistics in the Arab region by building the capacities of national statistics offices not only to improve the production, dissemination and communication of national data, primarily for evidence-based policymaking, but also to enable the measurement of national and regional progress towards the implementation of the 2030 Agenda. This will be achieved through increasing the thematic granularity of data disaggregation by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other criteria, in line with the fundamental principles of official statistics. ESCWA capacity development efforts will also result in more detailed spatial granularity that will be achieved through linking statistical and geospatial data, thus allowing analysis of disparities in small geographic areas.

19.21 ESCWA will pursue the implementation of the outcomes of the high-level international conference on financing sustainable development, held in Beirut on 28 and 29 November 2018, including the Beirut Consensus on Financing for Development, endorsed as a multi-stakeholder regional road map to support the Secretary-General's strategy for financing the 2030 Agenda for Sustainable Development (2018–2021). ESCWA will advance these outcomes by enhancing domestic resource mobilization capacities and harnessing fiscal policy equalization at the regional level to overcome financing gaps and inequalities, among other elements of the Addis Ababa Action Agenda.

19.22 ESCWA will also elaborate on the interconnection between macroeconomic and social policies by rolling out a social expenditure monitor in the region, proposing options for Governments to fill gaps in financing sustainable development, informing multidimensional poverty eradication frameworks and providing advice on fiscal policy regimes that are aimed at expanding social welfare, while taking into account

fiscal sustainability. As the growing population of young people is entering a labour market already suffering from persistently high unemployment, millions of additional jobs will need to be created to accommodate them. ESCWA will therefore provide advice to member States on regulatory frameworks to bolster private sector development and to raise the international competitiveness of the region, with the aim of creating employment opportunities. Drawing upon the Arab framework for reducing multi-dimensional poverty, approved at the Arab Economic and Social Development Summit held in Beirut on 19 and 20 January 2019, ESCWA is supporting the League of Arab States (LAS) and member States in implementing its main action areas.

19.23 Building on the Beirut Consensus on Technology for Sustainable Development in the Arab Region of 2018 and the Secretary-General's strategy on new technologies, ESCWA will provide support to its member States in harnessing technology and innovation for inclusive and sustainable development. Advice on building development and transfer ecosystems for technology and innovation will underpin its work towards this goal.

19.24 Severe conflict and a protracted crisis in some Arab countries have brought about great human suffering and damage to infrastructure and services. Conflicts in the region have led to internal displacement affecting more than 16 million people, representing one third of the world's displaced persons, mainly in Iraq, Libya, the Sudan, the Syrian Arab Republic and Yemen. Jordan and Lebanon continue to host the highest number of refugees per capita in the world.

19.25 In 2020, ESCWA will support the nascent emergence from conflict and cultivate a shift towards development thinking and action that abides by the core principles of the 2030 Agenda and the values enshrined in the Charter of the United Nations. ESCWA will work with member States to enhance the capacity of public institutions to promote sustainable peace, pre-empt conflict and deliver public services with accountability in order to withstand the risks of conflict relapse or eruption. ESCWA will also develop the capabilities of Palestinian institutions in formulating development strategies and policies, notwithstanding the occupation.

19.26 In line with the multifaceted challenges facing the region, the ESCWA programme of work will increasingly focus on cross-sectoral deliverables, thereby capitalizing on its comparative advantage as the multidisciplinary United Nations institution in the region. ESCWA will also focus increasingly on its region-wide, transboundary mandate.

19.27 By leveraging its multidisciplinary mandate, ESCWA will use its three roles as think tank of the region, adviser to the region and voice of the region to further the knowledge, skills, attitudes and behaviour of public policymakers, with the aim of triggering change in conditions, policies and organizational structures. ESCWA will provide integrated policy advice to its member States through tailor-made policy recommendations. It will also explore the role of the regional dimension of development in preventing the recurrence of conflict in order to ensure that no segment of the population is disenfranchised from economic and political progress and that social welfare for all is at the core of all government policy decisions.

19.28 ESCWA will seek to expand its thought leadership in the Arab region by informing its own research with the most recent findings from innovative research outlets worldwide and focusing its research deliverables on the challenges and priorities of the region. It will seek to enhance its dissemination and outreach to ensure that the knowledge that it creates is geared towards and reaches its target audience. Special interventions will be tailored to target least developed and conflict-affected countries.

19.29 As priorities in the region shift, ESCWA, along with partners of the United Nations development system, will support member States in navigating a path that ensures that economic growth is equitable and that its benefits are shared by all.

19.30 With regard to the external factors, the overall plan for 2020 is based on the following planning assumptions:

(a) The national development landscape is conducive for ESCWA to provide integrated policy advice, normative support and technical capacity-building on regional priorities;

(b) Member States continue to work together through existing platforms at the interregional and interministerial levels;

(c) Line ministries in member States collaborate on key strategic issues, cooperate in an institutional process and engage with other development stakeholders on key policy areas.

19.31 ESCWA integrates a gender perspective into its operational activities, deliverables and results, as appropriate, through the rigorous implementation of the United Nations system-wide action plan for gender equality and the empowerment of women. All deliverables of subprogramme 6 are geared towards supporting member States in achieving gender justice for all women and girls in the Arab region, and subprogramme 5 will support these efforts by enhancing the production and dissemination of sex-disaggregated data. ESCWA will ensure that all its deliverables are gender-sensitive and take into consideration the needs of both men and women. In 2020, more than 50 per cent of ESCWA deliverables will contribute significantly to reducing gender inequalities.

19.32 With regard to cooperation with other entities, LAS is a strategic intergovernmental partner for ESCWA in the promotion of sustainable development among member States. ESCWA enjoys close cooperation with the League on a number of issues, including trade, multidimensional poverty, migration and transport. As an example of the collaboration, ESCWA advises intergovernmental processes that convene under the auspices of the League by providing technical advice on climate change vulnerability, transboundary water resources, renewable energy options and environmental sustainability. This has resulted in joint initiatives, including the launch of a regional knowledge hub on climate change, the establishment of the Arab Climate Outlook Forum and the adoption of a harmonized monitoring framework for monitoring food security in the region.

19.33 ESCWA is also collaborating with LAS to facilitate the full implementation of the Pan-Arab Free Trade Area and its extension to cover the trade in goods and movement of capital. In parallel, ESCWA is working closely with LAS and its specialized technical committees on the negotiations of the Arab customs union. The collaboration is expected to be intensified in the coming years, when managing overlapping trade agreements in the region will become a real challenge for trade promotion and economic diversification. Moreover, based on the role of trade as a major driver of investment and economic growth, special attention will be given to analysing the impact of trade regimes on sustainable development, including not only export and economic growth, but also on poverty, energy and water uses and, greenhouse gases, among others. Along with LAS and the International Organization for Migration, ESCWA will co-chair the Working Group on International Migration in the Arab region and will engage with regional consultative processes, including the Arab Regional Consultative Process on Migration and Refugee Affairs and the Abu Dhabi Dialogue, to deliver on the collective commitment to improving regional cooperation on international migration.

19.34 The World Bank and the Islamic Development Bank (IDB) are also natural partners for ESCWA. ESCWA works closely with the World Bank to harmonize price statistics for the entire region and launched a new regional initiative on multi-modal transport and a tracking framework for Sustainable Development Goal 7, with the World Bank and IDB as partners. ESCWA adapted its approach to multi-stakeholder engagement at the national and regional levels, creating unique regional platforms in which government representatives, parliamentarians, civil society and the private sector could exchange best practices and identify innovative solutions.

19.35 With regard to inter-agency coordination and liaison, ESCWA also cooperates closely and on a continuous basis with the United Nations Conference on Trade and Development and the Organization for Economic Cooperation and Development (OECD) on competition and consumer protection policy, on trade in value added on and non-tariff measures; with the United Nations Population Fund (UNFPA) on migration, population and disability; with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) on gender-related issues; with OECD, the Department of Economic and Social Affairs and the Economic Commission for Africa on trade and general economy; with the Economic Commission for Europe on transport and road safety; with the International Telecommunication Union on information technologies; with the World Customs Organization and the International Trade Centre on rules of origins and Aid for Trade in the Arab region; with the Economic Commission for Latin America and the Caribbean on equality and national planning; with the United Nations Human Settlements Programme (UN-Habitat) on sustainable urban planning; with the United Nations Children's Fund (UNICEF) and the Office for the Coordination of Humanitarian Affairs on conflict-related research; with the Office of the United Nations High Commissioner for Refugees, the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) and UNFPA on refugees issues; and with the Department of Economic and Social Affairs on follow-up on the 2030 Agenda and the Sustainable Development Goals, including regional preparations for the high-level political forum on sustainable development, among a number of ongoing regular partnerships. ESCWA also takes full advantage of the statement of collaboration between the United Nations regional commissions and the United Nations Sustainable Development Group to reinforce its work at the regional level and its coordination with United Nations country teams in the region.

19.36 Organized by close to 20 United Nations agencies and led by ESCWA, the annual Arab Forum for Sustainable Development has become the region's most inclusive gathering of sustainable development practitioners and advocates and has been preceded by preparatory meetings that have fostered consultation with a wider range of stakeholders. In 2020, ESCWA will create further opportunities for partnership and engagement with civil society and the private sector in order to bridge the knowledge implementation gap and help member States to gain access to innovation and financing.

19.37 In 2018, ESCWA proposed setting up a group on financing for development during the annual meeting of the Regional Coordination Mechanism for Arab States. On a bilateral level, ESCWA designed and implemented concrete action plans for joint activities with the United Nations Development Programme and UNFPA. In 2020, ESCWA will hold joint meetings of the Mechanism and the regional office and continue to take the lead on key thematic issues through the relevant regional working groups.

Evaluation activities

19.38 The following evaluations and self-evaluations completed in 2018 have guided the programme plan for 2020:

(a) Joint Inspection Unit review on strengthening policy research uptake in service of the 2030 Agenda (A.435);

(b) Self-evaluation of subprogramme 1, Integrated management of natural resources for sustainable development, and subprogramme 3, Economic development and integration, completed in 2018.

19.39 The findings of the self-evaluation referenced in paragraph 19.38 (b) above have been taken into account for the programme plan for 2020 under subprogramme 1. The subprogramme will develop a theory of change to operationalize its long-term vision, strengthen its results-based monitoring system, undertake more frequent national and subregional consultations in the identification of its main focus areas and mainstream gender and human rights more systematically across its interventions.

19.40 The findings of the self-evaluation referenced in paragraph 19.38 (b) above have also been taken into account for the programme plan for 2020 under subprogramme 3. The subprogramme will develop a vision for long-term impact; design and implement a holistic engagement and advocacy strategy, with the aim of enhancing its ability to influence policy dialogues in the region; establish a results-based monitoring system to better assess its contributions to policy change; and mainstream gender across its knowledge products and projects.

19.41 A self-evaluation of subprogramme 4 is planned for 2020.

Programme of work

Subprogramme 1

Integrated management of natural resources for sustainable development

Objective

19.42 The objective, to which this subprogramme contributes, is to achieve water, energy and food security and informed climate change action.

Subprogramme 2

Social development

Objective

19.43 The objective, to which this subprogramme contributes, is to achieve equitable, inclusive and participatory social development in the Arab region and to ensure implementation, follow-up and review of the 2030 Agenda by member States.

Subprogramme 3 Economic development and integration

Objective

19.44 The objective, to which this subprogramme contributes, is to achieve a basic standard of living for all people in the region through sustained and integrated economic development.

Subprogramme 4 Technology for development and regional integration

Objective

19.45 The objective, to which this subprogramme contributes, is to expedite the implementation of the 2030 Agenda 2030 and the achievement of the Sustainable Development Goals in the Arab region using technology and innovation.

Subprogramme 5 Statistics for evidence-based policymaking

Objective

19.46 The objective, to which this subprogramme contributes, is to strengthen national statistics for the 2030 Agenda that are based on relevant, reliable, timely, comparable data and that are consistent with international statistical standards, methods and concepts.

Subprogramme 6 Advancement of women

Objective

19.47 The objective, to which this subprogramme contributes, is to achieve gender justice for all women and girls in the Arab region.

Subprogramme 7 Conflict mitigation and development

Objective

19.48 The objective, to which this subprogramme contributes, is to enhance the capacities of member States in conflict or post-conflict settings on conflict prevention for more just, equitable and inclusive societies that are aimed at achieving sustainable development.

Programme 20

Human rights

Legislative mandates

General Assembly resolutions

47/135	Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities	65/1	Keeping the promise: united to achieve the Millennium Development Goals
48/121	World Conference on Human Rights	65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding
48/141	High Commissioner for the promotion and protection of all human rights	66/288	The future we want
55/2	United Nations Millennium Declaration	68/134	Follow-up to the Second World Assembly on Ageing
56/266	Comprehensive implementation of and follow-up to the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance	68/165	Right to the truth
57/300; 58/269	Strengthening of the United Nations: an agenda for further change	68/181	Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms: protecting women human rights defenders
60/1	2005 World Summit Outcome		
61/159	Composition of the staff of the Office of the United Nations High Commissioner for Human Rights	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
61/166	Promotion of equitable and mutually respectful dialogue on human rights	70/262	Review of the United Nations peacebuilding architecture
61/295	United Nations Declaration on the Rights of Indigenous Peoples	71/189	Declaration on the Right to Peace
62/134	Eliminating rape and other forms of sexual violence in all their manifestations, including in conflict and related situations	73/152	Report of the Human Rights Council

Security Council resolutions

2282 (2016)

Human Rights Council resolutions and decisions

2/102	Reports and studies of mechanisms and mandates		Forum, the Forum on Minority Issues and the Forum on Business and Human Rights
4/6	Strengthening of the Office of the United Nations High Commissioner for Human Rights	30/15	Human rights and preventing and countering violent extremism
6/9	Development of public information activities in the field of human rights, including the World Public Information Campaign on Human Rights	34/8	Effects of terrorism on the enjoyment of all human rights
6/30	Integrating the human rights of women throughout the United Nations system	34/16	Rights of the child: protection of the rights of the child in the implementation of the 2030 Agenda for Sustainable Development
8/4	The right to education	37/19	The negative impact of corruption on the right to be free from torture and other cruel, inhuman or degrading treatment or punishment
21/7	Right to the truth		
24/35	Impact of arms transfers on human rights in armed conflicts	39/12	United Nations Declaration on the Rights of Peasants and Other People Working in Rural Areas
24/118	Establishment of a special fund for the participation of civil society in the Social		

Programme of work

Subprogramme 1

Human rights mainstreaming, right to development, and research and analysis

(a) Human rights mainstreaming

Objective

20.1 The objective is to advance the promotion and protection of all human rights and to further integrate all human rights into areas of work of the United Nations system, in accordance with the guiding principles of this programme.

Deliverables

20.2 Table 20.1 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 20.1

Subprogramme 1 (a): deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	1	1	1	1
B. Generation and transfer of knowledge				
Publications (number of publications)	1	1	5	2
Technical materials (number of materials)	11	11	11	11
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				

(b) Right to development

Objective

20.3 The objective is to advance the promotion and protection of the effective enjoyment by all of all human rights by contributing to the effective realization of the right to development.

Deliverables

20.4 Table 20.2 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 20.2

Subprogramme 1 (b): deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	12	12	10	12
Substantive services for meetings (number of three-hour meetings)	31	17	32	16
B. Generation and transfer of knowledge				
Technical materials (number of materials)	7	7	1	2
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Outreach programmes, special events and information materials				

(c) Research and analysis**Objective**

20.5 The objective is to advance the promotion and protection of the effective enjoyment by all of all human rights by increasing knowledge, awareness and understanding, in accordance with the guiding principles of this programme.

Deliverables

20.6 Table 20.3 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 20.3

Subprogramme 1 (c): deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	53	51	53	52
Substantive services for meetings (number of three-hour meetings)	146	130	142	142
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	890	909	900	900
Publications (number of publications)	6	6	11	11
Technical materials (number of materials)	12	12	13	13
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
D. Communication deliverables				
Outreach programmes, special events and information materials				
Library services				

Subprogramme 2 Supporting human rights treaty bodies

Objective

20.7 The objective is to advance the promotion and protection of the effective enjoyment by all of all human rights by providing support and advice to the human rights treaty bodies, ensuring that the guiding principles of this programme are adhered to and increasing the knowledge and awareness of the international human rights treaties and the work of all treaty bodies among national and international actors.

Deliverables

20.8 Table 20.4 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 20.4

Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	861	618	867	854
Substantive services for meetings (number of three-hour meetings)	1 160	922	1 160	1 160
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	250	200	250	200
Seminars, workshops and training events (number of days)	120	130	120	120
Technical materials (number of materials)	2	2	2	1
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				

Subprogramme 3

Advisory services, technical cooperation and field activities

Objective

20.9 The objective is to advance the promotion and protection of the effective enjoyment by all of all human rights through enhanced capacity-building, including through assistance to requesting States, in accordance with the guiding principles of this programme.

Deliverables

20.10 Table 20.5 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 20.5

Subprogramme 3: Deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	62	80	63	80
Substantive services for meetings (number of three-hour meetings)	63	75	63	75
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	100	183	100	183
Seminars, workshops and training events (number of days)	161	178	161	178
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Fact-finding, monitoring and investigation missions				
Humanitarian assistance missions				
Databases and substantive digital materials				
D. Communication deliverables				
External and media relations				
Digital platforms and multimedia content				

Subprogramme 4

Supporting the Human Rights Council, its subsidiary bodies and mechanisms

Objective

20.11 The objective is to advance the promotion and protection of the effective enjoyment by all of all human rights by providing strengthened support and advice, while ensuring that the guiding principles of this programme are adhered to, to the Human Rights Council and its subsidiary bodies and mechanisms, including the

Advisory Committee, the special procedures, the universal periodic review and the complaint procedure.

Deliverables

20.12 Table 20.6 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 20.6

Subprogramme 4: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	329	323	329	323
Substantive services for meetings (number of three-hour meetings)	449	420	449	431
B. Generation and transfer of knowledge				
Technical materials (number of materials)	15	15	15	15
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
External and media relations				
Digital platforms and multimedia content				

Programme 21

International protection, durable solutions and assistance to refugees

Legislative mandates

General Assembly resolutions

319 A (IV)	Refugees and stateless persons		strengthen the capacity of his Office to carry out its mandate
428 (V)	Statute of the Office of the United Nations High Commissioner for Refugees	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
538 B (VI)	Assistance and protection of refugees	70/134	Assistance to refugees, returnees and displaced persons in Africa
1166 (XII)	International assistance to refugees within the mandate of the United Nations High Commissioner for Refugees	70/135	Office of the United Nations High Commissioner for Refugees
50/152	Office of the United Nations High Commissioner for Refugees	70/165	Protection of and assistance to internally displaced persons
58/153	Implementing actions proposed by the United Nations High Commissioner for Refugees to		

Conventions and conference declarations

Convention relating to the Status of Refugees of 1951 and the Protocol thereto of 1967	Cartagena Declaration on Refugees (1984)
Convention relating to the Status of Stateless Persons (1954)	Convention on the Rights of the Child (General Assembly resolution 44/25) (1989)
Convention on the Reduction of Statelessness (1961)	San José Declaration on Refugees and Displaced Persons (1994)
Organization of African Unity Convention governing the specific aspects of refugee problems in Africa (1969)	African Union Convention for the Protection and Assistance of Internally Displaced Persons in Africa (Kampala Convention) (2009)

Programme of work

Objective

21.1 The objective is to ensure international protection to refugees and other persons of concern to the Office of the United Nations High Commissioner for Refugees, and to achieve durable solutions to their problems in cooperation with States and other organizations, including through the provision of humanitarian assistance.

Deliverables

21.2 The table below lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	15	15	15	15
Substantive services for meetings (number of three-hour meetings)	16	16	16	16
Documentation services for meetings (thousands of words)	240	240	228	228
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	6	6	6	6
Seminars, workshops and training events (number of days)	60	60	60	66
Publications (number of publications)	6	6	6	6
Technical materials (number of materials)	26	26	26	26
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Fact-finding, monitoring and investigation missions				
Humanitarian assistance missions				
Direct service delivery				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

Programme 22

Palestine refugees

Overall orientation

Mandates and background

22.1 The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) was established within the United Nations system as a subsidiary organ of the General Assembly by the Assembly in its resolution 302 (IV), from which the Agency derives its mandate to provide assistance to Palestine refugees. Since starting operations in 1950, UNRWA has adapted its programmes to meet the increasingly complex needs of Palestine refugees and to provide them with a measure of protection and stability amid chronic conflict in the region. It stands ready to continue to do so in 2020 in accordance with the triennial mandate that it last received from the General Assembly in its resolution 71/91.

22.2 The Agency has an Advisory Commission, established by the General Assembly by resolution 302 (IV), to “advise and assist the Director [now the Commissioner-General] of the United Nations Relief and Works Agency for Palestine Refugees in the Near East in the execution of the programme”. The Agency’s governing body is the General Assembly, to which it reports directly.

Recent developments

22.3 In 2018, UNRWA was confronted with the greatest financial challenge in its history. The abrupt loss of \$300 million, about a quarter of total essential funding requirements for the year, in planned funding from the Agency’s largest donor precipitated an existential crisis. Through a global campaign of fundraising and diplomatic outreach, coupled with internal cost-saving measures, the Agency was able to overcome the funding shortfall and keep services operational throughout the year. Schools for over half a million refugee children remained open, health clinics provided over 8.5 million primary health-care consultations and more than 1.4 million received life-saving emergency food and cash assistance. Through those efforts, the dignity and human security of 5.4 million registered refugees were upheld. That achievement was made possible by the generosity of UNRWA partners, including existing and new donors, and the unwavering support of refugee-hosting countries.

Strategy and external factors for 2020

22.4 The mission of UNRWA is to help Palestine refugees to achieve their full potential in human development under the difficult circumstances in which they live. In line with this mission, as part of its medium-term strategy for 2016–2021, the Agency works towards five strategic outcomes: (a) Palestine refugee rights under international law are protected and promoted; (b) Palestine refugee health is protected and the disease burden is reduced; (c) school-age children complete quality, equitable and inclusive basic education; (d) Palestine refugee capabilities are strengthened for increased livelihood opportunities; and (e) Palestine refugees are able to meet their basic human needs of food, shelter and environmental health. Progress towards these objectives will continue to drive UNRWA operations during 2020.

22.5 Under the above-mentioned five strategic outcomes, UNRWA aims to achieve its objectives by maintaining and improving the provision of education and health services, relief and social services, microfinance services, infrastructure and camp

improvement within refugee camps, and protection, for the benefit of 5.5 million registered Palestine refugees in Jordan, Lebanon, the Syrian Arab Republic, the West Bank and the Gaza Strip.

22.6 The Agency also provides emergency assistance to more than 1.4 million Palestine refugees in acute distress as a result of the protracted crisis in the occupied Palestinian territory and, more recently, in the Syrian Arab Republic. UNRWA will continue to provide such services, as necessary, as well as, on an exceptional and temporary basis, services to non-refugees currently displaced and in serious need of continued assistance, in accordance with its mandate.

22.7 With regard to the external factors, the overall plan for 2020 is based on the following planning assumptions:

(a) There is no instability in the UNRWA fields of operation, existing protracted conflicts do not deteriorate and new conflicts do not erupt;

(b) UNRWA does not face increased access restrictions for humanitarian operations;

(c) The macroenvironment will be characterized by a continuation of the current cycle of complex emergencies;

(d) Demand for UNRWA emergency assistance will persist, combined with a rising demand for core services;

(e) There is no increase in hostility towards and growing prejudice against Palestine refugees within host communities;

(f) The closure in Gaza does not tighten and the access and movement restrictions in the occupied Palestinian territory do not worsen;

(g) There is no economic downturn, at the national, regional or global level;

(h) UNRWA is able to raise sufficient funds;

(i) There are no increases in enrolled populations beyond projections based on historical trends;

(j) There are no rises in commodity and accommodation prices beyond projected levels;

(k) The infrastructure, installations and housing in the UNRWA fields of operation do not sustain damage as a result of natural or human-made humanitarian crises.

22.8 The Agency is almost entirely dependent on voluntary funding to implement its programmes. It has contended with chronic shortfalls and acute funding uncertainties induced by economic and political volatility. UNRWA will continue to seek the human and financial resources that it needs to sustain and improve the quality of the services it provides to refugees, while maintaining cost-conscious management and the operational flexibility required to respond to unforeseen disruptions to lives and livelihoods in Palestine refugee communities.

22.9 UNRWA will also continue its efforts to mainstream protection and gender into its operations, including with a view to meeting the needs of Palestine refugee children, persons with disabilities, youth and other vulnerable groups.

22.10 The Agency integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, for subprogramme 2, the result reflects that women and men, girls and boys have equal access to primary health care. For subprogramme 3, the result reflects that all Palestine refugee children and youth, regardless of gender, ability, disability, socioeconomic status, health and psychosocial

need, have an equal opportunity to learn in UNRWA schools and are supported in developing their full potential. For subprogramme 4, the result reflects that women are prioritized as recipients of microfinance loans.

22.11 With regard to cooperation with other entities, the core partnerships of the Agency date to its founding in 1949, with host governments, the United Nations Educational, Scientific and Cultural Organization and the World Health Organization. Inter-agency partners helped to establish norms for UNRWA education and health programmes and both organizations continue to furnish strategic assistance. The Agency continues to interact regularly with United Nations country teams and their member organizations to improve synergies, in particular in the area of service delivery, in keeping with the respective organizational mandates. UNRWA also maintains a number of partnerships with community-based organizations to maximize its technical capacity to deliver more effective and efficient results in key service delivery areas. The Agency will seek to ensure that community-based organizations deliver a positive outcome for refugees that are of relevance to the strategic outcomes of the medium-term strategy for 2016–2021.

Evaluation activities

22.12 The following self-evaluations completed in 2018 have guided the programme plan for 2020:

- (a) Self-evaluation of the equality in action – a gender initiative programme in Gaza;
- (b) Self-evaluation of the Engaging Youth project in the Syrian Arab Republic;
- (c) Self-evaluation of the transition to the e-card modality in the Jordan, Lebanon and West Bank fields of operation (the “food-to-cash” evaluation).

22.13 The findings of the self-evaluations referred to in subparagraphs 22.12 (a) and (b) above have been taken into account for the programme plan for 2020 of all subprogrammes. As a result, the subprogrammes of UNRWA will contribute to further intensifying efforts to ensure that gender equality and youth empowerment are mainstreamed through service provision as an integral part of the Agency’s commitment to the welfare, human development and protection of Palestine refugees. In addition, the findings of the self-evaluation referenced in subparagraph 22.12 (c) above have been taken into account for the programme plan for 2020 of subprogramme 5, in the event that the Agency transitions from the provision of in-kind food assistance to a cash-based transfer approach in Gaza.

22.14 The following self-evaluations are planned for 2020:

- (a) Self-evaluation of the strategy for technical and vocational education and training;
- (b) Self-evaluation of the infrastructure and camp improvement strategy;
- (c) Self-evaluation of the protection strategy.

Programme of work

Subprogramme 1

Palestine refugee rights under international law are protected and promoted

Objective

22.15 The objective, to which this subprogramme contributes, is to ensure that Palestine refugee rights under international law are protected.

Subprogramme 2

Palestine refugee health is protected and the disease burden is reduced

Objective

22.16 The objective, to which this subprogramme contributes, is to ensure that Palestine refugee health is protected and the disease burden is reduced.

Subprogramme 3

School-aged children complete quality, equitable and inclusive basic education

Objective

22.17 The objective, to which this subprogramme contributes, is to ensure that school-aged children complete quality, equitable and inclusive basic education.

Subprogramme 4

Palestine refugee capabilities are strengthened for increased livelihood opportunities

Objective

22.18 The objective, to which this subprogramme contributes, is to ensure that Palestine refugee capabilities are strengthened for increased livelihood opportunities.

Subprogramme 5

Palestine refugees are able to meet their basic human needs of food, shelter and environmental health

Objective

22.19 The objective, to which this subprogramme contributes, is to ensure that Palestine refugees are able to meet their basic human needs of food, shelter and environmental health.

Programme 23

Humanitarian assistance

Legislative mandates

General Assembly resolutions

46/182; 73/139	Strengthening of the coordination of humanitarian emergency assistance of the United Nations	68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
47/120 A and B	An Agenda for Peace: preventive diplomacy and related matters	69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
52/12	Renewing the United Nations: a programme for reform	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
52/167	Safety and security of humanitarian personnel	72/182	Protection of and assistance to internally displaced persons
60/1	2005 World Summit Outcome	73/136	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system	73/137	Safety and security of humanitarian personnel and protection of United Nations personnel
67/226; 71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system		

Economic and Social Council resolutions

2018/11	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
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Security Council resolutions and presidential statements

1894 (2009)	2233 (2015)
2210 (2015)	2238 (2015)
2211 (2015)	2243 (2015)
2217 (2015)	2258 (2015)
2222 (2015)	2286 (2016)
2226 (2015)	2417 (2018)
2227 (2015)	S/PRST/2013/2
2232 (2015)	S/PRST/2015/23

Programme of work

Subprogramme 1 Policy and analysis

Objective

23.1 The objective is to improve the strategic and operational coherence of humanitarian response.

Deliverables

23.2 The below table lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 23.1
Subprogramme 1: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	3	3
Substantive services for meetings (number of three-hour meetings)	6	6	6	6
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	3	3	3	3
Technical materials (number of materials)	2	2	2	2

Subprogramme 2 Coordination of humanitarian action and emergency response

Objective

23.3 The objective is to ensure a coherent, effective and timely humanitarian response to alleviate human suffering in natural disasters and complex emergencies.

Deliverables

23.4 The below table lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 23.2
Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	13	1	1
Substantive services for meetings (number of three-hour meetings)	2	2	2	2
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	2	2	2	2
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Humanitarian assistance missions				
Databases and substantive digital materials				
Direct service delivery				
D. Communication deliverables				
Outreach programmes, special events and information materials				
E. Enabling deliverables				
Administration				

Subprogramme 3 Natural disaster risk reduction

Objective

23.5 The objective is to prevent and reduce the risk of and vulnerability to natural hazards and the impact of disasters.

Deliverables

23.6 The below table lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 23.3

Subprogramme 3: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	14	14	15	13
Substantive services for meetings (number of three-hour meetings)	1	1	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	36	36	36	36
Seminars, workshops and training events (number of days)	326	326	323	323
Publications (number of publications)	3	3	4	3
Technical materials (number of materials)	14	14	11	11

Subprogramme 4 Emergency support services

Objective

23.7 The objective is to expedite international humanitarian assistance to victims of emergencies and natural disasters, including environmental disasters and technological accidents.

Deliverables

23.8 The below table lists all deliverables, by category and subcategory, for the period 2018–2020, that contributed and are expected to contribute to the attainment of the objective stated above.

Table 23.4

Subprogramme 4: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	55	55	50	50
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Humanitarian assistance missions				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
Digital platforms and multimedia content				

Subprogramme 5**Humanitarian emergency information and advocacy****Objective**

23.9 The objective is to ensure effective advocacy of humanitarian principles and knowledge-sharing, serving populations affected by disasters and emergencies.

Deliverables

23.10 Table 23.5 lists all deliverables, by category and subcategory, planned for 2020 that are expected to contribute to the attainment of the objective stated above.

Table 23.5

Subprogramme 5: deliverables for 2020, by category and subcategory

Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				
E. Enabling deliverables				
Information and communications technology				

Programme 24

Global communications

Legislative mandates

General Assembly resolutions

13 (I)	Organization of the Secretariat	64/13	Nelson Mandela International Day
168 (II)	United Nations Day	70/133	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
423 (V)	Human Rights Day		
32/40 B	Question of Palestine (initial request for information support)		
35/201	Annual Reham Al-Farra Memorial Journalists' Fellowship Programme	71/328	Multilingualism
36/67	International Year of Peace and International Day of Peace	73/28	Establishment of a nuclear-weapon-free zone in the region of the Middle East
54/134	International Day for the Elimination of Violence against Women	73/79	United Nations Disarmament Information Programme
57/7	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	73/102 A	Questions relating to information: information in the service of humanity
		73/102 B	Questions relating to information: United Nations information policies and activities
57/129	International Day of United Nations Peacekeepers	73/122	Dissemination of information on decolonization
60/7	Holocaust remembrance (establishment of outreach programme)	73/126	Follow-up to the Declaration and Programme of Action on a Culture of Peace
60/225	Assistance to survivors of the 1994 genocide in Rwanda, particularly orphans, widows and victims of sexual violence (establishment of outreach programme)	73/162	Human rights treaty body system
		73/262	A global call for concrete action for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
62/122	Permanent memorial to and remembrance of the victims of slavery and the transatlantic slave trade (establishment of outreach programme)		

Programme of work

Subprogramme 1

Strategic communications services

Objective

24.1 The objective is to achieve an informed understanding of the work, principles and purposes of the United Nations.

Deliverables

24.2 Table 24.1 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 24.1

Subprogramme 1: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	26	26	26	26
Non-quantified deliverables				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

Subprogramme 2**News services****Objective**

24.3 The objective is to achieve an informed understanding of the work, principles and purposes of the United Nations.

Deliverables

24.4 Table 24.2 lists all deliverables, by category and subcategory, planned for 2020 that are expected to contribute to the attainment of the objective stated above.

Table 24.2

Subprogramme 2: deliverables for 2020, by category and subcategory**Non-quantified deliverables****D. Communication deliverables**

External and media relations

Digital platforms and multimedia content

Subprogramme 3**Outreach and knowledge services****Objective**

24.5 The objective is to achieve an informed understanding of the work, principles and purposes of the United Nations.

Deliverables

24.6 Table 24.3 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 24.3

Subprogramme 3: deliverables for the period 2018–2020, by category and subcategory

<i>Category and subcategory</i>	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	4	4
Substantive services for meetings (number of three-hour meetings)	20	20	20	20
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	147	147	150	150
Non-quantified deliverables				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				
Library services				

Programme 25

Management and support services

A. Department of Management Strategy, Policy and Compliance

Legislative mandates

General Assembly resolutions

41/213; 60/254	Review of the efficiency of the administrative and financial functioning of the United Nations	62/236	Questions relating to the proposed programme budget for the biennium 2008–2009
42/211	Implementation of General Assembly resolution 41/213	62/238	Special subjects relating to the proposed programme budget for the biennium 2008–2009
45/258; 49/233	Administrative and budgetary aspects of the financing of United Nations peacekeeping operations	63/262	Information and communications technology, enterprise resource planning and security, disaster recovery and business continuity
52/12 A and B	Renewing the United Nations: a programme for reform	63/276	Accountability framework, enterprise risk management and internal control framework and results-based management framework
55/231	Results-based budgeting	64/243	Questions relating to the proposed programme budget for the biennium 2010–2011
57/300; 58/269	Strengthening of the United Nations: an agenda for further change	64/244 A–C	Programme budget for the biennium 2010–2011
58/268; 59/275; 60/257; 61/235; 62/224; 63/247; 64/229; 65/244; 66/8; 67/236; 68/20; 69/17; 70/8; 71/6; 72/9; 73/269	Programme planning	64/260	Special subjects relating to the programme budget for the biennium 2010–2011
58/280	Review of duplication, complexity and bureaucracy in United Nations administrative processes and procedures	64/269	Cross-cutting issues
57/279; 59/288; 61/246; 62/269	Procurement reform	65/259	Questions relating to the programme budget for the biennium 2010–2011
59/296; 60/266; 61/276	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues	66/246	Questions relating to the proposed programme budget for the biennium 2012–2013
60/1	2005 World Summit Outcome	66/247	Special subjects relating to the proposed programme budget for the biennium 2012–2013
60/260	Investing in the United Nations: for a stronger Organization worldwide	66/248 A–C; 68/245 A and B	Programme budget for the biennium 2012–2013
60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report	67/246	Questions relating to the proposed programme budget for the biennium 2012–2013
61/245	Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies	67/254 A and B	Special subjects relating to the programme budget for the biennium 2012–2013
61/275	Terms of reference for the Independent Audit Advisory Committee and strengthening of the Office of Internal Oversight Services	68/246	Questions relating to the proposed programme budget for the biennium 2014–2015
61/279	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations	68/247 A and B	Special subjects relating to the proposed programme budget for the biennium 2014–2015
		68/248 A–C; 69/263 A–C	Programme budget for the biennium 2014–2015

69/262	Questions relating to the programme budget for the biennium 2014–2015	71/274	Proposed programme budget outline for the biennium 2018–2019
69/273	Procurement	72/261	Questions relating to the proposed programmed budget for the biennium 2018–2019
69/274 A and B	Special subjects relating to the programme budget for the biennium 2014–2015	72/262 A–C	Special subjects relating to the proposed programme budget for the biennium 2018–2019
70/247	Questions relating to the proposed programme budget for the biennium 2016–2017	72/266 A and B; 73/281	Shifting the management paradigm in the United Nations
70/248 A–C	Special subjects relating to the proposed programme budget for the biennium 2016–2017	73/279 A and B	Special subjects relating to the programme budget for the biennium 2018–2019
71/272 A and B	Special subjects relating to the programme budget for the biennium 2016–2017		

Programme of work

Subprogramme 1

Enterprise resource planning project, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, management services, and management evaluation component of the administration of justice

Component 1

Enterprise resource planning project

Objective

25.1 The objective, to which this component contributes, is to improve the management of the Organization's resources.

Deliverables

25.2 Table 25.1 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.1

Subprogramme 1, component 1: deliverables for the period 2018–2020, by category and subcategory

<i>Category and subcategory</i>	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			1	1
Substantive services for meetings (number of three-hour meetings)			6	6
Non-quantified deliverables				
D. Communication deliverables				
Digital platforms and multimedia content				

<i>Category and subcategory</i>	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
E. Enabling deliverables				
Information and communications technology				
Software and applications				
Service desk				

Component 2

Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Objective

25.3 The objective, to which this component contributes, is to facilitate deliberations and decision-making by the Fifth Committee and the Committee for Programme and Coordination.

Deliverables

25.4 Table 25.2 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.2

Subprogramme 1, component 2: deliverables for the period 2018–2020, by category and subcategory

<i>Category and subcategory</i>	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			167	167
Conference and secretariat services for meetings (number of three-hour meetings)			200	200
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Digital platforms and multimedia content				

Component 3

Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board

Objective

25.5 The objective, to which this component contributes, is to ensure that the United Nations Secretariat, in its acquisition of goods and services, upholds the

United Nations procurement principles of fairness, integrity and transparency, effective international competition, best value for money and interest of the Organization; and to ensure proper decisions and recording of disposal, loss, damage or other discrepancy involving United Nations property.

Deliverables

25.6 Table 25.3 lists all deliverables, by category and subcategory, for 2020 that are expected to contribute to the attainment of the objective stated above.

Table 25.3

Subprogramme 1, component 3: deliverables for 2020, by category and subcategory

Non-quantified deliverables

E. Enabling deliverables

Internal justice and oversight

Assurance and verification services

Administration

General management

Component 4

Management evaluation component for the administration of justice

Objective

25.7 The objective, to which this component contributes, is to ensure the correct application of staff regulations and rules in decision-making, achieve early resolution of staff-related disputes and prevent unnecessary staff-related litigation.

Deliverables

25.8 Table 25.4 lists all deliverables, by category and subcategory, for 2020 that are expected to contribute to the attainment of the objective stated above.

Table 25.4

Subprogramme 1, component 4: deliverables for 2020, by category and subcategory

Non-quantified deliverables

E. Enabling deliverables

Internal justice and oversight

Administration of justice

Subprogramme 2 Programme planning, finance and budget

Component 1 Finance

Objective

25.9 The objective, to which this component contributes, is to secure financing of the expenses of the Organization pursuant to Article 17 of the Charter of the United Nations and to ensure sound, effective and efficient integrated financial management and reporting on United Nations resources.

Deliverables

25.10 Table 25.5 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.5

Subprogramme 2, component 1: deliverables for the period 2018–2020, by category and subcategory

<i>Category and subcategory</i>	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			12	12
Substantive services for meetings (number of three-hour meetings)			42	42
Conference and secretariat services for meetings (number of three-hour meetings)			20	20
B. Generation and transfer of knowledge				
Technical materials (number of materials)			777	777
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
E. Enabling deliverables				
Administration				
Financial and budgetary services				

Component 2 Field operations finance

Objective

25.11 The objective, to which this component contributes, is to ensure the effective and efficient deliberations on the results to which the field and other Secretariat entities contribute and on the resources required for the work of these entities in line with their mandates.

Deliverables

25.12 Table 25.6 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.6

Subprogramme 2, component 2: deliverables for the period 2018–2020, by category and subcategory

<i>Category and subcategory</i>	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			42	40
Substantive services for meetings (number of three-hour meetings)			120	120
B. Generation and transfer of knowledge				
Technical materials (number of materials)			5	5
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
E. Enabling deliverables				
Administration				
Financial and budgetary services				

Component 3 Programme planning and budgeting

Objective

25.13 The objective, to which this component contributes, is to ensure the effective and efficient deliberations by Member States on the results to which the Secretariat contributes, on the translation of mandates into workplans and on the resources required for the work of the Secretariat in line with its mandates.

Deliverables

25.14 Table 25.7 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.7
Subprogramme 2, component 3: deliverables for the period 2018–2020, by category and subcategory

<i>Category and subcategory</i>	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			71	71
Substantive services for meetings (number of three-hour meetings)			125	120
B. Generation and transfer of knowledge				
Technical materials (number of materials)			109	109
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
E. Enabling deliverables				
Administration				
Financial and budgetary services				

Subprogramme 3 Human resources

Component 1 Global strategy and policy

Objective

25.15 The objective, to which this component contributes, is to ensure the effective and transparent management of human resources and a high-performing, diverse and engaged workforce.

Deliverables

25.16 Table 25.8 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.8
Subprogramme 3, component 1: deliverables for the period 2018–2020, by category and subcategory

<i>Category and subcategory</i>	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			11	5
Substantive services for meetings (number of three-hour meetings)			45	133

<i>Category and subcategory</i>	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
B. Generation and transfer of knowledge				
Technical materials (number of materials)				
Non-quantified deliverables				
E. Enabling deliverables				
Administration				
Human resources services				
Internal justice and oversight				
Administration of justice				

Component 2

Administrative law

Objective

25.17 The objective, to which this component contributes, is to ensure accountability of all categories of personnel to the standards of conduct.

Deliverables

25.18 Table 25.9 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.9

Subprogramme 3, component 2: deliverables for the period 2018–2020, by category and subcategory

<i>Category and subcategory</i>	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			1	1
Substantive services for meetings (number of three-hour meetings)			45	20
B. Generation and transfer of knowledge				
Technical materials (number of materials)				
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
E. Enabling deliverables				
Administration				
Human resources services				
Internal justice and oversight				
Administration of justice				

Subprogramme 4 Business transformation and accountability

Objective

25.19 The objective, to which this subprogramme contributes, is to ensure a results-oriented, data-driven, resilient and sustainable Organization that is efficient, accountable, transparent, compliant and driven by lessons learned and continuous improvements.

Deliverables

25.20 Table 25.10 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.10

Subprogramme 4: deliverables for the period 2018–2020, by category and subcategory

<i>Category and subcategory</i>	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			4	4
Substantive services for meetings (number of three-hour meetings)			26	27
Non-quantified deliverables				
E. Enabling deliverables				
Administration				
General management				
Risk management				

B. Department of Operational Support

Legislative mandates

General Assembly resolutions

41/213	Review of the efficiency of the administrative and financial functioning of the United Nations	60/1 60/260	2005 World Summit Outcome Investing in the United Nations: for a stronger Organization worldwide
42/211	Implementation of General Assembly resolution 41/213	60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report
52/12 A and B	Renewing the United Nations: a programme for reform	61/279	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations
55/231	Results-based budgeting	62/236	Questions relating to the proposed programme budget for the biennium 2008–2009
57/300; 58/269	Strengthening of the United Nations: an agenda for further change		
59/296; 60/266; 61/276	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues		

62/238	Special subjects relating to the proposed programme budget for the biennium 2008–2009	69/274 A and B	Special subjects relating to the programme budget for the biennium 2014–2015
64/243	Questions relating to the proposed programme budget for the biennium 2010–2011	70/247	Questions relating to the proposed programme budget for the biennium 2016–2017
64/244 A–C	Programme budget for the biennium 2010–2011	70/248 A–C	Special subjects relating to the proposed programme budget for the biennium 2016–2017
66/246	Questions relating to the proposed programme budget for the biennium 2012–2013	71/6; 72/9; 73/269	Programme planning
66/247	Special subjects relating to the proposed programme budget for the biennium 2012–2013	71/272 A and B	Special subjects relating to the programme budget for the biennium 2016–2017
66/248 A–C; 68/245 A and B	Programme budget for the biennium 2012–2013	71/274	Proposed programme budget outline for the biennium 2018–2019
67/254 A and B	Special subjects relating to the programme budget for the biennium 2012–2013	71/283; 72/303	Progress towards an accountability system in the United Nations Secretariat
68/246	Questions relating to the proposed programme budget for the biennium 2014–2015	72/261	Questions relating to the proposed programmed budget for the biennium 2018–2019
68/247 A and B	Special subjects relating to the proposed programme budget for the biennium 2014–2015	72/262 A and B	Special subjects relating to the proposed programme budget for the biennium 2018–2019
68/248 A–C; 69/263 A–C	Programme budget for the biennium 2014–2015	72/266 A and B; 73/281	Shifting the management paradigm in the United Nations
69/262	Questions relating to the programme budget for the biennium 2014–2015	73/279 A and B	Special subjects relating to the programme budget for the biennium 2018–2019

Programme of work

Subprogramme 1 Support operations

Component 1 Human resources support

Objective

25.21 The objective, to which this component contributes, is to strengthen the human resources capacity of all Secretariat entities.

Deliverables

25.22 Table 25.11 lists all deliverables, by category and subcategory, planned for 2020 that are expected to contribute to the attainment of the objective stated above.

Table 25.11
Subprogramme 1, component 1: deliverables for 2020, by category and subcategory

Non-quantified deliverables

E. Enabling deliverables

Administration

Human resources services

Component 2
Capacity development and operational training

Objective

25.23 The objective, to which this component contributes, is to ensure that all Secretariat entities have the necessary operational capacities to effectively deliver on the mandates entrusted to them.

Deliverables

25.24 Table 25.12 lists all deliverables, by category and subcategory, planned for 2020 that are expected to contribute to the attainment of the objective stated above.

Table 25.12
Subprogramme 1, component 2: deliverables for 2020, by category and subcategory

Non-quantified deliverables

E. Enabling deliverables

Administration

General management

Human resources services

Financial and budgetary services

Component 3
Health care management and occupational safety and health

Objective

25.25 The objective, to which this component contributes, is to ensure the occupational safety and health of the Secretariat personnel.

Deliverables

25.26 Table 25.13 lists all deliverables, by category and subcategory, planned for 2020 that are expected to contribute to the attainment of the objective stated above.

Table 25.13

Subprogramme 1, component 3: deliverables for 2020, by category and subcategory**Non-quantified deliverables****E. Enabling deliverables**

Occupational safety, health and well-being

**Subprogramme 2
Supply chain management****Component 1
Integrated supply chain management****Objective**

25.27 The objective, to which this component contributes, is to ensure the availability of the right goods and services at the right place, the right time and the right costs for effective and efficient mandate implementation by the United Nations Secretariat client entities.

Deliverables

25.28 Table 25.14 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.14

Subprogramme 2, component 1: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			1	
Substantive services for meetings (number of three-hour meetings)			5	
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)			42	44
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
Digital platforms and multimedia content				

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
E. Enabling deliverables				
Logistics				
Needs assessment, purchasing and contracting				
Transportation				

Component 2

Uniformed capabilities support

Objective

25.29 The objective, to which this component contributes, is to ensure efficient and effective functioning of the peace and security pillar of the United Nations.

Deliverables

25.30 Table 25.15 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.15

Subprogramme 2, component 2: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)				2
Substantive services for meetings (number of three-hour meetings)			1	3
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)			10	10
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
E. Enabling deliverables				
Administration				
Financial and budgetary services				
Logistics				
Needs assessment, purchasing and contracting				

Subprogramme 3

Special activities

Objective

25.31 The objective, to which this subprogramme contributes, is to ensure clients can respond to special situations.

Deliverables

25.32 Table 25.16 lists all deliverables, by category and subcategory, planned for 2020 that are expected to contribute to the attainment of the objective stated above.

Table 25.16

Subprogramme 3: deliverables for 2020, by category and subcategory

Non-quantified deliverables

E. Enabling deliverables

Administration

Financial and budgetary services

Human resources services

Subprogramme 4

Administration, New York

Objective

25.33 The objective, to which this subprogramme contributes, is to ensure the effective and efficient functioning of the entities supported by the subprogramme.

Deliverables

25.34 Table 25.17 lists all deliverables, by category and subcategory, planned for 2020 that are expected to contribute to the attainment of the objective stated above.

Table 25.17

Subprogramme 4: deliverables for 2020, by category and subcategory

Non-quantified deliverables

D. Communication deliverables

External and media relations

Library services

E. Enabling deliverables

Logistics

Asset management

Facilities management

Transportation

Warehousing

C. Office of Information and Communications Technology

Legislative mandates

General Assembly resolutions

69/262, sect. II	Questions relating to the programme budget for the biennium 2014–2015: information and communications technology in the United Nations		of implementation of the information and communications technology strategy for the United Nations
70/248 A, sect. V	Special subjects relating to the proposed programme budget for the biennium 2016–2017: information and communications technology in the United Nations	72/262 C, sect. I	Special subjects relating to the programme budget for the biennium 2018–2019: status of implementation of the information and communications technology strategy for the United Nations
71/272 B, sect. III	Special subjects relating to the programme budget for the biennium 2016–2017: status	72/266 B	Shifting the management paradigm in the United Nations

Programme of work

Subprogramme 1 Strategy and technology innovation

Objective

25.35 The objective, to which the subprogramme contributes, is to ensure an innovative, secure, unified digital space for the United Nations safeguarded by a strong normative framework.

Deliverables

25.36 Table 25.18 lists all deliverables, by category and subcategory, planned for 2020 that are expected to contribute to the attainment of the objective stated above.

Table 25.18

Subprogramme 1: deliverables for 2020, by category and subcategory

Non-quantified deliverables

E. Enabling deliverables

Information and communications technology

Information security

Network services

Hardware and infrastructure

Software and applications

Service desk

Subprogramme 2 Operations support

Objective

25.37 The objective, to which this subprogramme contributes, is to ensure secure access to the digital operating environment for all Secretariat entities, including peacekeeping missions.

Deliverables

25.38 Table 25.19 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.19

Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)			26 910	26 910
Non-quantified deliverables				
E. Enabling deliverables				
Information and communications technology				
Hardware and infrastructure				
Software and applications				

Subprogramme 3 Enterprise solutions

Objective

25.39 The objective, to which this subprogramme contributes, is to ensure effective and efficient implementation of the mandates of the Secretariat entities.

Deliverables

25.40 Table 25.20 lists all deliverables, by category and subcategory, planned for 2020 that are expected to contribute to the attainment of the objective stated above.

Table 25.20
Subprogramme 3: deliverables for 2020, by category and subcategory

Non-quantified deliverables

E. Enabling deliverables

Information and communications technology

Software and applications

E. Administration, Geneva

Legislative mandates

General Assembly resolutions

41/213	Review of the efficiency of the administrative and financial functioning of the United Nations	67/254 A and B	Special subjects relating to the programme budget for the biennium 2012–2013
42/211	Implementation of General Assembly resolution 41/213	68/245 A and B	Programme budget for the biennium 2012–2013
52/12 A and B	Renewing the United Nations: a programme for reform	68/246	Questions relating to the proposed programme budget for the biennium 2014–2015
55/231	Results-based budgeting	68/247 A and B	Special subjects relating to the proposed programme budget for the biennium 2014–2015
57/300; 58/269	Strengthening of the United Nations: an agenda for further change	68/248 A–C; 69/263 A–C	Programme budget for the biennium 2014–2015
60/260	Investing in the United Nations: for a stronger Organization worldwide	69/262	Questions relating to the programme budget for the biennium 2014–2015
60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report	69/274 A and B	Special subjects relating to the programme budget for the biennium 2014–2015
62/236	Questions relating to the proposed programme budget for the biennium 2008–2009	70/247	Questions relating to the proposed programme budget for the biennium 2016–2017
62/238	Special subjects relating to the proposed programme budget for the biennium 2008–2009	70/248 A and B	Special subjects relating to the proposed programme budget for the biennium 2016–2017
64/243	Questions relating to the proposed programme budget for the biennium 2010–2011	70/255; 72/303	Progress towards an accountability system in the United Nations Secretariat
64/244 A–C	Programme budget for the biennium 2010–2011	72/261	Questions relating to the proposed programme budget for the biennium 2018–2019
66/246	Questions relating to the proposed programme budget for the biennium 2012–2013	72/262 A and B	Special subjects relating to the proposed programme budget for the biennium 2018–2019
66/247	Special subjects relating to the proposed programme budget for the biennium 2012–2013	72/266 A and B	Shifting the management paradigm in the United Nations
66/248 A–C	Programme budget for the biennium 2012–2013	73/279 A and B	Special subjects relating to the programme budget for the biennium 2018–2019

Programme of work

Subprogramme 1

Programme planning, finance and budget

Objective

25.41 The objective, to which this subprogramme contributes, is to ensure effective and efficient financial management by the Geneva-based Secretariat entities.

Deliverables

25.42 Table 25.21 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.21

Subprogramme 1: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	2	2	4	4
Non-quantified deliverables				
E. Enabling deliverables				
Administration				
Financial and budgetary services				

Subprogramme 2

Human resources management

Objective

25.43 The objective, to which this subprogramme contributes, is to ensure the development of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency, competence and integrity.

Deliverables

25.44 Table 25.22 lists all deliverables, by category and subcategory, planned for 2020 that are expected to contribute to the attainment of the objective stated above.

Table 25.22

Subprogramme 2: deliverables for 2020, by category and subcategory**Non-quantified deliverables****D. Communication deliverables**

Outreach programmes, special events and information materials

E. Enabling deliverables

Administration

Human resources services

Internal justice and oversight

Fact-finding and evaluation services

**Subprogramme 3
Support services****Objective**

25.45 The objective, to which this subprogramme contributes, is to ensure the efficient, environmentally sound and effective functioning of the United Nations Office at Geneva with regard to office and conference facilities management, asset management, travel and transportation, mail and pouch services, procurement and commercial activities.

Deliverables

25.46 Table 25.23 lists all deliverables, by category and subcategory, planned for 2020 that are expected to contribute to the attainment of the objective stated above.

Table 25.23

Subprogramme 3: deliverables for 2020, by category and subcategory**Non-quantified deliverables****E. Enabling deliverables**

Administration

Financial and budgetary services

Logistics

Procurement

Asset management

Facilities management

Transportation

Warehousing

Subprogramme 4

Information and communications technology operations

Objective

25.47 The objective, to which this subprogramme contributes, is to ensure a coherent enterprise architecture and enterprise information communications technology systems as well as a secure, coherent and resilient technology application hosting and infrastructure landscape.

Deliverables

25.48 Table 25.24 lists all deliverables, by category and subcategory, planned for 2020 that are expected to contribute to the attainment of the objective stated above.

Table 25.24

Subprogramme 4: deliverables for 2020, by category and subcategory

Non-quantified deliverables

E. Enabling deliverables

Information and communication technologies

Information security

Network services

Hardware and infrastructure

Software and applications

Service desk

Subprogramme 5

Library services

Objective

25.49 The objective, to which this subprogramme contributes, is to ensure preservation of and access to past, present and future collective recorded and informal knowledge of the United Nations and to related external resources.

Deliverables

25.50 Table 25.25 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.25

Subprogramme 5: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	–	20	40	40
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
Library services				

F. Administration, Vienna**Legislative mandates***General Assembly resolutions*

41/213	Review of the efficiency of the administrative and financial functioning of the United Nations	70/255; 72/303	Progress towards an accountability system in the United Nations Secretariat
42/211	Implementation of General Assembly resolution 41/213	72/261	Questions relating to the proposed programme budget for the biennium 2018–2019
60/260	Investing in the United Nations: for a stronger Organization, worldwide	72/262 A and B	Special subjects relating to the proposed programme budget for the biennium 2018–2019
60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report		

Programme of work**Subprogramme 1****Programme planning, finance and budget****Objective**

25.51 The objective, to which this subprogramme contributes, is to ensure sound, effective and efficient financial management by client offices.

Deliverables

25.52 Table 25.26 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.26

Subprogramme 1: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
Non-quantified deliverables				
E. Enabling deliverables				
Administration				
Financial and budgetary services				

Subprogramme 2

Human resources management

Objective

25.53 The objective, to which this subprogramme contributes, is to ensure the development of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency, competence and integrity.

Deliverables

25.54 Table 25.27 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.27

Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory

Non-quantified deliverables				
D. Communication deliverables				
Outreach programmes, special events and information materials				
E. Enabling deliverables				
Administration				
Human resources services				
Internal justice and oversight				
Fact-finding and evaluation services				

Subprogramme 3

Support services

Objective

25.55 The objective, to which this subprogramme contributes, is to ensure the efficient, environmentally sound and effective functioning of client offices with regard to conference and facilities management, asset management, travel and

transportation, mail and pouch services, procurement, commercial activities, archives and records management and library services.

Deliverables

25.56 Table 25.28 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.28

Subprogramme 3: deliverables for the period 2018–2020, by category and subcategory

Non-quantified deliverables

D. Communication deliverables

Library services

E. Enabling deliverables

Administration

Financial and budgetary services

Logistics

Procurement

Asset management

Facilities management

Transportation

Warehousing

Subprogramme 4

Information and communications technology operations

Objective

25.57 The objective, to which this subprogramme contributes, is to ensure a coherent enterprise architecture and enterprise information communications technology systems, as well as a secure, coherent and resilient technology application hosting and infrastructure landscape.

Deliverables

25.58 Table 25.29 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.29

Subprogramme 4: deliverables for the period 2018–2020, by category and subcategory**Non-quantified deliverables****E. Enabling deliverables**

Information and communications technologies
 Information security
 Network services
 Hardware and infrastructure
 Software and applications
 Service desk

G. Administration, Nairobi**Legislative mandates***General Assembly resolutions*

41/213	Review of the efficiency of the administrative and financial functioning of the United Nations	70/255; 72/303	Progress towards an accountability system in the United Nations Secretariat
42/211	Implementation of General Assembly resolution 41/213	72/261	Questions relating to the proposed programme budget for the biennium 2018–2019
60/260	Investing in the United Nations: for a stronger Organization worldwide	72/262 A and B	Special subjects relating to the proposed programme budget for the biennium 2018–2019
60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report		

Programme of work**Subprogramme 1****Programme planning, finance and budget****Objective**

25.59 The objective, to which this subprogramme contributes, is to ensure sound, effective and efficient financial management by client offices.

Deliverables

25.60 Table 25.30 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.30

Subprogramme 1: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	2	2	4	4
Non-quantified deliverables				
D. Communication deliverables				
Digital platforms and multimedia content				
E. Enabling deliverables				
Administration				
Financial and budgetary services				

Subprogramme 2

Human resources management

Objective

25.61 The objective, to which this subprogramme contributes, is to ensure the development of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency, competence and integrity.

Deliverables

25.62 Table 25.31 lists all deliverables, by category and subcategory, for 2020 that are expected to contribute to the attainment of the objective stated above.

Table 25.31

Subprogramme 2: deliverables for 2020, by category and subcategory

Non-quantified deliverables	
E. Enabling deliverables	
Administration	
Human resources services	
Internal justice and oversight	
Fact-finding and evaluation services	

Subprogramme 3

Support services

Objective

25.63 The objective, to which this subprogramme contributes, is to ensure the efficient, environmentally sound and effective functioning of the client offices with regard to office and conference facilities management, host country services, asset

management, travel and transportation, mail and pouch services, procurement and commercial activities.

Deliverables

25.64 Table 25.32 lists all deliverables, by category and subcategory, for 2020 that are expected to contribute to the attainment of the objective stated above.

Table 25.32

Subprogramme 3: deliverables for 2020, by category and subcategory

Non-quantified deliverables

E. Enabling deliverables

- Administration
 - Financial and budgetary services
 - Logistics
 - Procurement
 - Asset management
 - Facilities management
 - Transportation
 - Warehousing
-

Subprogramme 4 Information and communications technology operations

Objective

25.65 The objective, to which this subprogramme contributes, is to ensure a coherent enterprise architecture and enterprise information and communications technology systems, as well as a secure, coherent and resilient technology application hosting and infrastructure landscape.

Deliverables

25.66 Table 25.33 lists all deliverables, by category and subcategory, for 2020 that are expected to contribute to the attainment of the objective stated above.

Table 25.33

Subprogramme 4: deliverables for 2020, by category and subcategory

Non-quantified deliverables

E. Enabling deliverables

- Information and communications technologies
 - Information security
 - Network services
 - Hardware and infrastructure
 - Software and applications
 - Service desk
-

Programme 26

Internal oversight

Legislative mandates

General Assembly resolutions

48/218 B	Review of the efficiency of the administrative and financial functioning of the United Nations	64/263	Review of the implementation of General Assembly resolutions 48/218 B, 54/244 and 59/272
54/244	Review of the implementation of General Assembly resolution 48/218 B	69/253	Review of the implementation of General Assembly resolutions 48/218 B, 54/244, 59/272 and 64/263
59/272	Review of the implementation of General Assembly resolutions 48/218 B and 54/244		

Programme of work

Subprogramme 1

Internal audit

Objective

26.1 The objective is to improve the Organization's governance, risk management and control processes.

Deliverables

26.2 Table 26.1 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 26.1

Subprogramme 1: deliverables for the period 2018–2020, by category and subcategory

	2018 <i>planned</i>	2018 <i>actual</i>	2019 <i>planned</i>	2020 <i>planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	12	12	12	12
Non-quantified deliverables				
E. Enabling deliverables				
Internal justice and oversight				

Subprogramme 2 Inspection and evaluation

Objective

26.3 The objective is to strengthen accountability, learning, relevance, efficiency, effectiveness and impact in the implementation of programmes.

Deliverables

26.4 Table 26.2 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 26.2

Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	9	8	9	8
Substantive services for meetings (number of three-hour meetings)	49	46	49	46
Non-quantified deliverables				
E. Enabling deliverables				
Internal justice and oversight				

Subprogramme 3 Investigations

Objective

26.5 The objective is to enhance accountability through investigations of possible violations of rules or regulations, mismanagement, misconduct, waste of resources or abuse of authority.

Deliverables

26.6 Table 26.3 lists all deliverables, by category and subcategory, planned for 2020 that are expected to contribute to the attainment of the objective stated above.

Table 26.3

Subprogramme 3: deliverables for 2020, by category and subcategory

Non-quantified deliverables

E. Enabling deliverables

Internal justice and oversight

Programme 27

Jointly financed activities

International Civil Service Commission

Overall orientation

Mandates and background

27.1 The International Civil Service Commission (ICSC) is responsible for the regulation and coordination of the conditions of service for the United Nations common system. The mandate of the Commission derives from the priorities established in General Assembly resolution 3357 (XXIX). Under its statute, the Commission is a subsidiary organ of the Assembly. It performs its functions in respect of the United Nations and of those specialized agencies and other international agencies that participate in the United Nations common system. In the exercise of its functions, the Commission is guided by the principles set out in the agreements between the United Nations and other organizations aimed at the development of a single unified international civil service through the application of common personnel standards, methods and arrangements.

Strategy and external factors for 2020

27.2 The Commission's programme of work includes the following: (a) to develop further and to strengthen a common system of salaries, allowances and benefits under the Noblemaire and Flemming principles; (b) to equalize the purchasing power of salaries worldwide through post adjustment classifications; (c) to develop and maintain equitable job evaluation and other human resources management systems; (d) to provide guidance and advice on the administration of such systems; and (e) to provide substantive support to Member States in their deliberations on the common system of salaries, allowances and benefits, and to common system organizations (including staff federations) in the reform and maintenance of a coherent and effective human resources management system that is more closely aligned with the achievement of organizational goals and objectives.

27.3 The Commission will continue to make itself available to the organizations and staff of the common system. In this regard, it will be working closely with the Human Resources Network of the United Nations System Chief Executives Board for Coordination (CEB) by actively seeking feedback from the organizations on the conditions of service of staff, and will conduct periodic global staff surveys to solicit information from the staff at large. Furthermore, in the programme of work of the Commission for 2019–2020, more emphasis has been placed on staff development (see A/73/30, annex I); the Commission plans to explore the topic of career development in the common system.

27.4 With regard to the external factors, the overall plan for 2020 is based on the planning assumption that organizations of the United Nations common system provide timely information as requested by the Commission and that they fully implement its decisions and recommendations.

27.5 The Commission integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, at its fifty-first session, the Commission adopted the framework for human resources management to guide policy and practice in the organizations of the United Nations common system. The

framework identifies core human resources elements with clear explanations of how all the various areas are linked and what principles should guide work in each area. The latest revision, in 2018, included a section on gender and diversity.

Programme of work

Objective

27.6 The objective, to which the Commission contributes, is to ensure fair and harmonized conditions of service of the United Nations common system.

Joint Inspection Unit

Overall orientation

Mandates and background

27.7 The Joint Inspection Unit is mandated through its statute as contained in General Assembly resolution [31/192](#) to review matters bearing on the efficiency of services and the proper use of funds, and to provide an independent view aimed at improving management and methods and at achieving greater coordination among the organizations of the United Nations system. The Unit performs inspections and evaluations and issues reports, notes and management letters in which it identifies best practices, proposes benchmarks and facilitates information-sharing among all the organizations of the United Nations system that have adopted its statute.

Strategy and external factors for 2020

27.8 The Unit will exercise its mandate by performing inspections and evaluations and producing reports, notes and management letters that will deliver the following results:

(a) Subjects in the programme of work that are of strategic value to the United Nations system and of relevance to the Unit's participating organizations are addressed;

(b) Use of the Unit's work by legislative bodies and the executive heads of participating organizations is improved;

(c) Recommendations are accepted and implemented and the intended impact is realized, that is, improved efficiency, effectiveness, coordination, knowledge-sharing and learning among United Nations system organizations.

27.9 The Unit integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, as stated in the terms of reference for management and administrative reviews of single organizations, the Unit uniformly examines and reports on the gender policies and practices in those organizations.

Programme of work

Objective

27.10 The objective, to which the Unit contributes, is to improve the efficiency, effectiveness and coordination in the United Nations system.

United Nations System Chief Executives Board for Coordination

Overall orientation

Mandates and background

27.11 The United Nations System Chief Executives Board for Coordination (CEB), composed of the Secretary-General and the executive heads of all organizations of the United Nations system, is responsible for promoting coherence, cooperation and coordination in the policies, programmes and activities of the organizations of the United Nations system in accordance with their respective mandates and in response to the decisions of intergovernmental bodies. The mandate of the Board derives from the priorities established in relevant General Assembly and Economic and Social Council resolutions and decisions, including Council resolution 13 (III) and decision 2001/321. At a time when the international community is confronted by increasingly complex global challenges, coordinated and coherent action by the entities of the United Nations system is more important than ever. Mobilizing the system's collective capacity will support the broad and integrated implementation of the 2030 Agenda for Sustainable Development and the full range of other mandates entrusted to United Nations system entities.

Recent developments

27.12 Global megatrends, in other words multiple, evolving and mutually reinforcing geopolitical, demographic, climatic, technological, social and economic shifts, continued to advance in 2018 at an unprecedented pace, on the one hand creating unparalleled conditions for progress, and on the other hand upending the established order, generating tensions and changing the nature of threats. Rapid urbanization, changing climate, increasing scarcity of resources, shifting global economic power, demographic changes, growing social and cultural tensions and technological and scientific breakthroughs are, individually and in combination, transforming the global landscape. In 2018, the Secretary-General, as Chair of CEB, concluded that CEB must address this reality head-on and provide the leadership and vision needed to make the significant cultural, organizational and operational changes necessary for the organizations of the United Nations system to be more adaptable, agile and action-oriented to fulfil their mandates and meet the needs of the people they serve in this rapidly changing environment. This vision drove the agenda of the Board for 2018 and guided the work of its high-level committees.

Strategy and external factors for 2020

27.13 CEB and its subsidiary machinery will continue to provide the means for senior leaders of the United Nations system to establish a shared vision; agree on strategic action; pursue policy coherence; and coordinate the use of resources,

capacities and knowledge. The Board's two regular sessions in 2020 will provide an opportunity to address issues of system-wide concern that require attention at the highest levels of leadership.

27.14 In support of CEB, the High-level Committee on Programmes will foster system-wide policy coherence and programme coordination in response to intergovernmental mandates and in support of internationally agreed development goals and will develop coordinated shared strategies, approaches and frameworks to address emerging programme issues requiring a system-wide response.

27.15 The High-level Committee on Management will foster the development of innovative approaches to improve efficiency and simplify business practices; accelerate the harmonization, mutual recognition and integration of business operations in supporting Member States to achieve the 2030 Agenda for Sustainable Development; and provide policy guidance to, and promote inter-agency cooperation and coordination among, the organizations of the United Nations system on administrative, management and security and safety issues of system-wide relevance. It will utilize its functional networks on finance and budget, human resources, digitalization and technology, procurement, and safety and security to disseminate and, where applicable, mutually recognize best practices, modern management approaches and partnerships in all areas of management.

27.16 With regard to the external factors, the overall plan for 2020 is based on the assumption that member organizations commit themselves and make timely contributions to the issues addressed by CEB.

27.17 CEB integrates a gender perspective in its operational activities, deliverables and results, as appropriate, including in the products of its high-level committees, such as system-wide strategies, shared approaches and frameworks. For example, as detailed in the highlighted result in 2018, the CEB task force on addressing sexual harassment within the organizations of the United Nations system recognized sexual harassment as a manifestation of a culture of discrimination and privilege based on unequal gender relations and other power dynamics. One of the task force's key products, the United Nations system model policy on sexual harassment, supports efforts to create workplaces that are free of sexual harassment and all gender inequalities.

Programme of work

Objective

27.18 The objective, to which CEB contributes, is to leverage the collective capacity of the organizations of the United Nations system for the effective delivery of mandates.

Programme 28

Safety and security

Overall orientation

Mandates and background

28.1 The Department of Safety and Security is responsible for providing leadership, operational support and oversight of the United Nations security management system. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, starting with resolution [59/276](#). The Department provides support to United Nations operations and programmes across the United Nations security management system and to the 180,000 personnel and 400,000 of their dependants covered by the system in more than 125 countries, with a view to ensuring a safe and secure environment at Headquarters and in the field, while providing commensurate support to security operations globally.

Recent developments

28.2 The global security environment has become increasingly complex, and that situation is unlikely to improve in the near future. Armed conflict, terrorism and organized crime are increasingly interconnected, while political discontent continues to manifest itself in civil unrest, creating multifaceted and complex threats. In addition, new areas of the world have been affected by dramatic security developments. Some countries registered a spike in violent crime, while a string of terrorist attacks revealed the durable nature of the extremist threat, exacerbated by inequality and ideology.

28.3 By the end of 2018, some 135 million people required emergency assistance for their survival and protection, almost 200 per cent more than a decade earlier. In some areas, food insecurity and natural disasters have had an impact on communities that were already vulnerable, owing to poverty, isolation or inequality. In response to the call of the international community, the United Nations is carrying out more programmes and operations, not only in complex and dangerous areas of armed conflict, but also in all 125 countries where the United Nations is normally deployed to fulfil mandates in the areas of development, human rights and peace and security. In addition, United Nations personnel, together with humanitarian partners, respond to an increasing number of natural disasters, which affect most particularly small countries and vulnerable areas. In September 2017 alone, three major hurricanes (Irma, Jose and Maria) hit Antigua and Barbuda, Anguilla, the Bahamas, the British Virgin Islands, Cuba, Puerto Rico, Saint Barthelemy, Saint Martin/Sint Maarten and the Turks and Caicos Islands. Approximately 2.6 million people were affected. It is anticipated that the demands of the international community and the pace of United Nations operations and programmes will continue to grow in this complex environment.

Strategy and external factors for 2020

28.4 Pursuant to General Assembly resolutions [71/314](#) on a comprehensive review of the whole question of peacekeeping operations in all their aspects and [73/137](#) on the safety and security of humanitarian personnel and protection of United Nations personnel, in which the Assembly expressed its support for the progress made in integrating all security personnel of the Secretariat under the leadership of the Under-

Secretary-General for Safety and Security, the Department will work towards the full achievement of that long-term goal. Furthermore, in its resolution 72/271 on improving global road safety as well as in resolution 73/137, the Assembly welcomed the efforts of the Secretary-General and the United Nations system to enhance road safety, including through the United Nations system road safety strategy, and to reduce casualties of United Nations personnel and civilians, and requested the Secretary-General to continue to collect and analyse data. As the leader in the United Nations system and for its personnel for carrying out the road safety strategy, the Department will step up its engagement to facilitate the effective implementation of the strategy across the system.

28.5 Notwithstanding the progress achieved in strengthening the security management system, carrying out United Nations operations in the increasingly complex security environment remains challenging. While the number of deaths resulting from violent attacks or other safety-related incidents is trending downward, the fast pace of change in the security environment is generating rising demand for security services and operational support. The Department has worked strategically to respond effectively to the changing global security environment while striving for the most effective and efficient use of safety and security resources.

28.6 In the first stage of departmental reforms, completed in June 2018, the Secretariat's security resources and responsibilities were integrated, in a workforce reform anchored on the departmental strategies on human resources, gender and security training and the conduct of a workforce-planning exercise. In the second stage, the Department is reviewing its internal structure to ensure greater effectiveness. In that context, the Department will be consolidating under a new Division of Specialized Operational Support, to include the Protection Coordination Unit, the Physical Security Unit, the Critical Incident Stress Management Unit, the Commercial Air Travel Safety Unit, the Training and Development Section and the Compliance, Evaluation and Monitoring Unit, together with the addition of road safety expertise, in order to reap the benefits of the changes implemented in 2018–2019. Additional reforms would require a review of the security structures of the United Nations security management system.

28.7 Through its ongoing reform efforts, the Department is continuing to improve the management of resources. Its support for the security management system has enabled the United Nations to increase its implementation of humanitarian programmes.

28.8 In the increasingly complex security environment, effective security management has enabled the delivery of United Nations programmes and activities in high-threat environments, such as in Afghanistan, Iraq, Libya, Nigeria, Somalia, the Syrian Arab Republic and Yemen. In 2018, the Department enabled the conduct of more than 2,500 humanitarian missions in Iraq, Libya, the Syrian Arab Republic and Yemen. It is the role of the Department to facilitate United Nations operations everywhere in the world, no matter how harsh the security situation may be.

28.9 With regard to external factors, the overall plan for 2020 is based on the following planning assumptions:

(a) There is no major change in the current level of threat and risk to United Nations personnel, assets and operations;

(b) Emergency operational requirements, such as response to catastrophic natural disasters, armed conflicts or terrorist attacks affecting United Nations personnel, assets and operations, do not involve the substantial redirection of resources from their original purpose.

28.10 The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate, and in collaboration with the Inter-Agency Security Management Network. For example, under subprogramme 2, Regional field operations, the Department increased the participation of women in its surge deployment programme from 8 to 13 year-over-year, and the ratio of women in that programme reached 14.6 per cent in 2018, which is estimated to be about 20 per cent above the ratio in the respective staff pool in the United Nations security management system.

28.11 With regard to cooperation with other entities, pursuant to the General Assembly's request that the Secretary-General enhance collaborative initiatives to address the security needs of implementing partners, including through enhanced information-sharing, and its invitation to Member States to consider increasing support for those initiatives, the Department will make an effort to broaden strategic partnerships with other entities beyond those included in the United Nations security management system through the establishment of a mechanism and the organization of a security symposium to strengthen collaboration with humanitarian partners, regional organizations and academia.

28.12 With regard to inter-agency coordination and liaison, the Department, through the Inter-Agency Security Management Network, plays a central role in ensuring effective cooperation and collaboration among United Nations departments, organizations, funds, programmes and affiliated international organizations, including between their headquarters and field offices, in the planning and implementation of measures aimed at improving personnel security, training and awareness, including a system-wide policy on the security of locally recruited personnel. In addition, the Department has established strong partnerships with networks of non-governmental organizations (NGOs) through the implementation of the revised Saving Lives Together framework. The number of NGOs, international organizations and other partners with Saving Lives Together focal points at the headquarters level has doubled since 2013, to 150. In addition, the Department is regularly approached by other international organizations facing similar challenges in the global security environment. While those organizations are seeking more operational support at the local level, partnership and cooperation are being developed.

Evaluation activities

28.13 The following self-evaluations completed in 2018 have guided the programme plan for 2020:

- (a) Security operations in Ethiopia and Myanmar;
- (b) Organizational realignment review.

28.14 The findings of the self-evaluations referenced in paragraph 28.13 (a) have been taken into account in the programme plan for 2020. The findings covered a broad range of issues, such as host country arrangements, training, security risk management and staffing. The findings and ensuing recommendations were accepted by designated officials at each location, and the recommendations are being implemented. In Myanmar, for example, the evaluation recommended that the designated official, in consultation with the Security Management Team and with the support of the Security Adviser, develop a strategy to enhance collaboration with the Government on security matters, with an emphasis on the detailed objectives, roles and neutrality of the United Nations in its security-related activities. That recommendation was implemented at the country level.

28.15 The findings of the self-evaluation referenced in paragraph 28.13 (b) have been taken into account for all subprogrammes of the programme plan for 2020, in particular subprogramme 3. In the past few years, following efforts to professionalize the security workforce, the challenge has been for the various areas of expertise dispersed throughout the Department to provide, consistently and more efficiently, integrated and specialized support to field operations. In response, for 2020, that subprogramme will focus on its consolidation under the new Division of Specialized Operational Support.

Programme of work

Subprogramme 1 Security and safety services

Objective

28.16 The objective, to which this subprogramme contributes, is to ensure a safe and secure environment within which staff members, delegates, dignitaries and other visitors can conduct their activities while at United Nations Headquarters, offices away from Headquarters and regional commissions and while attending special events hosted by the United Nations at external locations.

Subprogramme 2 Regional field operations

Objective

28.17 The objective, to which this subprogramme contributes, is to ensure the safety and security of personnel and the security of United Nations premises and assets to enable the conduct of United Nations activities.

Subprogramme 3 Specialized operational support

Objective

28.18 The objective, to which this subprogramme contributes, is to enable the security operations and the security management system of the United Nations to fulfil their mandates more effectively and efficiently.

