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Proposed programme budget for 2021

Part IV

International cooperation for development

Section 10

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

Programme 8

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

Contents

	<i>Page</i>
Foreword	3
A. Proposed programme plan for 2021 and programme performance for 2019**	4
B. Proposed post and non-post resource requirements for 2021***	28
Annexes	
I. Organizational structure and post distribution for 2021	39
II. Summary of follow-up action taken to implement relevant recommendations of the oversight bodies	40
III. Summary of proposed changes in established and temporary posts, by component and subprogramme	41

* [A/75/50](#).

** In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the programme plan and programme performance information is submitted through the Committee for Programme and Coordination for the consideration of the General Assembly.

*** In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the post and non-post resource requirements is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the General Assembly.



Foreword

Among the States Members of the United Nations, there are 91 vulnerable countries, which are grouped as the least developed countries, landlocked developing countries and small island developing States. These countries are home to over 1.3 billion people, who are most at risk of being excluded from what Member States set out to achieve in the 2030 Agenda for Sustainable Development. The manifold and complex sustainable development challenges before these countries, coupled with their limited capacities, have severely hindered their efforts to eradicate extreme poverty, promote environmental sustainability and achieve high and sustained economic growth.

No amount of effort by the most vulnerable countries alone is enough to enable them to achieve sustainable development in all its dimensions. They therefore need the support of the entire international community to implement and follow up on their specific programmes of action and the outcomes of the midterm reviews of these programmes of action, the most recent ones being those of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and the SIDS Accelerated Modalities of Action (SAMOA) Pathway, along with the 2030 Agenda and its Sustainable Development Goals and other global frameworks.

Almost two decades after its creation, the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States has established itself as a voice, an advocate and a partner for the 91 countries.

Going forward, the least developed countries, landlocked developing countries and small island developing States need their voices to be amplified. With this in mind, my Office will continue to support their participation in, and contribution to, important global discourse on sustainable development, including through providing on-demand and evidence-based backstopping support to them in the context of global intergovernmental negotiations. Such support will manifest itself, for example, in the formulation of the new programme of action for the least developed countries for the decade 2021–2030, which coincides with the last decade of the implementation of the 2030 Agenda.

The most vulnerable countries also need strengthened partnerships and adequate resources. My Office will continue to provide structured, continuous and substantive support to the least developed countries, landlocked developing countries and small island developing States in the creation and strengthening of meaningful and durable partnerships towards the implementation of their programmes of action, with one example being the revitalization of the Small Island Developing States Global Business Network. Furthermore, through active engagement with development partners and other major stakeholders, my Office will contribute to scaling up efforts to mobilize adequate resources for the implementation of both the specific programmes of action and the 2030 Agenda.

Furthermore, the least developed countries, landlocked developing countries and small island developing States need a support system that works for them. My Office will help to connect vulnerable countries to United Nations integrated and coherent policy advice, normative support and technical capacity. Specific examples will include bringing together United Nations system organizations, including the World Bank and the World Trade Organization, to provide advisory services to graduating countries in the articulation of their graduation and smooth transition strategies; and to carry out joint capacity-building activities to support landlocked developing countries and transit countries in improving transit and trade facilitation.

In this journey, my Office is committed to being a partner that ensures, at every step of the way, that the voices of the most vulnerable countries are heard loud and clear and that their development agenda is advanced.

(Signed) Fekitamoeloa ‘Utoikamanu
Under-Secretary-General and High Representative
for the Least Developed Countries, Landlocked Developing Countries
and Small Island Developing States

A. Proposed programme plan for 2021 and programme performance for 2019

Overall orientation

Mandates and background

- 10.1 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; 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; resolution [74/3](#), whereby the Assembly endorsed the political declaration of the high-level meeting to review progress made in addressing the priorities of small island developing States through the implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway; resolution [74/15](#) whereby the Assembly endorsed the Political Declaration of the High-level Midterm Review on the Implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024; and resolution [74/232](#), whereby the Assembly outlined the modalities of the convening of the Fifth United Nations Conference on the Least Developed Countries and the role and contribution of the Office.
- 10.2 The 2030 Agenda for Sustainable Development (General Assembly resolution [70/1](#)) supports the implementation of the three programmes of action – namely, the Istanbul Programme of Action, the Vienna Programme of Action and the Samoa Pathway – all of which are integral to the Agenda. Furthermore, the 2030 Agenda indicates that, in the context of the global follow-up and review processes of the Agenda, effective linkages should be made with the follow-up and review arrangements of all relevant United Nations conferences and processes, including those on the least developed countries, landlocked developing countries and small island developing States.

Strategy and external factors for 2021

- 10.3 Assessments of progress towards achieving the targets of the Sustainable Development Goals show that the most vulnerable countries stand far behind other developing countries. Fulfilling the promise of leaving no one behind requires specific attention to be given to those countries; their dedicated programmes of action must therefore be implemented in synergy with the implementation of the 2030 Agenda.
- 10.4 As the world is entering the last decade of the implementation of the 2030 Agenda, the Office of the High Representative will continue to raise awareness of the concerns of the three groups of countries and advocate that those concerns be placed high on the global development cooperation agenda, and to maintain focus on their special needs. The Office will monitor and follow up efforts aimed at

fostering supportive policies and measures in and towards countries in special situations, in accordance with their respective programmes of action and other internationally agreed development goals, including the 2030 Agenda, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, the Paris Agreement and the Sendai Framework for Disaster Risk Reduction 2015–2030.

- 10.5 Furthermore, working together with development partners, United Nations system organizations and other international and regional organizations, as well as the private sector, parliaments, civil society and academia, the Office of the High Representative will promote the mainstreaming and implementation at the national level of policies identified in each of the three programmes of action and will advance the contribution of stakeholders to the achievement of sustainable development in the least developed countries, landlocked developing countries and small island developing States.
- 10.6 The Office of the High Representative will also support capacity-building of the three groups of countries towards the effective implementation of the programmes of action at the national level. The Office will also forge partnerships in support of the implementation of the three programmes of action and promote South-South cooperation in various areas for the benefit of the three groups of countries. Furthermore, given the commonalities of challenges across the three groups of countries, including their structural weaknesses, their vulnerability to external shocks, the smallness of their economies, their marginal position in the world economy, their limited access to technology and their geographical disadvantages, the Office will also maximize synergies among the three subprogrammes.
- 10.7 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:
 - (a) The security and political situation in least developed countries, landlocked developing countries and small island developing States and in their surrounding regions is conducive to the implementation of the three programmes of actions, namely, the new programme of action for the least developed countries for the decade 2021–2030, the Vienna Programme of Action and the 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.
- 10.8 The Office of the High Representative integrates a gender perspective in its operational activities, deliverables and results, as appropriate. Gender mainstreaming covers the whole spectrum of the programme cycle – from the formulation of the programme budget, to which the Office’s gender focal point contributes, to the roll-out of the Office’s work streams. The Office reflects gender issues in its advocacy and outreach tools. The Office’s website, social media tools, newsletters and printed publications include gender equality perspectives. They also support coverage and promote the visibility of women and men across the priority areas of the programmes of action of the three groups of countries and the Sustainable Development Goals. Furthermore, as a champion of the SheTrades initiative of the International Trade Centre, the High Representative advocates for an ecosystem of integrated solutions that enable women to thrive economically through trade. Similarly, as an International Gender Champion, she makes the case for the elimination of gender barriers and for women and men, girls and boys, to have equal opportunities to rise to their potential. She also participates in gender-dedicated high-level events at the global and regional levels to promote the empowerment of women and girls and the achievement of gender equality, particularly in the context of the most vulnerable countries. The Office generates a number of knowledge products, including reports of the Secretary-General on the status of the implementation of the programmes of action for the least developed countries and landlocked developing countries, analytical briefs and other technical documents and substantive policy documents on key issues and priorities of the least developed countries, landlocked developing countries and small island developing States. Informed by available gender-disaggregated data, these documents consistently include gender perspectives whenever relevant.

- 10.9 With regard to inter-agency coordination and liaison, the Office of the High Representative will lead the United Nations inter-agency coordination in support of the implementation of the programmes of action of the least developed countries, landlocked developing countries and small island developing States, with a view to delivering more coordinated and integrated United Nations support for the implementation of the programmes of action for those groups of countries, in line with the 2030 Agenda. The Office will intensify collaboration with the Development Coordination Office to support national implementation and follow-up of the programmes of action and the 2030 Agenda across the three groups of countries. Similarly, and consistent with the objectives of the reforms of the Secretary-General of the development system, which are to leverage the resources and expertise of the United Nations development system and foster partnerships, the Office will help to connect vulnerable countries to United Nations integrated policy advice, normative support and technical capacity. Furthermore, the Office will promote stronger partnerships with other international and regional organizations, including the Department of Economic and Social Affairs, the United Nations Conference on Trade and Development, the United Nations Industrial Development Organization, the International Telecommunication Union, the World Bank, the Organization for Economic Cooperation and Development, the World Trade Organization (WTO), the World Customs Organization, regional banks and organizations, academia, civil society and the private sector – all in support of the sustainable development of the least developed countries, landlocked developing countries and small island developing States. The Office will also continue to work with the Technology Bank for the Least Developed Countries and the International Think Tank for Landlocked Developing Countries to support the least developed countries and landlocked developing countries in the areas of access to and use of science, technology and innovation and the formulation of informed policymaking, respectively. It will also enhance South-South and triangular cooperation, with increased collaboration with all the emerging economies.

Legislative mandates

- 10.10 The list below provides all mandates entrusted to the programme.

General Assembly resolutions

56/227	Third United Nations Conference on the Least Developed Countries	70/294	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
59/311	International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	74/3	Political declaration of the high-level meeting to review progress made in addressing the priorities of small island developing States through the implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway
65/280	Programme of Action for the Least Developed Countries for the Decade 2011–2020		
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway		
69/137	Programme of Action for Landlocked Developing Countries for the Decade 2014–2024	74/15	Political Declaration of the High-level Midterm Review on the Implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024
70/1	Transforming our world: the 2030 Agenda for Sustainable Development		

Deliverables

- 10.11 Table 10.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 10.1
Cross-cutting deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental processes and expert bodies				
Substantive services for meetings (number of three-hour meetings)	7	7	6	7
1. Meetings of the groups of least developed countries, landlocked developing countries and small island developing States	4	4	3	4
2. Meetings of the Fifth Committee	1	1	1	1
3. Meetings of the Committee for Programme and Coordination	1	1	1	1
4. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Publications (number of publications)	1	1	–	1
2. Thematic reports of the Office of the High Representative	1	1	–	1

Programme of work

Subprogramme 1 Least developed countries

Objective

- 10.12 The objective, to which this subprogramme contributes, is to strengthen policies to eradicate poverty in the least developed countries and accelerate structural transformation of their economies; and to ensure effective graduation from the least developed country category.

Strategy

- 10.13 To contribute to strengthened policies to eradicate poverty in the least developed countries and accelerate structural transformation of their economies, the subprogramme will continue to provide support to Member States in their intergovernmental processes related to the priorities of least developed countries, including by leading the preparations for the Fifth United Nations Conference on the Least Developed Countries. The subprogramme will prepare analytical materials on how to address the specific challenges of least developed countries and will facilitate related exchanges of experiences and peer learning among least developed countries in the areas of poverty eradication and structural transformation, including through information and communications technology and sustainable energy, in close collaboration with Member States. Furthermore, the subprogramme will continue its advocacy activities related to resource mobilization for sustainable development in the least developed countries. This work is expected to result in increased support towards the least developed countries from the international community, including the United Nations system, to make accelerated progress towards reaching the Sustainable Development Goals and other internationally agreed development goals. Such support will be expressed through the adoption of a new programme of action for the least developed countries for the decade 2021–2030, covering all priorities of least developed countries, and its mainstreaming in national sustainable development plans and development cooperation strategies, including programmes of work of United Nations entities. The subprogramme will therefore support Member States in making progress towards achieving the Sustainable Development Goals, specifically Goal 1, with target 1.A (Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least

developed countries, to implement programmes and policies to end poverty in all its dimensions); Goal 13, with target 13.B (Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities); and Goal 17, with targets 17.2 (Developed countries to implement fully their official development assistance commitments, including the commitment by many developed countries to achieve the target of 0.15 to 0.20 per cent of gross national income for official development assistance to least developed countries); 17.5 (Adopt and implement investment promotion regimes for least developed countries); 17.11 (Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020); and 17.12 (Realize timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries). Past results in this area include the facilitation of peer learning among least developed countries as part of the meeting of national focal points held in 2019, which covered all priority areas of the Istanbul Programme of Action and provided inputs to the Fifth United Nations Conference on the Least Developed Countries. Furthermore, the Office provided support to Member States with respect to intergovernmental negotiations, resulting in decisions on substantive preparations and ambitious objectives for the Conference.

- 10.14 To contribute to effective graduation from the least developed country category, the subprogramme will continue to provide support to graduating countries and their development partners through workshops and tailored technical support on the steps involved in establishing consultative mechanisms with development partners and to prepare smooth transition strategies that countries will pursue after graduation. The subprogramme will continue to facilitate peer learning, as graduating countries can benefit from the experience of countries that have already graduated or are further along in the process. This support will be provided through the inter-agency task force on graduation, which is chaired by the Office. This work is expected to result in enhanced capacity of graduating countries with respect to a smooth transition out of the least developed country category. Past results in this area include the finalization, in 2019, of a smooth transition strategy by the Government of Vanuatu, which will graduate at the end of 2020. The strategy was prepared with support from the United Nations system. Furthermore, the active participation of over 20 development partners in the two joint United Nations workshops organized by the inter-agency task force in 2019, held in Sao Tome and Principe and in Solomon Islands, demonstrated the support of the international community for countries graduating from the least developed country category. Development partners reconfirmed their continued support for the graduating countries. In addition, the least developed countries and development partners engaged in discussions on incentives for graduating countries.

Programme performance in 2019 against planned result

- 10.15 A planned result for 2019, which is effective implementation of the Istanbul Programme of Action and other internationally agreed development goals related to the least developed countries, greater commitment from the least developed countries and increased international support for graduation, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the 43 development partners supporting least developed countries in implementing the provisions of the Programme of Action, especially those ones providing duty-free and quota-free market access to least developed countries in 2019, compared with the target of 40 for the biennium 2018–2019.

Programme performance in 2019: shining the light on the energy challenges of least developed countries

- 10.16 Access to affordable, sustainable and modern energy is one of the key enablers of all the Sustainable Development Goals, including Goal 5 (Achieve gender equality and empower all women and girls). For example, access to modern energy will reduce the time women and girls spend on unpaid domestic work. While the least developed countries have made significant progress in this respect,

they are still far from reaching the goals of the Istanbul Programme of Action or Goal 7, in particular target 7.B (By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries), as half of the world's population without access to electricity is located in least developed countries. The subprogramme has provided solutions to enhance access to energy and has given special focus to countries left behind in terms of access to sustainable energy.

- 10.17 The subprogramme jointly organized the Global Conference on Scaling Up Energy Access and Finance in Least Developed Countries, which built on two regional meetings held in 2016 and 2017 and provided a unique opportunity for least developed countries to share experiences and best practices with delegates from countries facing similar development challenges. For example, the United Republic of Tanzania shared that, in order to increase energy access, the Government had established a rural energy agency, developed a national energy policy, focused on off-grid connections and improved the business environment for the private sector. These initiatives had achieved a significant increase in energy access, providing lessons for other participating least developed countries. The substantive sessions offered a forum for discussions and led to practical, workable solutions on financing sustainable energy in the least developed countries. These solutions were discussed in the regional context to further advance the creation of an enabling environment for sustainable energy through cross-sectoral policy frameworks and end-to-end business models. The results of the Conference were summarized in an outcome document and are expected to be taken up in a new programme of action for the least developed countries.
- 10.18 The subprogramme also facilitated the development of a sustainable energy investment study in Malawi, which was presented at the Global Conference as a best practice. The validation workshop, at which the study was launched, was held in Lilongwe on 9 October 2019. The study, which was conducted in partnership with the Rocky Mountain Institute, outlines how Malawi can attract and generate the investment required to achieve universal energy access and Goal 7 by 2030. The study analysed how well-coordinated and strategically planned action could spur investment in the sustainable energy sector and put the country on track for achieving Goal 7 by 2030.
- 10.19 The subprogramme participated in various advocacy activities to promote access to sustainable energy in the least developed countries, including as a member of the technical advisory group on Goal 7 and UN-Energy. To advocate the critical role of access to energy in the overall development of the least developed countries, the subprogramme has also prepared a policy brief on Goal 7 and organized a competition for journalists in least developed countries on the topic of sustainable energy and the life-changing benefits that access to modern energy has brought to people and communities living in those countries. These multifaceted efforts targeted both policymakers in least developed countries and the people living in them. The competition culminated in the winning journalists being invited to the Sustainable Energy for All Forum.

Progress towards the attainment of the objective, and performance measure

- 10.20 This work contributed to strengthened policies to eradicate poverty in the least developed countries and accelerate structural transformation of their economies, as demonstrated by the launch of the Coalition for Sustainable Energy Access in the least developed countries at the 2019 Climate Action Summit, convened by the Secretary-General. The priority actions highlighted at the Global Conference were used as an input for the launch of this Coalition, which brought forward the call to step up action to achieve Goal 7 in the least developed countries by 2030. The Coalition aims to benefit rural, remote and vulnerable areas in developing countries in order to achieve universal energy access through the expansion of off-grid (from solar home systems), mini-grid and on-grid energy access and grid intensification and densification, as well as clean cooking energy and the productive use of energy, with the ambition of leaving no one behind through the mobilization of competitive energy financing. The launch of the Coalition took forward the work of the subprogramme over the past five years, which has put a strong emphasis on the need for specific support for the energy challenges in the least developed countries and on the interlinkage between access to electricity and other Sustainable Development Goals. The Coalition is expected to begin

work in 2020 with support from the subprogramme. In addition, following the launch of the sustainable energy investment study in Malawi, the development partners working group agreed to take next steps and plan future work in the light of the study recommendations, which include a rapid transition to improved cooking solutions benefiting mostly women and girls. It is expected that these initiatives will enhance access to sustainable energy in the least developed countries and thus contribute to enhanced productive capacity.

Table 10.2
Performance measure

2015	2016	2017	2018	2019
N/A	African least developed countries share experiences and best practices at a regional meeting on sustainable energy in Dar es Salaam, United Republic of Tanzania	Asia-Pacific least developed countries share experiences and best practices at a regional meeting on sustainable energy in Kathmandu	The Government of Malawi and the Rocky Mountain Institute agree to conduct a sustainable investment study in Malawi	The Coalition for Sustainable Energy Access in the least developed countries is launched at the 2019 Climate Action Summit, convened by the Secretary-General, with concrete actions agreed

Abbreviation: N/A, not applicable.

Planned results for 2021

Result 1: United Nations system support for graduation of least developed countries extended (result carried over from 2020)

- 10.21 The subprogramme will continue the work related to the graduation of least developed countries, in line with its mandate, and will assist countries in the preparation of smooth transition strategies, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 10.3
Performance measure

2017	2018	2019	2020	2021
N/A	The least developed countries currently scheduled for graduation have not completed smooth transition strategies	Least developed countries scheduled for graduation begin preparations for smooth transition strategies, supported by United Nations agencies	At least 2 graduating least developed countries having prepared a smooth transition strategy	Graduating and graduated countries share experiences and lessons learned

Abbreviation: N/A, not applicable.

Result 2: a new global framework to boost sustainable development progress in those countries that are lagging the most behind (new result)

- 10.22 As the Istanbul Programme of Action is coming to an end in 2020, the international community recognizes that the least developed countries are the most vulnerable group of countries and need enhanced global support to overcome the structural challenges that they face in implementing the 2030 Agenda. While the poverty levels in least developed countries have declined from 40.5 per cent in 2010 to 35.2 per cent in 2015, they are still over three times the world average. Recent projections indicate that, by the current trends, nearly 30 per cent of the population will remain in extreme poverty by 2030. Progress towards structural transformation and productive capacity-building has been slow, as most economies are still largely commodity based. The growth in the rate of undernourishment in the least developed countries remains a concern. Rising levels of debt, negative impacts of climate change and increased global uncertainty may act as a drag on economic activity and further depress projected economic growth. While the proportion of seats held by women in national parliaments (percentage of total number of seats) in the least developed countries increased from 19.3 per cent in 2010 to 22.0 per cent in 2019, this is still below the world average of 24.3 per cent. The partial achievement of the objectives of the Istanbul Programme of Action calls for enhanced concerted efforts by all stakeholders to ensure that sustained progress is made to overcome the structural challenges of the least developed countries. With only 10 more years for the least developed countries to achieve the targets of the Sustainable Development Goals, business as usual will leave these countries further behind.
- 10.23 In line with General Assembly resolution [74/232](#), the subprogramme has begun to prepare for the Fifth United Nations Conference on the Least Developed Countries, to be held in Qatar in March 2021. A broad-based and inclusive preparatory process, led by the Office, will be crucial to ensuring that solid and forward-looking inputs and analysis emerging from national, regional and global reviews are provided to facilitate the identification by Member States at the Conference of concrete, targeted and effective actions and policies that will have a significant impact on the extent to which the least developed countries can overcome structural challenges, effectively compete in regional and global markets and accelerate progress towards the achievement of the Sustainable Development Goals by 2030.
- 10.24 The subprogramme has begun to make preparations for country-level, regional and global substantive reviews involving all major stakeholders of the Istanbul Programme of Action. The outcomes of these inclusive and broad-based reviews of all Programme priorities will feed into the work of the intergovernmental preparatory committee, which will meet twice, in July 2020 and in January 2021, to agree on elements of the new programme of action for the least developed countries, which will then be finalized and adopted at the Fifth Conference. The General Assembly, in its resolution [74/232](#), explicitly stressed the importance of the effective participation of all relevant stakeholders, including parliamentarians, civil society and the private sector, in the Conference and its preparatory process. The establishment of a network of resident coordinators in least developed countries will also contribute to the preparations by enhancing communication and coordination.

Internal challenge and response

- 10.25 The challenge for the subprogramme was to devise effective and sustainable approaches, within its mandate, to more fully and effectively engage a variety of other stakeholders, such as parliamentarians, academia, the private sector, civil society and youth from the least developed countries and their development partners, in the preparatory process for the Fifth United Nations Conference on the Least Developed Countries, in part because these stakeholders were not fully engaged in the implementation of the Istanbul Programme of Action. In response, the subprogramme will develop and implement concrete strategies, in close cooperation with United Nations agencies, major groups and external actors, through, inter alia, its inter-agency consultative group and, for instance, by taking advantage of the role of the High Representative as a commissioner of the Broadband Commission for Sustainable Development. These strategies will guide the subprogramme's work with a variety of stakeholders, especially civil society, academia, the private

sector, parliamentarians and youth representatives, with a view to ensuring that their insights and practical solutions are fully integrated into the intergovernmental discussions at the global level and given an important role at the Conference and in the implementation of its outcome. For instance, the Office intends to partner with the United Nations University World Institute for Development Economics Research, the Sustainable Development Solutions Network and the Government of Finland to solicit academic papers with concrete policy recommendations that would provide rigorous analysis to support the least developed countries and their development partners in negotiating the new programme of action as an outcome of the Conference.

Expected progress towards the attainment of the objective, and performance measure

- 10.26 This work is expected to contribute to strengthened policies to eradicate poverty in the least developed countries and accelerate structural transformation of their economies, and to ensure effective graduation from the least developed country category, which would be demonstrated by the adoption of a new programme of action for the least developed countries, in line with General Assembly resolutions [73/242](#) and [74/232](#), including effective international and domestic policies, the reaffirmation of the global commitment to address the special needs of the least developed countries made at major United Nations conferences and summits, as well as the mobilization of additional international support measures and action, in addition to domestic resources, in favour of the least developed countries. The invitation to the Secretary-General to convene a United Nations system high-level event during the Conference, with a view to ensuring the full mobilization of the United Nations system in support of the least developed countries, is expected to result in enhanced coordination of the system support for the least developed countries, including prioritization of the least developed countries in programmes of work and enhanced technical support to overcome challenges specific to the least developed countries. This new programme of action is expected to incorporate the views of all stakeholders, including civil society, academia, the private sector, parliamentarians and youth representatives, and to include actions to overcome new and emerging challenges of the least developed countries.

Table 10.4

Performance measure

2017	2018	2019	2020	2021
N/A	Member States adopt General Assembly resolution 73/242 , in which they decide to convene the Fifth United Nations Conference on the Least Developed Countries	Member States adopt General Assembly resolution 74/232 , in which they call for the effective participation of all relevant stakeholders in the Conference	Participation of all stakeholders in preparatory meetings for the Conference	Adoption of a new action-oriented programme of action for the least developed countries that reflects the views of all stakeholders

Abbreviation: N/A, not applicable.

Legislative mandates

10.27 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolution

73/242 Follow-up to the Fourth United Nations Conference on the Least Developed Countries

Economic and Social Council resolution

2019/3 Programme of Action for the Least Developed Countries for the Decade 2011–2020

Deliverables

10.28 Table 10.5 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 10.5

Subprogramme 1: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	4	10
1. Reports to the General Assembly and the Economic and Social Council, including on the implementation of the Programme of Action for the Least Developed Countries for the Decade 2011–2020	1	1	1	1
2. Official documents for the intergovernmental preparatory committee for the Fifth United Nations Conference on the Least Developed Countries	–	–	3	3
3. Official documents for the Fifth United Nations Conference on the Least Developed Countries	–	–	–	6
Substantive services for meetings (number of three-hour meetings)	54	53	58	71
4. Meetings of the General Assembly	13	13	13	13
5. Meetings of the Economic and Social Council, including on the implementation of the Programme of Action for the Least Developed Countries and the high-level political forum on sustainable development	10	10	10	10
6. Regional review meetings on the Programme of Action for the Least Developed Countries	4	4	4	2
7. Annual ministerial meetings of the least developed countries and consultations on outcomes thereof	5	5	5	5
8. Meetings of the Governing Council of the Technology Bank	3	3	–	–
9. Meetings of ad hoc expert groups on the implementation of the Istanbul Programme of Action and related priority topics of the least developed countries	9	8	3	3
10. Meetings of the Group of Least Developed Countries	10	10	10	10
11. Meeting of the intergovernmental preparatory committee for the Fifth United Nations Conference on the Least Developed Countries	–	–	8	10
12. Pre-conference events for the Fifth United Nations Conference on the Least Developed Countries	–	–	5	–
13. Meetings of the Fifth United Nations Conference on the Least Developed Countries	–	–	–	18

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	6	6	6	6
14. Workshops for national focal points of least developed countries, ministerial meeting and round-table discussions on the implementation of the Istanbul Programme of Action	4	4	4	4
15. Forums for main stakeholders on partnerships for least developed countries	2	2	2	2
Technical materials (number of materials)	18	14	13	8
16. Reports on the state of the least developed countries	1	–	1	1
17. Reports on the implementation of the Istanbul Programme of Action and synergies with the Sustainable Development Goals and the Addis Ababa Action Agenda	5	4	3	3
18. Report on progress towards the graduation of the least developed countries (electronic)	1	1	–	–
19. Report on crisis mitigation and resilience in the least developed countries (print and electronic)	1	1	–	–
20. Report on the preparations for the Fifth United Nations Conference on the Least Developed Countries	–	–	1	–
21. Thematic think pieces and background notes on key issues relating to the least developed countries, including the implementation of the 2030 Agenda for Sustainable Development in those countries (electronic)	10	8	8	4
C. Substantive deliverables				
Consultation, advice and advocacy: provision of substantive support to the Group of Least Developed Countries; briefing of Member States on the work of the Office and progress towards the establishment of the technology bank; organization of inter-agency meetings on the implementation of the Istanbul Programme of Action; and documents for the meetings of the High-Level Committee on Programmes and the United Nations System Chief Executives Board for Coordination.				
D. Communication deliverables				
Outreach programmes, special events and information materials: promotional materials on the global outreach campaign, including on the Fifth United Nations Conference on the Least Developed Countries; and newsletters.				
External and media relations: press releases and press conferences on issues relating to the least developed countries.				
Digital platforms and multimedia content: update and maintenance of online information on issues relating to the least developed countries; informational video on progress achieved in the Istanbul Programme of Action; and maintenance of the subprogramme's web pages and a web page on the Fifth United Nations Conference on the Least Developed Countries.				

Subprogramme 2 Landlocked developing countries

Objective

- 10.29 The objective, to which this subprogramme contributes, is to strengthen policies and capacities to improve the connectivity of landlocked developing countries, reduce their trade transaction costs, increase their regional cooperation and increase their regional and global trade, and to increase structural transformation in landlocked developing countries for sustainable development.

Strategy

- 10.30 To contribute to strengthened policies and capacities to improve the connectivity of landlocked developing countries, reduce their trade transaction costs, increase their regional cooperation and increase their regional and global trade, the subprogramme will continue to provide support to Member States in their intergovernmental processes, including by extending evidence-based

substantive support to landlocked developing countries in the context of their group meetings and by organizing briefings on all issues of interest to the group, such as transit and transport, international trade, information and communications technology, regional integration and climate change. The subprogramme will also undertake analytical work related to the priorities of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024, the outcome of which will inform both the backstopping support as well as capacity-building and advocacy activities. For example, in the area of trade facilitation, the subprogramme will review progress in the implementation of the WTO Agreement on Trade Facilitation through substantive studies, identify challenges and make policy recommendations that would help to improve the implementation of the Agreement by landlocked developing countries. Furthermore, the subprogramme will organize capacity-building activities, facilitate the exchange of experiences and peer learning among landlocked developing countries and transit developing countries on the priorities for action of the Vienna Programme of Action. The subprogramme will also continue its advocacy activities for enhanced international support towards the implementation of the Vienna Programme of Action and the outcome of its High-level Midterm Review and the 2030 Agenda. Advocacy activities will include convening meetings with development partners and relevant organizations to raise awareness of the challenges faced by landlocked developing countries and seek support to address them. The subprogramme will also use opportunities presented by major meetings to articulate the developmental needs of landlocked developing countries, including through organizing side events during major regional and global meetings, such as the high-level political forum on sustainable development and the Economic and Social Council forum on financing for development follow-up. This work is expected to result in increased support towards landlocked developing countries from the international community, including the United Nations system, to address the needs and challenges arising from landlockedness, increased inclusion of the priorities and interests of landlocked developing countries in the outcomes of regional and global meetings, and an increased number of initiatives to enhance transit and trade facilitation. Past results in this area include increased references in new declarations, resolutions and decisions at the global and regional levels in favour of landlocked developing countries, such as the communiqué of the fifty-first high-level meeting of the Development Assistance Committee of the Organization for Economic Cooperation and Development, held in Paris on 30 and 31 October 2017, in which participants recognized landlocked developing countries as among the countries that are constrained in their engagement with the global economy and are at risk of marginalization, and welcomed the efforts by members of the European Union to develop and implement policy actions to reverse the declining trend of official development assistance to countries in need, including landlocked developing countries, and to continue to undertake analytical work to help countries where official development assistance is most needed, including landlocked developing countries; and the political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly, in which landlocked developing countries were recognized to be among the vulnerable countries that face special challenges and the need for concerted action to implement the Vienna Programme of Action was emphasized.

- 10.31 To contribute to increased structural transformation in landlocked developing countries for sustainable development – a process that involves the reallocation of labour and capital from low value added and low productivity activities and sectors to those of higher value added and higher productivity, the subprogramme will continue to provide substantive support to landlocked developing countries on how to foster structural transformation, including through analytical reports and workshops to promote the development of relevant policies, facilitate interaction with relevant international organizations and the private sector, encourage experience-sharing and peer learning among Member States and strengthen inter-agency coordination and the coherence of implementation at the national, regional and global levels. This work is expected to result in enhanced capacity of landlocked developing countries to devise and formulate policies that promote structural changes in their economies. Past results in this area include the establishment by several landlocked developing countries (Afghanistan, Armenia, Botswana, Ethiopia, Lao People's Democratic Republic and Kazakhstan) of industrial parks, export processing zones and special economic zones as key elements to spur productive capacities, structural transformation and export diversification.

Programme performance in 2019 against planned result

- 10.32 A planned result for 2019, which is effective implementation of the Vienna Programme of Action, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by 26 initiatives implemented by landlocked developing countries and transit countries that aim at improving sustainable development and inclusive growth, including trade facilitation and transport systems, diversification of production and export bases and integration into regional and global value chains, compared with the target of 25 for the biennium 2018–2019. Among the initiatives implemented by both landlocked developing countries and transit countries in 2019 are the following: Nepal established a national single window in 2019; the Zambia commissioned a 54 MW solar power plant; the Plurinational State of Bolivia, in its efforts to add value to its primary commodities and enter the value chain, launched construction work, with the help of the Sinosteel company of China, to build a steel plant that will be able to produce steel bars, flat steel and other special steels in 2019. The Plurinational State of Bolivia and Paraguay established a binational cabinet to address cooperation issues, such as the strengthening of the Paraguay-Paraná waterway, the construction of gas pipelines and agriculture-related matters, in March 2019.

Programme performance in 2019: renewed global commitment to connecting landlocked developing countries to global markets

- 10.33 The 32 landlocked developing countries, with a population of 509 million, are faced with higher trade costs owing to their long distances from the main markets, additional border crossings, challenges in transit procedures and inadequate infrastructure. The subprogramme is supporting landlocked developing countries and transit countries, in collaboration with development partners and other stakeholders, including United Nations system, international and regional organizations, to identify initiatives and solutions (such as promoting the corridor approach, one-stop border posts and single windows) to address the development challenges of landlocked developing countries through the implementation of the Vienna Programme of Action, a comprehensive framework for addressing the development challenges of landlocked developing countries adopted by the international community in 2014. As called for by the General Assembly in its resolution [72/232](#), Member States held the High-level Midterm Review on the Implementation of the Vienna Programme of Action, at which they assessed the progress, identified challenges and gaps and made recommendations to accelerate the implementation of the Programme.
- 10.34 Preparations for the midterm review of the Vienna Programme of Action included the organization of regional review meetings, 22 thematic pre-conference events and comprehensive substantive analyses of the progress, constraints and challenges of the implementation of the Programme. Landlocked developing countries prepared national reports reviewing their implementation of the Programme. The review was able to bring together Member States, the United Nations system, development partners, the private sector and civil society. The subprogramme organized three regional meetings on the review for the Euro-Asia region (in February 2019), Africa (in March 2019) and Latin America (in June 2019). The specific focus of the regional review meetings was to review the priority areas of the Programme, including transit, transport connectivity, trade and trade facilitation, regional integration, structural transformation and means of implementation in the regions. The regional and thematic meetings provided landlocked developing countries and transit countries with a platform to share experiences related to these priorities. For example, Mongolia shared the various intergovernmental agreements into which the country had entered since 2014 on road, rail and transit transport with China and the Russian Federation, and its economic corridor development programme with China and the Russian Federation. These initiatives show how the development of transport and trade facilitation can help to improve transit. The midterm review itself was held on 5 and 6 December 2019, and an outcome was the adoption of a forward-looking Political Declaration, in which Member States and the international community reaffirmed their commitment to addressing the special development needs of landlocked developing countries.

- 10.35 This work contributed to strengthened policies and capacities to improve the connectivity of landlocked developing countries, reduce their trade transaction costs, increase their regional cooperation and increase their regional and global trade, and to increase structural transformation in landlocked developing countries for sustainable development, as demonstrated by the increased commitment of the international community to supporting greater connectivity of landlocked developing countries to world markets, as reflected in the adoption of the Political Declaration of the High-level Midterm Review on the Implementation of the Vienna Programme of Action, in which specific actions needed to address the special needs of the landlocked developing countries were highlighted. The subprogramme, through different meetings, side events, advocacy statements and substantive reports, continued to raise awareness of the importance of ratifying the WTO Agreement on Trade Facilitation. In 2019, the ratification of the Agreement by landlocked developing countries increased by 8 per cent, and all landlocked developing countries that are WTO members (26 of the 32 landlocked developing countries) have now ratified the Agreement.

Table 10.6
Performance measure

2015	2016	2017	2018	2019
Member States and relevant stakeholders implement the Vienna Programme of Action, adopted at the second United Nations Conference on Landlocked Developing Countries	Member States and relevant stakeholders implement the Vienna Programme of Action, adopted at the second United Nations Conference on Landlocked Developing Countries	Member States decide to undertake a comprehensive midterm review of the Vienna Programme of Action to review progress, identify challenges and gaps and make recommendations to further accelerate the implementation of the Programme	Landlocked developing countries prepare national reports reviewing their implementation of the Vienna Programme of Action. Thematic pre-conference events and comprehensive substantive analyses of the progress, constraints and challenges of the implementation of the Programme are undertaken	Member States adopt the Political Declaration of the High-level Midterm Review on the Implementation of the Vienna Programme of Action with specific actions to accelerate implementation of the Programme and reaffirm the need for renewed and strengthened partnership for the development of landlocked developing countries

Planned results for 2021

Result 1: accelerating the connectivity of the landlocked developing countries (result carried over from 2020)

- 10.36 The subprogramme will continue the work related to the connectivity of landlocked countries, in line with its mandate, and will assist countries in developing bankable infrastructure projects and simplified and harmonized international trade procedures, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives. At the midterm review of the Vienna Programme of Action, Member States expressed strong interest in the delivery of capacity-building and technical assistance, including tangible initiatives on transit, trade facilitation, corridor development and structural economic transformation.

Table 10.7
Performance measure

2017	2018	2019	2020	2021
N/A	Landlocked developing countries have indicated an interest in capacity-building on developing bankable infrastructure projects and on the adoption and implementation of simplified and harmonized international trade procedures	Landlocked developing countries undertake capacity-building, supported by the Office of the High Representative and other United Nations agencies and development partners, on the development of bankable infrastructure projects and on the adoption and implementation of simplified and harmonized international trade procedures	At least 2 landlocked developing countries have prepared bankable road infrastructure projects that are ready for investment and have adopted and implemented simplified and harmonized international trade procedures	At least 2 tangible initiatives on transit, trade facilitation, corridor development and structural economic transformation are implemented by landlocked developing countries and transit countries

Abbreviation: N/A, not applicable.

Result 2: enhanced transit to facilitate greater trade potential for landlocked developing countries (new result)

- 10.37 The landlocked developing countries face unique challenges, including the need for exports from and imports to those countries to cross multiple borders and change mode of transport, as well as inadequate transit transport infrastructure. High trade costs render the exports of landlocked developing countries uncompetitive in the global market; landlocked developing countries are therefore marginalized from global trade, and their share of global exports remains below 1 per cent. Enhanced transit at and between borders is critical in addressing the high trade costs and is fundamental to increasing the participation of landlocked developing countries in global trade and achieving the Sustainable Development Goals. Enhancing the transit flow of goods and persons from landlocked developing countries requires improving both hard infrastructure, such as transport infrastructure, and soft infrastructure, including the legal and regulatory framework, standards, trade facilitation and procedures serving trade corridors. Given their unique challenges, landlocked developing countries require a unique and accelerated approach to trade facilitation and efficient transit cooperation. It is therefore necessary to assess and identify measures that could have a significant impact on addressing the high trade costs and transit challenges faced by landlocked developing countries and prioritize these in their implementation plans. It is also critical to provide policy, analytical and technical support towards the development, functioning and management of corridors in order to promote regional connectivity and maximize the associated economic opportunities for landlocked developing countries.
- 10.38 In 2019, the subprogramme undertook several advocacy and capacity-building activities to support landlocked developing countries and transit countries in improving transit and trade facilitation, including through ministerial meetings, high-level events and side events, at which landlocked developing countries and transit countries shared their experiences in that regard.

Internal challenge and response

- 10.39 The challenge for the subprogramme was to ensure that all landlocked developing countries have the opportunity to participate and contribute to all intergovernmental deliberations relevant to their sustainable development. Owing to their limited resources, not all landlocked developing countries are in a position to attend all meetings of the General Assembly and the Economic and Social Council. In response, the subprogramme will implement a two-pronged approach in 2021. On the one hand, the approach involves strengthening communication with all missions and relevant authorities in landlocked developing countries dealing with trade facilitation, transport and transit to provide them with information on forthcoming major meetings and updates and outcomes of major intergovernmental meetings. On the other hand, the approach consists of extending support to the meetings of the Group of Landlocked Developing Countries at both the expert and the ambassadorial levels, at which the Group's common positions are discussed and agreed. Similarly, the subprogramme will step up efforts to provide on-demand and evidence-based substantive support to the Chair and the Bureau of the Group in the context of their participation in and contribution to all major meetings of the General Assembly and the Economic and Social Council, at which they echo the voices of all landlocked developing countries.

Expected progress towards the attainment of the objective, and performance measure

- 10.40 This work is expected to contribute to strengthened policies and capacities to improve the connectivity of landlocked developing countries, reduce their trade transaction costs, increase their regional cooperation and increase their regional and global trade, and to increase structural transformation in landlocked developing countries for sustainable development, which would be demonstrated by the adoption by Member States of new initiatives to improve transit, trade facilitation and structural transformation, including increased adoption of single windows, one-stop border posts, corridors, export processing zones and industrial parks, and increased cooperation between landlocked developing countries and transit countries through agreements.

Table 10.8

Performance measure

2017	2018	2019	2020	2021
Member States express interest in addressing transit challenges and call for rapid ratification and implementation of the WTO Agreement on Trade Facilitation	Member States ratify the WTO Agreement on Trade Facilitation and call upon all members that have not yet done so to ratify the Agreement	All landlocked developing countries that are members of the WTO ratify the WTO Agreement on Trade Facilitation and request technical assistance, including for tangible initiatives	Member States express strong interest in the delivery of capacity-building and technical assistance in transit, trade facilitation, corridor development and structural economic transformation	Member States adopt new initiatives to improve transit, trade facilitation and structural transformation

Abbreviation: N/A, not applicable.

Legislative mandates

10.41 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

69/137	Vienna Declaration and Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024	74/15	Political Declaration of the High-level Midterm Review on the Implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024
73/243; 74/233	Follow-up to the second United Nations Conference on Landlocked Developing Countries		

Deliverables

10.42 Table 10.9 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 10.9

Subprogramme 2: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	5	1	1	1
1. Reports to the General Assembly, including on the implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024	1	1	1	1
2. Reports and other documents for the General Assembly on the High-level Midterm Review on the Implementation of the Vienna Programme of Action	4	1	–	
Substantive services for meetings (number of three-hour meetings)	34	50	35	35
3. Formal meetings and informal consultations of the Second Committee of the General Assembly	9	13	13	13
4. Formal meetings and informal consultations of the Second Committee of the General Assembly on the midterm review of the Vienna Programme of Action	15	15	–	–
5. Meetings of the high-level political forum on sustainable development of the Economic and Social Council	1	2	2	2
6. Annual ministerial meetings of the landlocked developing countries and consultations on outcomes thereof, and other ministerial meetings	4	10	10	10
7. Meetings of the Group of Landlocked Developing Countries	5	10	10	10
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	3	3	3
8. Project on the enhancement of the analytical capacity of the International Think Tank for Landlocked Developing Countries	1	1	1	1
9. Project on the enhancement of the role of the private sector in the implementation of the Vienna Programme of Action, trade facilitation and structural transformation	–	1	1	1
10. Project on the strengthening of the participation of landlocked developing countries in relevant regional and bilateral cooperation frameworks and their accession to international conventions, and corridor development	1	1	1	1

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
Seminars, workshops and training events (number of days)	2	3	3	4
11. Round-table discussion on capacity-building	1	1	1	1
12. Panel discussion on best practices	1	2	1	1
13. Events on capacity-building, best practices and thematic areas in line with the 2030 Agenda for Sustainable Development and other United Nations practices, including energy, information and communications technology, infrastructure, Sustainable Development Goal 14, climate change and desertification	—	—	1	2
Technical materials (number of materials)	3	7	5	4
14. Report on thematic issues and indicators of the Vienna Programme of Action and the 2030 Agenda for Sustainable Development	2	2	2	2
15. Report on thematic development issues in landlocked developing countries	1	5	3	2
C. Substantive deliverables				
Consultation, advice and advocacy: provision of substantive support to the Group of Landlocked Developing Countries; briefings to Member States on the work of the Office; coordination and organization of two interagency consultative group meetings on the implementation of the Vienna Programme of Action and two meetings of ad hoc expert groups on structural economic transformation, sustainable development, trade facilitation measures and other relevant issues for landlocked developing countries; side events promoting the implementation of the 2030 Agenda for Sustainable Development and the Vienna Programme of Action; database of indicators for landlocked developing countries; work with United Nations country teams and other United Nations organizations to ensure synergy and coherence in the implementation and monitoring of, and follow-up to, the Vienna Programme of Action and the 2030 Agenda at the national and regional levels; and preparation of landlocked developing country-specific inputs to United Nations system-wide monitoring and follow-up frameworks for the 2030 Agenda, including the report to the Inter-agency Task Force on the Follow-up to the Financing for Development Outcomes and the Means of Implementation of the 2030 Agenda for Sustainable Development.				
D. Communication deliverables				
Outreach programmes, special events and information materials: promotional materials on the global outreach campaign for landlocked developing countries.				
External and media relations: press releases and press conferences on issues relating to landlocked developing countries.				
Digital platforms and multimedia content: update and maintenance of online information on issues relating to landlocked developing countries; and maintenance of the subprogramme's web pages.				

Subprogramme 3 Small island developing States

Objective

- 10.43 The objective, to which this subprogramme contributes, is to increase sustainable economic, social and environmental resilience in small island developing States.

Strategy

- 10.44 To contribute to increased sustainable economic, social and environmental resilience in small island developing States, the subprogramme will advocate for the special case of small island developing States in achieving sustainable development; mobilize increased resources for those States in priority areas, such as climate change and disaster risk reduction; facilitate collaborative partnerships, especially between those States and the private sector; strengthen coherence and coordination at the national, regional and global levels on issues relating to those States and foster peer learning and the exchange of best practices through the small island developing States national focal points network; and increase coordination between United Nations entities supporting those States. This work is expected to result in strengthened international support measures towards those States to enable

them to implement the Samoa Pathway, the Paris Agreement and other priorities of those States for sustainable development. Past results in this area include the provision of increased and more targeted technical and financial support to small island developing States and an increased number of initiatives specific to small island developing States in United Nations agencies.

Programme performance in 2019 against planned result

- 10.45 A planned result for 2019, which is enhanced international support to small island developing States in implementing the Samoa Pathway and in adapting to and mitigating climate change, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the 18 development partners that pledged support for small island developing States, including through the climate change financing mechanisms, such as the Green Climate Fund, the Global Environment Facility and the Climate Investment Funds, compared with the target of 17 for the biennium 2018–2019.

Programme performance in 2019: increased spotlight on concessional financing for small island developing States

- 10.46 Small island developing States face severe and complex challenges arising from many factors, including high exposure to external economic and environmental shocks, such as severe climate-related events and natural disasters. Many small island developing States have significant national debts and limited domestic revenues, all of which limits the use of further loans for resilience-building and post-disaster reconstruction and increases their dependency on concessional finance. Furthermore, the capacity of these countries compared with other developing countries to attract private investment is also limited owing to high risks from disasters and the low purchasing power of local consumers.
- 10.47 Against this backdrop, the subprogramme raised awareness, at various forums, including the World Bank, in the context of the Forum of Small States, and the Conferences of the Parties serving as the Meeting of the Parties to the Paris Agreement, of the need for small island developing States to build financial resilience to disaster and climate shocks, including through addressing sector-specific challenges and fully harnessing benefits from development finance. The subprogramme also underscored that carrying out such interventions would require a significant amount of resources, which will be mobilized through several means, including increased access to concessional resources for sustainable development to be made available by international financial institutions.
- 10.48 The subprogramme also supported small island developing States in their advocacy for increased climate finance in line with the United Nations Framework Convention on Climate Change and the Paris Agreement and the climate-related priorities in the Samoa Pathway and the 2030 Agenda and its Sustainable Development Goals. This included organizing high-level and expert meetings as well as side events leading up to, and in the margins of, the 2019 Climate Action Summit, held in New York, and the 2019 United Nations Climate Change Conference, held in Madrid, Spain, in cooperation with the Alliance of Small Island States, the United Nations Development Programme and other partners, on the topics of updated nationally determined contributions to the Paris Agreement and “loss and damage” finance for small island developing States. During these events, the subprogramme leveraged the convening power of the Under-Secretary-General to bring together key stakeholders in making the case for increased and improved access of small island developing States to grants and concessional climate finance and in forging consensus on these issues, all of which contributed to positive outcomes for small island developing States at the 2019 United Nations Climate Change Conference with respect to the implementation of nationally determined contributions and “loss and damage” finance.

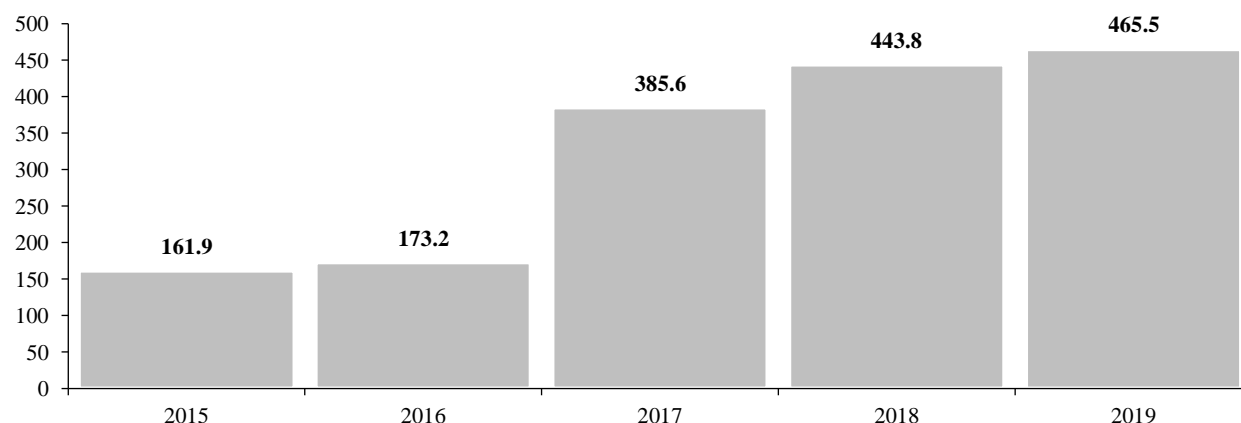
Progress towards the attainment of the objective, and performance measure

- 10.49 This work contributed to increased sustainable economic, social and environmental resilience in small island developing States, as demonstrated by the significant increase in concessional grants and credit provided for small island developing States through the International Development Association, which rose by 67 per cent, or 303 million special drawing rights, from 2015 to 2019. The work of the subprogramme also contributed to the consideration by the General Assembly of a mechanism to address disaster-related funding in small island developing States, with a view to the possible development of a targeted voluntary disaster fund. This is a significant first step towards providing increased concessional finance for small island developing States to improve their resilience to, and recovery from, climate-driven and natural disasters. Owing in part to the high indebtedness and vulnerability to natural disasters of small island developing States, access to concessional finance and grants in this area is a priority for those States.

Figure 10.I

Performance measure: annual amount of concessional grants and credit provided to small island developing States through the International Development Association

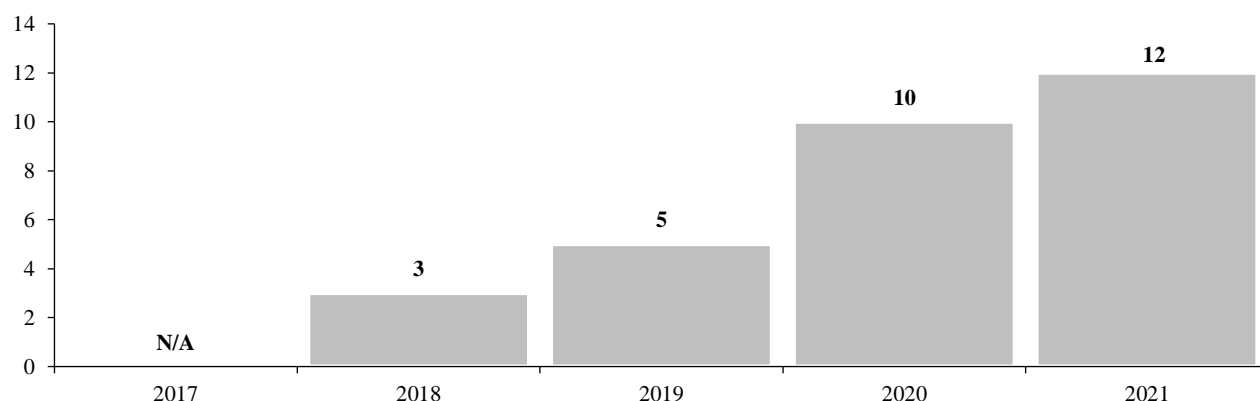
(Millions of special drawing rights)

**Planned results for 2021****Result 1: strengthened private sector engagement on oceans (result carried over from 2020)**

- 10.50 The subprogramme will continue the work related to attracting more investment for small island developing States, in line with its mandate, and will promote the engagement and participation of the private sector in the achievement of sustainable development in small island developing States, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 10.II

Performance measure: number of Small Island Developing States Global Business Network ocean-related partnerships, 2017–2021



Abbreviation: N/A, not applicable.

Result 2: enhanced coordination and coherence of the United Nations system to support the implementation of the Samoa Pathway (new result)

- 10.51 With issues relating to small island developing States having evolved into a complex and comprehensive development agenda for the United Nations, there is a need for enhanced coordination and coherence to promote cooperation, coordination and an integrated approach, avoid duplication, increase efficiency, promote the pooling of resources, establish common targets, encourage joint programming, promote alignment, enhance monitoring, evaluation and follow-up, and reduce the reporting burden on small island developing States at the national level.
- 10.52 In paragraph 120 of the Samoa Pathway, the need to “ensure the mainstreaming of the Samoa Pathway and issues related to small island developing States in the work of the United Nations system and enhance the coherence of the issues of those States in United Nations processes, including at the national, regional and global levels” was underscored.
- 10.53 In 2019, Member States also adopted the political declaration of the high-level meeting to review progress made in addressing the priorities of small island developing States through the implementation of the Samoa Pathway, in which they called upon “all entities of the United Nations system to address and integrate small island developing States-related priorities into their respective strategic and work plans, in accordance with their mandates”.
- 10.54 The establishment of the resident coordinator network for small island developing States represents a renewed opportunity to advance support for the implementation of the Samoa Pathway and the 2030 Agenda and its Sustainable Development Goals. The subprogramme will coordinate with the resident coordinators in small island developing States to support national-level implementation of the Samoa Pathway and foster coherence in its implementation with the 2030 Agenda, including in the context of the meetings of national focal points. This builds on the work of the subprogramme to strengthen the resident coordinators system, including through forging consensus among relevant United Nations system and other stakeholders with regard to the increase in the coordination capacities of, and the resources provided to, the resident coordinator offices in the context of the multi-country office review.

Internal challenge and response

- 10.55 The challenge for the subprogramme was to support Member States during intergovernmental deliberations, given the various intergovernmental processes that pertain to issues relating to small island developing States, and to ensure that entities of the United Nations system, as well as international and regional organizations working to implement the Samoa Pathway, effectively

address and integrate small island developing States-related priorities into their respective strategic and work plans. In response, the subprogramme will revitalize the Inter-agency Consultative Group on Small Island Developing States, of which the subprogramme is a convener, including through a more focused annual work plan, to ensure the mainstreaming of issues relating to small island developing States into the work of the United Nations system and to improve the coordination and coherence of United Nations processes in support of those States. The subprogramme will also build the capacity of the small island developing States national focal points network, including through partnerships with relevant learning institutions. It will leverage existing or reformed frameworks, such as the Caribbean Regional Coordination Mechanism, and build stronger links with strengthened resident coordinator offices and United Nations country teams (within the reinvigorated multi-country office system) and with prominent regional and global actors to achieve coherence at the national, regional and global levels.

Expected progress towards the attainment of the objective, and performance measure

- 10.56 This work is expected to contribute to increased sustainable economic, social and environmental resilience in small island developing States, which would be demonstrated by an increase in the number of small island developing States that have communicated the establishment or operationalization of an integrated policy, strategy or plan that increases their ability to adapt to the adverse impacts of climate change and foster climate resilience and low greenhouse gas emissions development (Sustainable Development Goal indicator 13.2.1).

Table 10.10

Performance measure

2017	2018	2019	2020	2021
Member States adopt General Assembly resolution 72/217 , in which they reaffirm the decision to convene a one-day high-level review, at United Nations Headquarters in September 2019, to review progress made in addressing the priorities of small island developing States through the implementation of the Samoa Pathway	Stakeholders participate in the regional and interregional preparatory meetings for the midterm review of the Samoa Pathway, calling for, inter alia, increased coordination among the national, regional and global levels to address issues relating to small island developing States	Small island developing States strongly express a need for more targeted support in the context of the midterm review of the Samoa Pathway	Small island developing States agree to enhanced United Nations support with enhanced alignment with national priorities and the Samoa Pathway through the implementation of the multi-country office review	Increased number of small island developing States that have communicated the establishment or operationalization of an integrated policy, strategy or plan related to climate change, climate resilience, and greenhouse gas emissions

Legislative mandates

- 10.57 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

59/311	International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway
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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	74/3	Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
72/307	Modalities for the high-level review of the SIDS Accelerated Modalities of Action (SAMOA) Pathway		Political declaration of the high-level meeting to review progress made in addressing the priorities of small island developing States through the implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway
73/228	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius		

Deliverables

10.58 Table 10.11 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 10.11

Subprogramme 3: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	4	5	5	7
1. Meetings and consultations of the Second Committee of the General Assembly	2	3	2	3
2. Meetings and consultations of the high-level political forum on sustainable development of the Economic and Social Council	2	2	2	2
3. Meetings of the group of small island developing States	–	–	1	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	–	–	–	1
4. Project on strengthening the capacity of small island developing States to attract climate finance from the private sector	–	–	–	1
Seminars, workshops and training events (number of days)	5	6	10	16
5. Seminar on the support from development partners to small island developing States for the implementation of the Sustainable Development Goals and the SIDS Accelerated Modalities of Action (SAMOA) Pathway	1	2	2	2
6. Seminar or event in support of the Alliance of Small Island States related to the implementation of the Samoa Pathway and the 2030 Agenda for Sustainable Development	–	–	1	2
7. Expert group meeting on mainstreaming the Samoa Pathway and issues relating to small island developing States in the work of the United Nations system and enhancing the coherence of issues relating to small island developing States in United Nations processes	1	1	1	2
8. Seminar with the small island developing States national focal points on the coordination of efforts to achieve and monitor the implementation of the Samoa Pathway and the 2030 Agenda	–	–	1	4
9. Seminar on how the United Nations system and other international intergovernmental institutions, including regional intergovernmental organizations of which the small island developing States are members, can strengthen collaboration through joint efforts and activities	1	1	2	3
10. Seminar on private sector involvement in supporting implementation of the Samoa Pathway	1	1	1	1

Section 10 Least developed countries, landlocked developing countries and small island developing States

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
11. Seminar on the access of small island developing States to climate change-related finance for development objectives	1	1	2	2
Technical materials (number of materials)	5	5	6	10
12. Information on implementing the Samoa Pathway, the Programme of Action for the Sustainable Development of Small Island Developing States and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	2	2	2	2
13. International support provided to small island developing States for the implementation of the Sustainable Development Goals and the Samoa Pathway (print and electronic)	1	1	1	2
14. Assessment studies invited by the General Assembly and subsidiary bodies on matters relating to the financing, implementation and monitoring of the Samoa Pathway and the 2030 Agenda in small island developing States (electronic)	—	—	—	2
15. Thematic think pieces and background notes on issues relevant to the implementation of the 2030 Agenda in small island developing States (electronic)	1	1	1	2
16. Report on the expert group meeting on mainstreaming the Samoa Pathway and issues relating to small island developing States in the work of the United Nations system and enhancing the coherence of issues relating to small island developing States in United Nations processes	1	1	1	2
C. Substantive deliverables				
Consultation, advice and advocacy: provision of substantive support to small island developing States and relevant regional and global entities; briefing of Member States on the work of the Office; engagement with United Nations agencies, including in particular participants in the Inter-agency Consultative Group on Small Island Developing States; and advocacy in appropriate forums for the special case of small island developing States in achieving sustainable development.				
D. Communication deliverables				
Outreach programmes, special events and information materials: materials on matters relating to small island developing States and sustainable development, including materials for advocacy for the special case of small island developing States in achieving sustainable development.				
External and media relations: press releases and press conferences on issues relating to small island developing States, as well as engagement with journalists in small island developing States on relevant United Nations processes and activities.				
Digital platforms and multimedia content: update and maintenance of online information on issues relating to small island developing States and maintenance of the subprogramme's web pages.				

B. Proposed post and non-post resource requirements for 2021

Overview

10.59 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 10.12 to 10.14.

Table 10.12

Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Posts	5 096.4	5 208.2	–	122.7	–	122.7	2.4	5 330.9	165.3	5 496.2
Other staff costs	202.9	315.5	–	–	–	–	–	315.5	6.0	321.5
Hospitality	0.5	1.2	–	–	–	–	–	1.2	–	1.2
Consultants	33.2	52.4	–	8.0	–	8.0	15.3	60.4	1.3	61.7
Experts	33.3	40.2	–	211.4	–	211.4	525.9	251.6	4.8	256.4
Travel of representatives	1.8	–	–	–	–	–	–	–	–	–
Travel of staff	101.4	97.4	–	122.7	–	122.7	126.0	220.1	4.1	224.2
Contractual services	105.6	107.0	–	32.2	–	32.2	30.1	139.2	2.6	141.8
General operating expenses	43.5	36.2	–	0.7	–	0.7	1.9	36.9	0.7	37.6
Supplies and materials	0.3	7.3	–	0.5	–	0.5	6.8	7.8	0.1	7.9
Furniture and equipment	19.8	20.8	–	1.5	–	1.5	7.2	22.3	0.4	22.7
Improvements to premises	0.5	–	–	–	–	–	–	–	–	–
Fellowships, grants and contributions	0.3	–	–	–	–	–	–	–	–	–
Total	5 639.5	5 886.2	–	499.7	–	499.7	8.5	6 385.9	185.3	6 571.2

Table 10.13

Post changes^a

	Number	Level
Approved for 2020	28	1 USG, 1 D-2, 1 D-1, 7 P-5, 7 P-4, 4 P-3, 1 P-2/1, 6 GS (OL)
New/expanded mandates	1	1 P-5 Senior Programme Management Officer
Reclassification	–	
Proposed for 2021	29	1 USG, 1 D-2, 1 D-1, 8 P-5, 7 P-4, 4 P-3, 1 P-2/1, 6 GS (OL)

^a Details on justifications for post changes are reflected in annex III.

Note: The following abbreviations are used in tables and figures: GS, General Service; OL, Other level; USG, Under-Secretary-General.

Table 10.14
Post resources

Category	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	—	—	—	—	1
D-2	1	—	—	—	—	1
D-1	1	—	—	—	—	1
P-5	7	—	1	—	1	8
P-4	7	—	—	—	—	7
P-3	4	—	—	—	—	4
P-2/1	1	—	—	—	—	1
Subtotal	22	—	1	—	—	23
General Service						
Other level	6	—	—	—	—	6
Subtotal	6	—	—	—	—	6
Total	28	—	1	—	1	29

10.60 Additional details on the distribution of proposed resources for 2021 are reflected in tables 10.15 to 10.17 and figure 10.III.

10.61 As reflected in tables 10.15 (1) and 10.16, the overall resources proposed for 2021 amount to \$6,385,900 before recosting, reflecting a net increase of \$499,700 (or 8.5 per cent) compared with the appropriation for 2020. Resource changes result from new and expanded mandates, as described in paragraph 10.62. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 10.15
Evolution of financial resources by component and subprogramme

(Thousands of United States dollars)

(1) Regular budget

	2019 expenditure	2020 appropriation	Changes				2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/expanded mandates	Other	Total			
A. Executive direction and management	1 396.8	1 412.6	—	28.2	—	28.2	2.0	1 440.8	1 479.1
B. Programme of work									
1. Least developed countries	3 158.2	3 468.5	—	—	—	—	—	3 468.5	3 573.1
2. Landlocked developing countries	618.1	639.6	—	108.8	—	108.8	17.0	748.4	770.6
3. Small island developing States	466.4	365.5	—	362.7	—	362.7	99.2	728.2	748.4
Subtotal, B	4 242.7	4 473.6	—	471.5	—	471.5	10.5	4 945.1	5 092.1
Subtotal, 1	5 639.5	5 886.2	—	499.7	—	499.7	8.5	6 385.9	6 571.2

(2) *Extrabudgetary*

	2019 expenditure	2020 estimate	2021 estimate
A. Executive direction and management	–	–	–
B. Programme of work			
1. Least developed countries	833.2	1 771.6	207.5
2. Landlocked developing countries	645.9	833.5	284.0
3. Small island developing States	193.6	99.1	870.0
C. Programme support	–	–	–
Subtotal, 2	1 672.7	2 704.2	1 361.5
Total	7 312.2	8 590.4	7 932.7

Table 10.16
Evolution of post resources by component and subprogramme

Regular budget

	Changes					2021 proposed
	2020 approved	Technical adjustments	New/ expanded mandates	Other	Total	
A. Executive direction and management	6	–	–	–	–	6
B. Programme of work						
1. Least developed countries	17	–	–	–	–	17
2. Landlocked developing countries	3	–	–	–	–	3
3. Small island developing States	2	–	1	–	–	3
Subtotal, B	22	–	1	–	–	23
Total	28	–	1	–	–	29

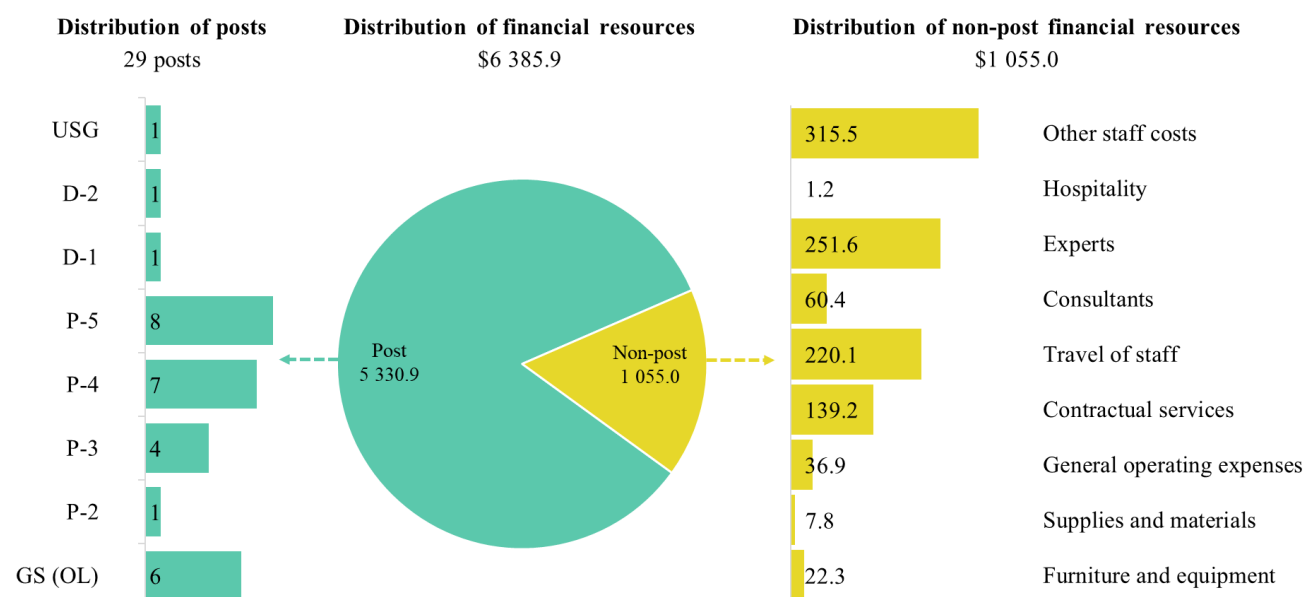
Table 10.17
Evolution of financial and post resources by main category

(Thousands of United States dollars/number of posts)

	Changes							2021 estimate (before recosting)
	2019 expenditure	2020 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	5 096.4	5 208.2	—	122.7	—	122.7	2.4	5 330.9
Non-post	543.1	678.0	—	377.0	—	377.0	55.6	1 055.0
Total	5 639.5	5 886.2	—	499.7	—	499.7	8.5	6 385.9
Post resources by category								
Professional and higher	22	22	—	1	—	—	—	23
General Service and related	6	6	—	—	—	—	—	6
Total	28	28	—	1	—	—	—	29

Figure 10.III
Distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Variance analysis by component and subprogramme

Overall resource changes

New and expanded mandates

10.62 As reflected in tables 10.15 (1) and 10.16, resource changes reflect an increase of \$499,700 under executive direction and management and programme of work, in subprogrammes 2 and 3. The General Assembly, in paragraph 48 of its resolution [74/262](#), regretted the inadequate resources for subprogramme 2, Landlocked developing countries, and subprogramme 3, Small island developing States, and in this regard requested the Secretary-General to take the action necessary to ensure that additional post and non-post resources were allocated to these subprogrammes in the context of the proposed programme budget for 2021 to enable them to effectively carry out their increased mandates. In line with the request, resource changes reflect the following:

- Executive direction and management.** An increase of \$28,200 relating to additional non-post resource requirements under travel of staff (\$23,300) for the High Representative to participate in trade facilitation events in support of the sustainable development of landlocked developing countries and to advocate the provision of support to small island developing States and the implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway; contractual services (\$2,200) for the information technology service-level agreement and local area network charges related to one new post proposed under subprogramme 3; and general operating expenses (\$700), supplies and materials (\$500) and furniture and equipment (\$1,500), all also related to the proposed new post;
- Subprogramme 2, Landlocked developing countries.** An increase of \$108,800 for non-post resources reflecting additional requirements for the organization of expert group meetings (\$74,200) on enhancing corridors, transport connectivity, transit and trade facilitation for landlocked developing countries, as well as on the challenges of the implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024

at the national and regional levels; and for travel of staff (\$34,600) to participate in events on trade facilitation, transport facilitation and transit;

(c) **Subprogramme 3, Small island developing States.** An increase of \$362,700 reflecting:

- (i) Additional requirements of \$122,700 under post resources related to the proposed establishment of one new post of Senior Programme Management Officer (P-5). The incumbent would lead the work related to the fulfilment of the subprogramme's mandates on small island developing States as drawn from the Samoa Pathway, the 2030 Agenda for Sustainable Development and subsequent relevant resolutions, in particular servicing the intergovernmental process, supporting small island developing States in their group consultations, building partnerships and engaging more extensively with the United Nations system-wide coordination mechanisms;
- (ii) Additional requirements of \$240,000 under non-post resources for the organization of expert group meetings (\$137,200) on the challenges of financing in small island developing States and on strengthening coherence and coordination at the national, regional and global levels on issues relating to those States; consultants (\$8,000) to develop background papers for the expert group meetings; travel of staff (\$64,800) to attend and contribute to the meeting of the small island developing States national focal points in Port Vila and sessions of the regional commissions to ensure coherence of issues relating to small island developing States at the national, regional and global levels, and to advocate for those States in other global and regional forums; and contractual services (\$30,000) for an individual contractor to develop and update the website of the small island developing States national focal points and work on information-sharing and collaboration platforms, as well as for contractors to provide conference services for the expert group meetings.

Extrabudgetary resources

- 10.63 As reflected in table 10.15 (2), the Office receives cash contributions, which complement regular budget resources for the delivery of its mandates. In 2021, projected extrabudgetary resources (cash contributions) of \$1,361,500 will be focused on the implementation of activities pertaining to the follow-up to the outcomes of the midterm review of the Vienna Programme of Action, the Samoa Pathway and the Fifth United Nations Conference on the Least Developed Countries. Extrabudgetary resources represent 17.2 per cent of the total resources for this programme. The decrease of \$1,342,686 compared with the estimates for 2020 is due primarily to the completion of the preparations for the Fifth United Nations Conference on the Least Developed Countries.

Executive direction and management

- 10.64 The Under-Secretary-General and High Representative is responsible for the overall leadership and direction of the Office in the implementation of its mandates and approved programme of work. She engages in high-level consultations with Member States, organizations of the United Nations system, multilateral and regional financial institutions, the private sector, and civil society groups and academia, and supports the Economic and Social Council and the General Assembly in their reviews and assessments of progress achieved in the implementation of the programmes of action for the three groups of countries and the 2030 Agenda, as it relates to these countries.
- 10.65 The Office of the High Representative advises the Under-Secretary-General and High Representative on issues of policy and management; acts as a focal point for information on all aspects of the work of the Office and ensures that such information is disseminated internally and projected externally, as appropriate; and consults, negotiates and coordinates with other departments, offices, funds and programmes, as well as with non-United Nations entities, on matters of common concern. The Office is headed by a Director (D-2), who is responsible for the overall coordination and strategic management of the Office and who acts as a deputy to the High Representative.

- 10.66 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office is integrating environmental management practices into its operations. In 2019, the Office developed an action plan aimed at reducing its environmental impact that seeks to promote the adoption by staff members of simple and daily environmentally sound practices to reduce waste, greenhouse gas emissions and costs, all of which will contribute to the United Nations system-wide efforts to advance environmental sustainability across its operations. A questionnaire was developed and administered with a view to setting benchmarks against which progress will be measured in the years to come.
- 10.67 Information on compliance with regard to the timely submission of documentation and the advance booking of air travel is reflected in table 10.18. The low rate of compliance with the policy on the advance purchase of air tickets is, among other reasons, due to difficulties in putting together the documentation required for travel approval. For travel of staff, it is due to delays in receiving the programmes of, and background documents for, events to which the Office is invited. For travel of participants attending meetings organized by the Office, it is due to delays in the submission by such participants of required travel documentation, over which the Office has little control.
- 10.68 Going forward, the Office has taken important steps to improve its compliance with the policy on the advance booking of air travel. Within the Office, it has raised awareness among staff and managers of the need to reverse current trends, including through early planning of participation in meetings. With real-time information on travel compliance now available thanks to the advancement of the management dashboards, the senior management has instituted regular monitoring of progress and is therefore in a better position to take the corrective measures necessary to bring performance on track. With regard to partners, the Office has engaged with both organizers of meetings to which the Office is invited and participants in meetings organized by the Office with a view to improving the timeliness of their submission of documentation. The Office is also working closely with the Executive Office to streamline the requirements for the issuance of travel authorizations, within the existing rules and regulations guiding official travel.

Table 10.18

Compliance rate

(Percentage)

	<i>Planned 2019</i>	<i>Actual 2019</i>	<i>Planned 2020</i>	<i>Planned 2021</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	33	65	75

- 10.69 The proposed regular budget resources for 2021 amount to \$1,440,800 and reflect an increase of \$28,200 compared with the appropriation for 2020. The proposed increase of \$28,200 is explained in paragraph 10.62 (a). Additional details on the distribution of proposed resources for 2021 are reflected in table 10.19 and figure 10.IV.

Table 10.19

Executive direction and management: evolution of financial and post resources

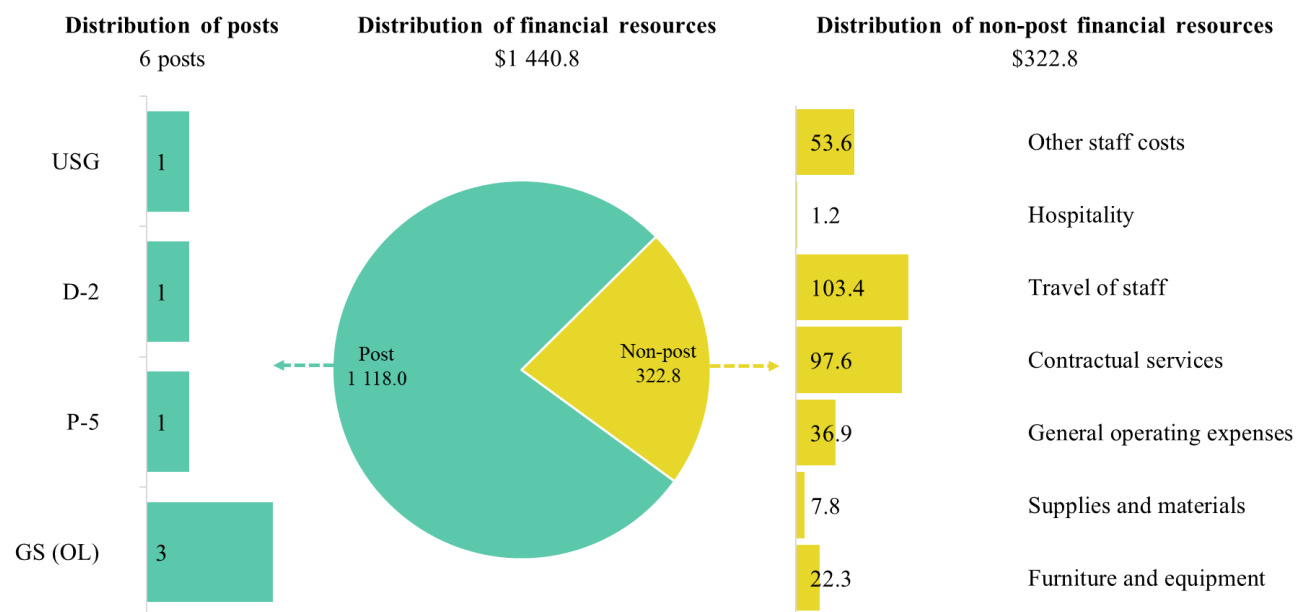
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 165.6	1 118.0	—	—	—	—	—	1 118.0
Non-post	231.2	294.6	—	28.2	—	28.2	9.6	322.8
Total	1 396.8	1 412.6	—	28.2	—	28.2	2.0	1 440.8
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
General Service and related		3	—	—	—	—	—	3
Total		6	—	—	—	—	—	6

Figure 10.IV

Executive direction and management: distribution of proposed resources for 2021 (before recosting)

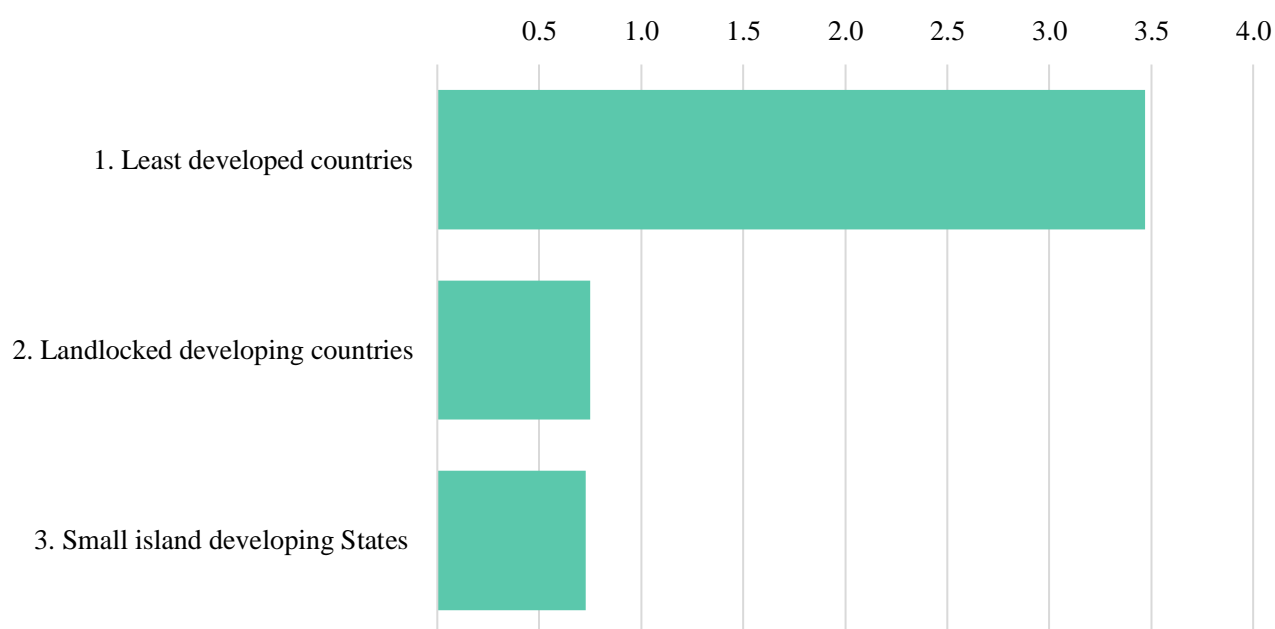
(Number of posts/thousands of United States dollars)


Programme of work

- 10.70 The proposed regular budget resources for 2021 amount to \$4,945,100 and reflect an increase of \$471,500 compared with the appropriation for 2020. The proposed increase of \$471,500 is explained in paragraph 10.62 (b) and (c). The distribution of resources by subprogramme is reflected in figure 10.V.

Figure 10.V
Distribution of proposed resources for 2021 by subprogramme

(Millions of United States dollars)



Subprogramme 1 Least developed countries

10.71 The proposed regular budget resources for 2021 amount to \$3,468,500 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of proposed resources for 2021 are reflected in table 10.20 and figure 10.VI.

Table 10.20
Subprogramme 1: evolution of financial and post resources

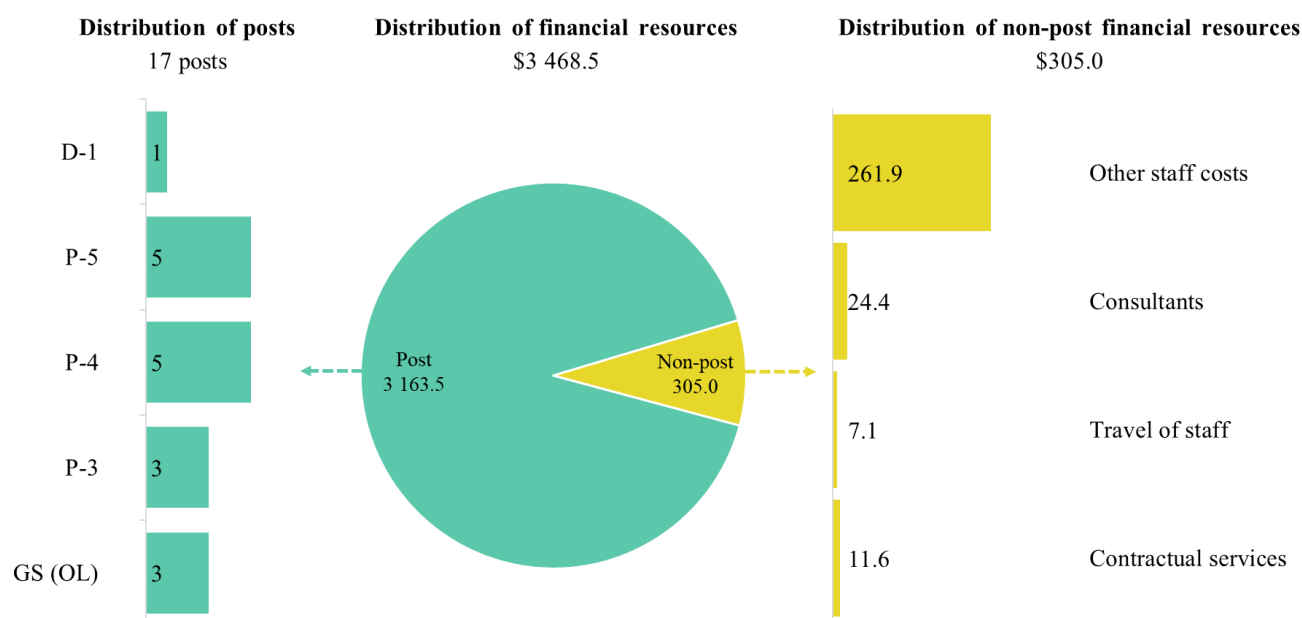
(Thousands of United States dollars/number of posts)

	Changes							2021 estimate (before recosting)
	2019 expenditure	2020 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 918.6	3 163.5	—	—	—	—	—	3 163.5
Non-post	239.6	305.0	—	—	—	—	—	305.0
Total	3 158.2	3 468.5	—	—	—	—	—	3 468.5
Post resources by category								
Professional and higher		14	—	—	—	—	—	14
General Service and related		3	—	—	—	—	—	3
Total		17	—	—	—	—	—	17

Figure 10.VI

Subprogramme 1: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 2

Landlocked developing countries

10.72 The proposed regular budget resources for 2021 amount to \$748,400 and reflect an increase of \$108,800 compared with the appropriation for 2020. The proposed increase of \$108,800 is explained in paragraph 10.62 (b). Additional details on the distribution of proposed resources for 2021 are reflected in table 10.21 and figure 10.VII.

Table 10.21

Subprogramme 2: evolution of financial and post resources

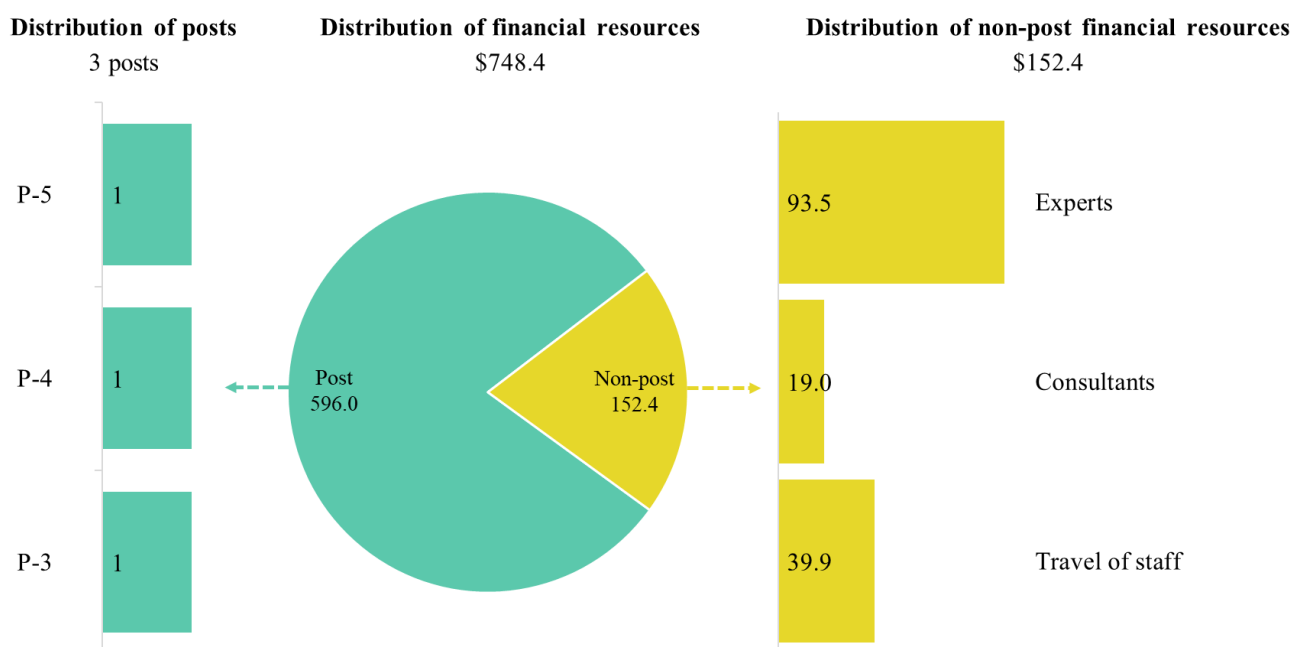
(Thousands of United States dollars/number of posts)

	Changes							2021 estimate (before recosting)
	2019 expenditure	2020 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	559.5	596.0	—	—	—	—	—	596.0
Non-post	58.6	43.6	—	108.8	—	108.8	249.5	152.4
Total	618.1	639.6	—	108.8	—	108.8	17.0	748.4
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
Total		3	—	—	—	—	—	3

Figure 10.VII

Subprogramme 2: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 3

Small island developing States

10.73 The proposed regular budget resources for 2021 amount to \$728,200 and reflect an increase of \$362,700 compared with the appropriation for 2020. The proposed increase of \$362,700 is explained in paragraph 10.62 (c). Additional details on the distribution of proposed resources for 2021 are reflected in table 10.22 and figure 10.VIII.

Table 10.22

Subprogramme 3: evolution of financial and post resources

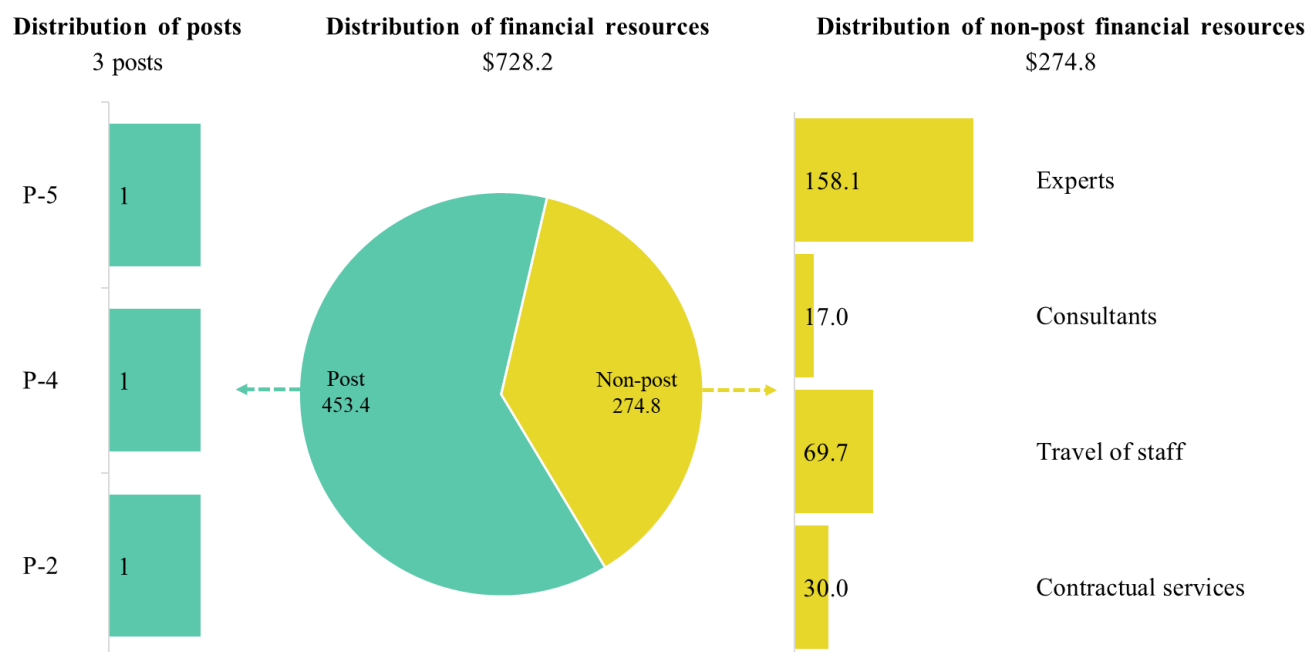
(Thousands of United States dollars/number of posts)

	Changes							2021 estimate (before recosting)
	2019 expenditure	2020 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	452.6	330.7	—	122.7	—	122.7	37.1	453.4
Non-post	13.7	34.8	—	240.0	—	240.0	689.7	274.8
Total	466.4	365.5	—	362.7	—	362.7	99.2	728.2
Post resources by category								
Professional and higher		2	—	1	—	1	50.0	3
Total		2	—	1	—	1	50.0	3

Figure 10.VIII

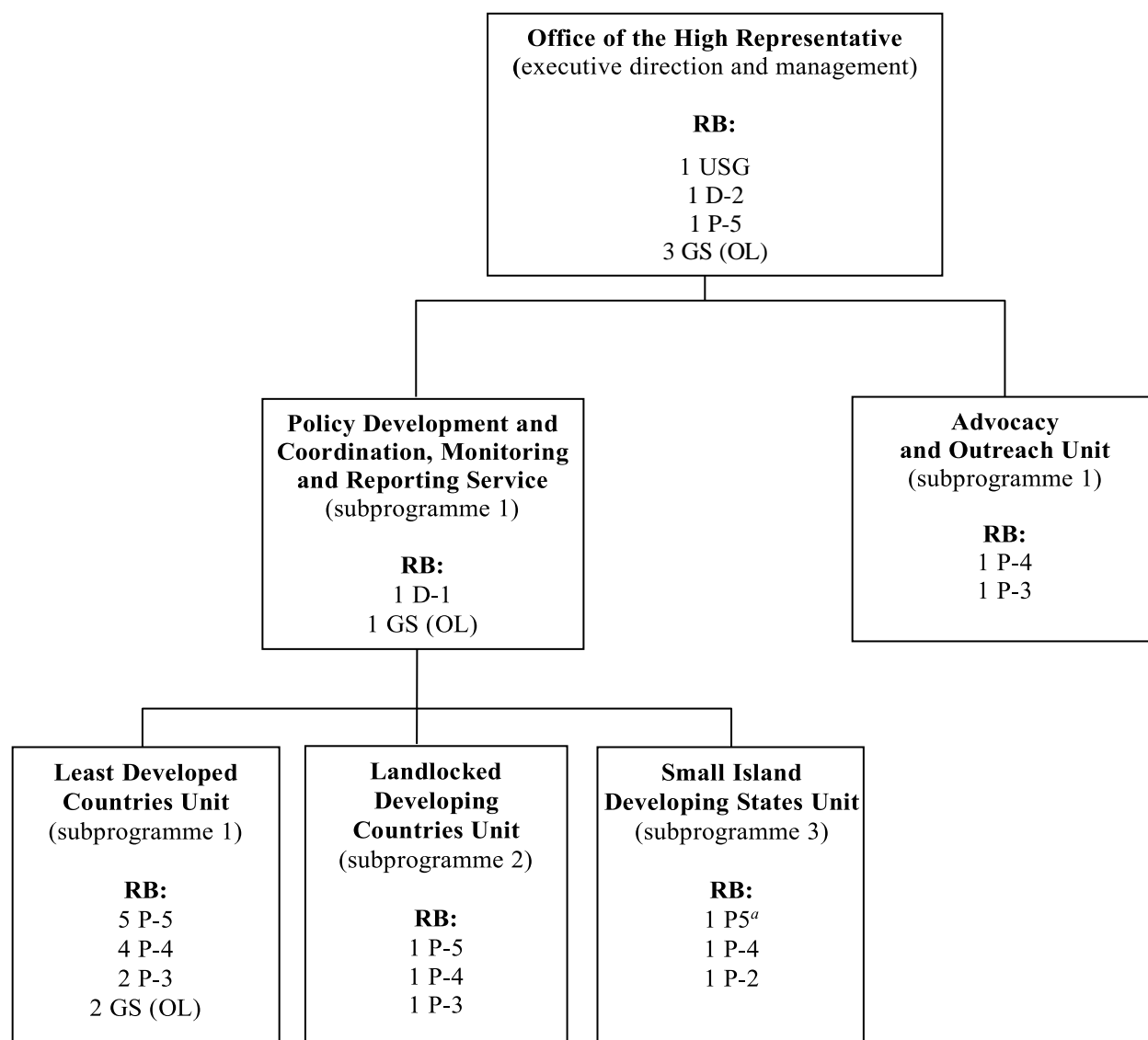
Subprogramme 3: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Annex I

Organizational structure and post distribution for 2021



Abbreviations: GS (OL), General Service (Other level); RB, regular budget; USG, Under-Secretary-General.

^a Establishment.

Annex II

Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions

[A/74/7](#)

The Advisory Committee recalls that the General Assembly, on a number of occasions, has expressed concern about the low rate of compliance with the advance purchase policy directive. The Committee reiterates that more efforts are required, in particular in areas where travel can be better planned (see also [A/73/779](#), para. 16). While noting that the Office has set ambitious targets for 2019 and 2020, the Committee is of the view that concrete plans and strategies should also be developed for achieving such targets and trusts that the Secretary-General will include information on such plans in his next budget submission (para. IV.30).

Information on compliance with regard to the timely submission of documentation and the advance booking of air travel is reflected in table 10.18. The low rate of compliance with the policy on the advance purchase of air tickets is, among other reasons, due to difficulties in putting together the documentation required for travel approval. For travel of staff, it is due to delays in receiving the programmes of, and background documents for, events to which the Office is invited. For travel of participants attending meetings organized by the Office, it is due to delays in the submission by such participants of required travel documentation, over which the Office has little control.

Going forward, the Office has taken important steps to improve its compliance with the policy on the advance booking of air travel. Within the Office, it has raised awareness among staff and managers of the need to reverse current trends, including through early planning of participation in meetings. With real-time information on travel compliance now available thanks to the advancement of the management dashboards, the senior management has instituted regular monitoring of progress and is therefore in a better position to take the corrective measures necessary to bring performance on track.

With regard to partners, the Office has engaged with both organizers of meetings to which the Office is invited and participants in meetings organized by the Office with a view to improving the timeliness of their submission of documentation. The Office is also working closely with the Executive Office to streamline the requirements for the issuance of travel authorizations, within the existing rules and regulations guiding official travel.

Annex III

Summary of proposed changes in established and temporary posts, by component and subprogramme

	<i>Posts</i>	<i>Level</i>	<i>Description</i>	<i>Reason for change</i>
Subprogramme 3 Small island developing States	1	P-5	Establishment of 1 post of Senior Programme Management Officer (P-5)	The Senior Programme Management Officer would lead the work related to the fulfilment of the Office's expanded small island developing States mandates as drawn from the SIDS Accelerated Modalities of Action (SAMOA) Pathway, the 2030 Agenda for Sustainable Development and subsequent relevant resolutions, in particular servicing the intergovernmental process, supporting small island developing States in their group consultations, building partnerships and engaging more extensively with the United Nations system-wide coordination mechanisms.