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## Proposed programme budget for 2022

### Programme planning

## Proposed programme budget for 2022

### Part II

#### Political affairs

### Section 3

#### Political affairs

#### Programme 2

##### Political affairs

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\* [A/76/50](#).

\*\* 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.



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## I. Department of Political and Peacebuilding Affairs

### Foreword

In its rapid and devastating spread across the globe, the coronavirus disease (COVID-19) has not only brought about an immeasurable loss of human life, but also created conditions for instability, tension and conflict around the world. The COVID-19 pandemic has adversely affected economic growth and put the very institutions and structures meant to mitigate such stresses under duress, as well as deepened inequality. All the while, the uncertainty of the pandemic has fostered and bred misinformation, stigmatization and hate speech, aggravating political tensions and instability.

As communities and Governments responded to the pandemic, ongoing conflicts and tensions did not cease to exist. While the call of the Secretary-General for a ceasefire early in the pandemic led to some gains, such as in Libya and Ukraine, where the relevant ceasefires continued to hold, other situations saw a dangerous escalation, such as in Nagorno-Karabakh in the South Caucasus in September 2020. In other contexts, we witnessed significant setbacks to political reform processes, such as in Myanmar, or tensions rising regionally, including in the Horn of Africa.

In the light of these trends and dynamics, the work of the Department of Political and Peacebuilding Affairs has been all the more crucial to promoting conflict prevention and peace. These endeavours have not been without challenges amid the pandemic. The closing of borders and the shutdown of services, among other measures to curb the pandemic, have made diplomacy more difficult as fragilities and vulnerabilities have deepened, in particular for women, young people and marginalized communities.

Nevertheless, our Special Representatives, Envoys and missions in the field have adapted to these new realities, combining virtual and in-person work, along with accepting calculated risks related to safety in connection with COVID-19, to continue to fulfil their mandates to advance peace processes, de-escalate crises and prevent conflict. As social distancing measures have impeded our ability to engage in personal dialogue, the use of new tools such as digital platforms, digital focus groups and other means of virtual interaction has been instrumental, in particular in our outreach to women and young people. This has strengthened the Department's efforts to broaden inclusion in our engagement and will continue to be a persistent feature in its activities in 2022.

The Department pivoted and adjusted to those new circumstances as it continued to provide support to political peace processes, including in Afghanistan, Libya, the Syrian Arab Republic and Yemen. In addition, notwithstanding the impact of COVID-19-induced restrictions on electoral processes, the Department supported 22 elections and referendums in 18 countries in 2020. As we look ahead to 2022, challenges remain, especially as the pandemic continues to rage. The integration of political and peacebuilding under one umbrella could not have come at a better time, and we continue to advance along the path of more effective collaboration and leveraging of our different areas of expertise and engagement. In continuing to build on our regional and thematic expertise and rich network of field presences, the Department will contribute to the effort to "build back better", also mindful of the lessons learned from the pandemic, by better deploying and leveraging our capacities for prevention and improving our support to Member States in upholding international peace and security.

*(Signed)* Rosemary A. DiCarlo  
Under-Secretary-General for Political and Peacebuilding Affairs

## **A. Proposed programme plan for 2022 and programme performance for 2020**

### **Overall orientation**

#### **Mandates and background**

- 3.1 The Department of Political and Peacebuilding Affairs is responsible for all Secretariat matters related to the prevention, management and resolution of conflicts at the global level. The Department is the lead entity of the United Nations for good offices, political analysis, mediation, electoral assistance, peacebuilding support and political guidance as they relate to the Organization's efforts towards, inter alia, preventive diplomacy, peacemaking, peacebuilding and sustaining peace. The Department oversees the work of missions under its responsibility, including special envoys and regional offices. It also provides support to peace operations in the areas of mediation, electoral assistance and peacebuilding, as well as to resident coordinators working in complex political situations. It provides substantive support and secretariat services to the Security Council and its subsidiary bodies, as well as to relevant subsidiary organs of the General Assembly, including the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples and the Committee on the Exercise of the Inalienable Rights of the Palestinian People. The Department also provides strategic, substantive and technical support to the work of the Peacebuilding Commission, manages the Peacebuilding Fund on behalf of the Secretary-General and draws together the expertise of the United Nations system to facilitate coherent system-wide action in support of peacebuilding and sustaining peace.
- 3.2 The mandate derives from the Charter of the United Nations and the priorities established in relevant General Assembly resolutions and decisions, including resolution [46/232](#), in which the Assembly established the Department of Political Affairs, and more recently resolution [72/262 C](#), in which the Assembly established the Department of Political and Peacebuilding Affairs. The proliferation of the number and intensity of conflicts over the past few years and their immense human and material cost confirms the importance of conflict prevention and resolution through inclusive political solutions, peacebuilding and sustaining peace.

#### **Strategy and external factors for 2022**

- 3.3 The Department has global responsibility for political and peacebuilding issues and manages a spectrum of tools and engagements across the conflict continuum to ensure a coherent and effective approach to conflict prevention and resolution, electoral assistance, peacebuilding and sustaining peace. The Department will take into account the evolving nature of conflicts, including the emergence of new threats, in formulating specific strategies, in particular comprehensive regional strategies, to prevent conflict and sustain peace. Given its global mandate for conflict prevention and peacemaking, the Department will play a lead role within the United Nations in formulating and implementing comprehensive regional strategies that address cross-boundary issues, in cooperation with regional and subregional organizations.
- 3.4 In order to achieve these goals, the Department will rely on its expertise at Headquarters and its network of field presences, in particular special political missions, including regional offices, and liaison presences with regional and other organizations. Greater coherence and effectiveness in the formulation of comprehensive regional strategies is being achieved as a result of the restructuring of the United Nations peace and security architecture, including the single political-operational regional structure shared by the Department of Political and Peacebuilding Affairs and the Department of Peace Operations, which has also enabled better transition planning, for example, in the drawdown of peacekeeping operations, by integrating political and operational responsibilities. The integration of the Peacebuilding Support Office into the Department of Political and Peacebuilding Affairs has strengthened the interaction between the Department and the single political-operational structure on

the one hand, and the Peacebuilding Commission and the Peacebuilding Fund on the other. In terms of increased synergies and cooperation in the context of conflict prevention, conflict resolution, peacebuilding and sustaining peace, and building on sustained work over the years to strengthen cooperation with field presences, the reforms provide a clear and strengthened entry point for collaboration with the United Nations development system at large and allow the peace and security pillar to intensify the provision of day-to-day advice and support for empowered resident coordinators and country teams in responding to specific country challenges. These forms of collaboration continue to deepen and benefit transition settings, in particular.

- 3.5 The Department will continue to provide advice and substantive services to the Security Council, its subsidiary organs and the Military Staff Committee; assist and support the Peacebuilding Commission; provide advice and substantive support to the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples, as well as to other relevant intergovernmental bodies; and continue to provide support to the Committee on the Exercise of the Inalienable Rights of the Palestinian People in its deliberations and the implementation of its annual programmes of work.
- 3.6 For 2022, the Department's planned deliverables and activities reflect the known and anticipated challenges related to the coronavirus disease (COVID-19) pandemic that are being faced by Member States. The Department will continue to provide political analysis, electoral technical assistance, the preparation of draft reports of the Secretary-General and the deployment of good offices initiatives on behalf of the Secretary-General. Specific examples of such planned deliverables and activities include: (a) redoubling efforts by the Department to improve its ability to support Member States remotely in dealing with the additional challenges and stress caused by the pandemic in conflict-affected settings; (b) adapting the induction workshops for incoming members of the Security Council to further enhance the experience of participants by working with the presenters of the workshop to ensure that presentations are adaptable to a virtual format; (c) strengthening the technological capabilities of the Department by exploring tools and platforms to obtain verifiable and official information to inform the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples when considering the situation in the Non-Self-Governing Territories; and (d) undertake more advance planning and offer workshops with a flexible delivery modality on the women and peace and security agenda in the Arab region in the context of special political missions, to strengthen and enhance the relationship between the United Nations and the League of Arab States. The support provided to Member States on issues related to COVID-19 is expected to contribute to planned results for 2022, as described under subprogrammes 1, 3, 4 and 7.
- 3.7 With regard to cooperation with other entities at the global, regional, national and local levels, under Chapter VIII of the Charter, the Department, through its special political missions and its liaison offices, continues to strengthen partnerships with regional and other organizations in the field of peace and security. Under the United Nations-World Bank Partnership Framework for Crisis-Affected Situations, the Department also works to strengthen partnerships with the World Bank and other international financial institutions to make international engagement in crisis-affected situations more coherent, effective and sustainable. The Peacebuilding Support Office serves as the secretariat to the Partnership Framework, enabling a cross-pillar approach with all United Nations system entities concerned and offering advisory support to field presences in some 40 contexts. The Department will continue the Humanitarian-Development-Peacebuilding and Partnership Facility to support field teams' joint data, analysis and operational collaboration with the World Bank Group. The Department is also expanding its partnerships with other relevant actors, including civil society, in particular in support of women and young people.
- 3.8 With regard to inter-agency coordination and liaison, the Department will continue to participate in the Executive Committee established by the Secretary-General. The Department also chairs a number of inter-agency task forces to coordinate and increase the coherence of United Nations system engagement in specific countries or regions, in line with entities' mandates, as well as various thematic inter-agency

mechanisms. The Peacebuilding Fund, by nature a cross-pillar tool of financial support, will continue to work with and through agencies, funds and programmes in-country and at Headquarters.

- 3.9 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:
  - (a) Unity among Member States, in particular the Security Council, including in critical situations in which the United Nations is engaged;
  - (b) Existence of entry points for United Nations engagement to mitigate tensions and prevent conflict;
  - (c) Commitment of the parties to a conflict to engaging in a process towards the peaceful settlement of disputes.
- 3.10 With regard to the COVID-19 pandemic, the programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to continue to have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.
- 3.11 The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the Department issued its most recent policy on women and peace and security in June 2019. The policy builds on good practices across the Department and special political missions and is intended to ensure that key priorities are integrated into the daily work of the Department and special political missions. These priorities, in line with the mandates entrusted to the Organization in the area of women and peace and security, encompass gender-sensitive political and conflict analysis, promoting the inclusion of women in all peacemaking, peace-sustaining and peacebuilding efforts, and their participation in electoral and political processes. The policy also addresses such issues as preventing and assessing conflict-related sexual violence and post-conflict planning and financing. For example, for subprogramme 2, Electoral assistance, result 3, related to the increase in the average percentage of women in parliaments in countries receiving United Nations electoral assistance, reflects the fact that gender is systematically mainstreamed into all United Nations electoral assistance activities.
- 3.12 With regard to disability inclusion, in line with the United Nations Disability Inclusion Strategy, the Department will implement the Strategy with a view to reinforcing an organizational culture that respects the human rights and supports the inclusion of persons with disabilities; further advancing the disability inclusion in strategic planning and management, knowledge and information management, and staff career development; and addressing the barriers to accessibility in the workplace and in the performance of functions. In addition, the Department also fosters engagement with government counterparts and civil society organizations to promote the inclusivity of political processes, which also encompasses addressing the needs of people with disabilities.

#### **Impact of COVID-19 on programme delivery**

- 3.13 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Department. The impact included a reduction in meetings and training events, some of which were held virtually while others had to be cancelled or postponed. Similarly, substantive servicing of the work of the Security Council, its subsidiary bodies and other intergovernmental bodies, including various political engagements, were carried out through virtual meeting platforms or hybrid settings. Some electoral missions had to be cancelled. Specific examples of the impact are provided under all subprogrammes. The change in approach and/or the cancellation of planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance under all subprogrammes.
- 3.14 At the same time, however, some planned deliverables and activities were modified during 2020, and new activities added, within the overall scope of the objectives of the subprogrammes, in order to support Member States on issues related to the COVID-19 pandemic. Those modifications included support for the call of the Secretary-General for a global ceasefire through remote and virtual means and support for Member States that conducted elections in 2020 on specific measures aimed at mitigating the risks of COVID-19 to voters, candidates and electoral officials. A “fast track”

of the Humanitarian-Development-Peacebuilding and Partnership Facility to support resident coordinators in their engagement on COVID-19 with the World Bank was created and requests for up to \$50,000 to fund remote or local consultancies were approved in as little as 24 hours to support the alignment of United Nations and World Bank efforts and facilitate conflict-sensitive recovery planning. These activities contributed to results in 2020, as described in the programme performance under subprogramme 1–3, 5 and 6.

## Legislative mandates

3.15 The list below provides all mandates entrusted to the programme.

### *Charter of the United Nations*

Articles 33 and 99

### *General Assembly resolutions*

|        |  |          |   |
|--------|--|----------|---|
| 46/232 | Revitalization of the United Nations Secretariat | 72/262 C | Special subjects relating to the programme budget for the biennium 2018–2019 (subsection III) |
|--------|--|----------|---|

### *Security Council resolution*

2171 (2014)

## Deliverables

3.16 Table 3.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 3.1

### Cross-cutting deliverables for the period 2020–2022, by category and subcategory

| Category and subcategory  | 2020<br>planned | 2020<br>actual | 2021<br>planned | 2022<br>planned |
|---|-----------------|----------------|-----------------|-----------------|
| <b>A. Facilitation of the intergovernmental process and expert bodies</b>   |                 |                |                 |                 |
| <b>Substantive services for meetings</b> (number of three-hour meetings)  | <b>3</b>        | <b>3</b>       | <b>3</b>        | <b>3</b>        |
| 1. Meetings of the Fifth Committee  | 1               | 1              | 1               | 1               |
| 2. Meetings of the Committee for Programme and Coordination   | 1               | 1              | 1               | 1               |
| 3. Meetings of the Advisory Committee on Administrative and Budgetary Questions   | 1               | 1              | 1               | 1               |
| <b>C. Substantive deliverables</b>  |                 |                |                 |                 |
| <b>Good offices:</b> good offices and preventive diplomacy; high-level diplomatic missions and meetings, including jointly with regional and subregional organizations; and support for field operations, including provision of mediation support. |                 |                |                 |                 |
| <b>Consultation, advice and advocacy:</b> consultations with representatives of Member States, regional and subregional organizations and civil society organizations; and strategic coordination meetings with relevant partners.                  |                 |                |                 |                 |
| <b>Fact-finding, monitoring and investigation missions:</b> strategic review/assessment missions.   |                 |                |                 |                 |
| <b>Databases and substantive digital materials:</b> databases on international peace and security issues.   |                 |                |                 |                 |
| <b>D. Communication deliverables</b>  |                 |                |                 |                 |
| <b>Outreach programmes, special events and information materials:</b> exhibits; manuals, guides and other communications products about the work of the Department.   |                 |                |                 |                 |
| <b>External and media relations:</b> statements on behalf of the Secretary-General; notes to correspondents; and press releases, communiqués and other communications products about the work of the Department.                                    |                 |                |                 |                 |

## **Evaluation activities**

- 3.17 The self-evaluation on United Nations transitions, completed in 2020, has guided the programme plan for 2022.
- 3.18 The findings of the self-evaluation referenced above have been taken into account for the proposed programme plan for 2022. For example, this has led to enhanced and more tailored coordination mechanisms, at Headquarters and in the field, to handle transitions from one United Nations configuration to another.
- 3.19 An external evaluation on improving the gender-sensitivity of the Department's analyses is planned for 2022.

## **Programme of work**

### **Subprogramme 1**

#### **Prevention, management and resolution of conflicts**

##### **Objective**

- 3.20 The objective, to which this subprogramme contributes, is to advance the prevention, management and resolution of conflicts by peaceful means.

##### **Strategy**

- 3.21 To contribute to the objective, the subprogramme will support the pacific settlement of disputes, under Chapter VI of the Charter, through the use of the tools of preventive diplomacy, peacemaking, peacebuilding and sustaining peace. In utilizing those tools, the subprogramme will work in close cooperation with a wide array of actors, in particular regional and subregional organizations, including under Chapter VIII of the Charter. The subprogramme's strategy embodies the recognition that political solutions are a key requirement for durable peace.
- 3.22 The subprogramme promotes a more effective and cohesive response to help to prevent, mitigate, manage and resolve conflicts by: (a) responding in a timely manner to conflict situations; (b) providing timely and accurate information, analysis and policy options; (c) formulating recommendations on measures that could be undertaken by the United Nations system; (d) making available and providing substantive and technical support to the good offices of the Secretary-General, including through formal mediation, where appropriate; (e) providing substantive, political and technical support to the Secretary-General in the discharge of his functions and in his relationships with Member States; (f) enhancing the capacity of regional and subregional organizations; (g) providing substantive support and guidance to special political missions; (h) strengthening the Department's capacity, expertise and partnerships with other United Nations and subregional, regional and international organizations in order to address peace and security challenges more effectively; (i) undertaking monitoring and evaluating the impact and the cost-effectiveness of key conflict prevention and mitigation initiatives; (j) developing coherent strategies for crisis prevention and peacebuilding, linking diplomatic, security, humanitarian and development efforts by the United Nations system and other international and regional actors; (k) enhancing political and operational links with subprogramme 6, Peacebuilding Support Office (to this end, the subprogramme will work closely with other relevant parts of the United Nations system); and (l) empowering women in peacebuilding and mediation efforts.
- 3.23 The above-mentioned work is expected to result in the improved capacity and capability of Member States to identify, prevent and address conflict situations.



## Programme performance in 2020

- 3.24 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### Global ceasefire call by the Secretary-General to stop all conflicts

- 3.25 By upending lives and economies, challenging community relations and undermining trust in the very institutions meant to address its fallout, the COVID-19 pandemic has exacerbated inequality and fostered misinformation and hate speech, ultimately creating new flashpoints for tension and increased risks of instability. The impact of COVID-19 on women and young people, as well as other populations suffering from marginalization, has been disproportionate. This includes the loss of employment and income and the dramatic escalation in gender-based and domestic violence. Young women and men are also at risk of being left behind in education and economic opportunities. The pandemic has hindered diplomatic action and complicated United Nations peacemaking efforts. Meanwhile, it has also exacerbated existing fragilities and amplified the prevention challenge. To respond to this challenge, the subprogramme actively supported the call of the Secretary-General, first made on 23 March 2020, for a global ceasefire, by providing technical and political support to Member States and parties to conflict in reaching ceasefire/political agreements in Libya, Ukraine, the South Caucasus and elsewhere. The subprogramme also provided technical support to special political missions and other United Nations presences in support of the call of the Secretary-General by helping to liaise with and between the missions, in order to amplify and promote his global appeal for a halt in fighting.
- 3.26 Specifically, the subprogramme provided direct support to the Libyan political dialogue, in particular in terms of the process designed to facilitate the inclusive, virtual participation of Libyans in the discussions and the selection process of the new interim authorities.

### *Progress towards the attainment of the objective, and performance measure*

- 3.27 The above-mentioned work contributed to the objective, as demonstrated by the signing of a ceasefire agreement by the Libyan parties on 23 October 2020, followed by the 5+5 Joint Military Commission's work on operationalizing the ceasefire agreement and establishment of a ceasefire monitoring mechanism. The Libyan Political Dialogue Forum met in Tunis, which led to the selection of the interim authorities that committed themselves to holding national elections on 24 December 2021 (see table 3.2).

Table 3.2

### Performance measure

| 2018 (actual) | 2019 (actual) | 2020 (actual)  |
|---------------|---------------|--|
| —             | —             | <p>Signing of a ceasefire agreement by the Libyan parties on 23 October, followed by the 5+5 Joint Military Commission's work on operationalizing the ceasefire agreement and establishment of a ceasefire monitoring mechanism</p> <p>The Libyan Political Dialogue Forum met in Tunis, which led to the selection of the interim authorities that committed themselves to holding national elections on 24 December 2021</p> |

### **Impact of COVID-19 on subprogramme delivery**

- 3.28 Owing to the impact of COVID-19 during 2020, the subprogramme changed the approach to its core activities, such as mediation support, political analysis and partnerships with regional organizations, and had to cancel a number of training events that could not be carried out in person. Similarly, political engagements and political analysis were carried out through the extensive use of remote means and virtual engagements.

### **Planned results for 2022**

- 3.29 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: comprehensive regional strategies<sup>1</sup>**

#### **Programme performance in 2020**

- 3.30 The subprogramme supported the development and implementation of regional strategies in close coordination with other United Nations entities and in consultation with relevant counterparts, including Member States, regional and subregional organizations and international financial institutions. The subprogramme also made progress in the implementation of such strategies, including by coordinating the implementation and the cooperation by United Nations system entities, for example, pertaining to the Horn of Africa and in the Great Lakes region. Specifically, the subprogramme continued to support the regional efforts towards promoting enhanced coordination with regional mechanisms through its support for the Office of the Special Envoy of the Secretary-General for the Great Lakes Region, such as the Expanded Joint Verification Mechanism of the International Conference on the Great Lakes Region and national disarmament, demobilization and reintegration commissions. Concurrently, the subprogramme continued to support the efforts by the Office to promote the effective functioning of the Great Lakes Judicial Cooperation Network and the strengthening of the rule of law in the region. Initiatives were taken to support the implementation of the Nairobi Declaration on Justice and Good Governance adopted by the ministers of justice of the States members of the International Conference in May 2019. The Nairobi Declaration included specific recommendations for action at the national and regional levels towards ensuring the full respect for human rights and the rule of law. A series of virtual workshops and consultations strengthened the capacities of national human rights institutions, including through the development of national road maps tailored to the needs of each participating country, to enable them to better fulfil their mandates.
- 3.31 The above-mentioned work contributed to deepened implementation of comprehensive regional strategies, including the adoption of 12 national road maps on human rights and the rule of law, leading to greater harmonization of action by regional and subregional organizations and other stakeholders in the Great Lakes region, which met the planned target, reflected in the proposed programme budget for 2020.

#### **Proposed programme plan for 2022**

- 3.32 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will deepen the development and operationalization of current strategies and develop new ones. The expected progress is presented in the performance measure below (see table 3.3).

<sup>1</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 3)).

Table 3.3  
Performance measure

| <i>2018 (actual)</i>   | <i>2019 (actual)</i>  | <i>2020 (actual)</i>   | <i>2021 (planned)<sup>a</sup></i>   | <i>2022 (planned)</i>   |
|--|---|--|---|---|
| Endorsement of the reform proposal by the General Assembly and transitional steps towards implementation of new structures | Discussions by external actors, such as regional and subregional organizations, with United Nations entities on comprehensive regional strategies for a number of regions or subregions | Deepened implementation of comprehensive regional strategies, including the adoption of 12 national road maps on human rights and the rule of law, leading to greater harmonization of action by regional and subregional organizations and other stakeholders in the Great Lakes region | Continued and deepened implementation of comprehensive regional strategies formulated in 2019 and 2020, leading to greater harmonization of action by regional and subregional organizations and other stakeholders | Continued and deepened implementation of comprehensive regional strategies, leading to greater harmonization of action by regional and subregional organizations and other stakeholders |

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## Result 2: enhanced peace and security cooperation<sup>2</sup>

### Programme performance in 2020

- 3.33 The subprogramme has worked to ensure a holistic approach across the entire range of political and peacebuilding engagements across the globe. These efforts have supported and driven three transitions in different contexts, where the different tools at the disposal of the Department have been deployed in an integrated manner. Such transitions, in the form of the United Nations presence on the ground, have recently been undertaken in Haiti (initiated in 2019) and Guinea-Bissau and the Sudan (both initiated in 2020). The subprogramme also advanced the integration of political analysis into peacebuilding programming and vice versa. For example, in the context of Guinea-Bissau, the subprogramme supported the United Nations Office for West Africa and the Sahel during the transition that led to the closure of the United Nations Integrated Peacebuilding Office in Guinea-Bissau and the transfer of the United Nations presence in the country to the office of the resident coordinator, while the Security Council entrusted the Special Representative of the Secretary-General and Head of the United Nations Office for West Africa and the Sahel with the good offices role of the Secretary-General for the country.
- 3.34 The above-mentioned work contributed to the transition in Guinea-Bissau, with the adaptation of the regional work to the new United Nations presence in the country, which met the planned target of the implementation of comprehensive regional strategies formulated, leading to greater harmonization of action by regional and subregional organizations and other stakeholders, reflected in the programme budget for 2021.

<sup>2</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

**Proposed programme plan for 2022**

- 3.35 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will build on lessons learned to plan and carry out future transitions, as well as to continue to accompany the three transitions mentioned above. The expected progress is presented in the performance measure below (see table 3.4).

Table 3.4

**Performance measure**

| <i>2018 (actual)</i>   | <i>2019 (actual)</i>  | <i>2020 (actual)</i>  | <i>2021 (planned)<sup>a</sup></i>  | <i>2022 (planned)</i>  |
|--|---|---|--|--|
| Endorsement of the reform proposal by the General Assembly and transitional steps towards the implementation of new structures | Discussions by external actors, such as regional and subregional organizations, with United Nations entities on comprehensive regional strategies for a number of regions or subregions | Transition in Guinea-Bissau with the adaptation of the regional work to the new United Nations presence in the country, leading to greater harmonization of action by regional and subregional organizations and other stakeholders | Transitions from one field configuration to another are carried out within the timing indicated by the Security Council and in a coordinated and integrated manner | Transitions from one field configuration to another are carried out within the timing indicated by the Security Council and in a coordinated and integrated manner |

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

**Result 3: reduced threats to peace and security****Proposed programme plan for 2022**

- 3.36 The COVID-19 pandemic has hindered diplomatic action and complicated peacemaking efforts across the globe. It has not, for the most part, affected the underlying dynamics of armed conflicts. However, by exacerbating existing realities, it has amplified the prevention challenge. Overlapping health, socioeconomic, political and humanitarian aspects of the pandemic could potentially derail fragile peace processes and conflict prevention initiatives owing to restrictions on travel and in-person contact. In the framework of the call of the Secretary-General for a global ceasefire, in 2020, the subprogramme deployed and intensified its engagement with requesting Member States and parties to provide increased support for peacemaking efforts, including through the deployment of mediation experts to support processes in Libya and the Sudan, among others.

*Lessons learned and planned change*

- 3.37 The lesson for the subprogramme was that the COVID-19 pandemic restrictions on travel and in-person contact limited the effectiveness of the Department, which faced challenges in providing sufficient support to Member States and relevant parties in preventing, managing and resolving conflicts. In applying the lesson, the subprogramme will increase its focus on building the capacities of Member States to engage and negotiate remotely. The subprogramme will redouble its efforts to improve its ability to remotely support Member States in dealing with the additional challenges and stress caused by the pandemic in conflict-affected settings. These efforts will focus specifically on developing sound political analysis and providing technical support to political processes. In addition, the subprogramme will focus on informing peacebuilding programming on mitigating risks for instability in conflict-affected areas.

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

- 3.38 This work is expected to contribute to the objective, as demonstrated by increased opportunities for Member States to prevent, manage and resolve conflict through access to virtual tools and remote modalities to prevent, manage and resolve conflict (see table 3.5).

Table 3.5  
Performance measure

| 2018 (actual) | 2019 (actual) | 2020 (actual)                                | 2021 (planned)                                    | 2022 (planned)  |
|---------------|---------------|--|---|---|
| –             | –             | The Libyan Political Dialogue Forum was held | Improved transitional justice process in Colombia | Increased opportunities for Member States to prevent, manage and resolve conflict through access to virtual tools and remote modalities to prevent, manage and resolve conflict |

## Legislative mandates

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

*Charter of the United Nations*

Articles 33 and 99

*General Assembly resolutions*

|               |   |                  |   |
|---------------|---|------------------|---|
| 47/120 A      | An Agenda for Peace: preventive diplomacy and related matters   | 60/260           | Investing in the United Nations: for a stronger Organization worldwide  |
| 47/120 B      | An Agenda for Peace   | 60/283           | Investing in the United Nations for a stronger Organization worldwide: detailed report  |
| 52/12 A and B | Renewing the United Nations: a programme for reform   |                  |   |
| 57/5          | Elimination of unilateral extraterritorial coercive economic measures as a means of political and economic compulsion | 61/51            | Cooperation between the United Nations and the Southern African Development Community   |
| 57/26         | Prevention and peaceful settlement of disputes  | 61/230           | Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and promotion of durable peace and sustainable development in Africa |
| 57/157        | Cooperation between the United Nations and the Organization of American States  |                  |   |
| 57/296        | Causes of conflict and the promotion of durable peace and sustainable development in Africa                           | 61/269           | High-level Dialogue on Interreligious and Intercultural Understanding and Cooperation for Peace   |
| 57/298        | Cooperation between the United Nations and the Organization for Security and Cooperation in Europe                    | 61/293<br>61/294 | Prevention of armed conflict<br>Zone of peace and cooperation of the South Atlantic   |
| 59/310        | Cooperation between the United Nations and the Economic Community of Central African States                           | 63/10            | Cooperation between the United Nations and the Asian-African Legal Consultative Organization  |
| 60/1          | 2005 World Summit Outcome   | 63/15            | Cooperation between the United Nations and the Eurasian Economic Community  |
| 60/4          | Global Agenda for Dialogue among Civilizations  |                  |   |

|                |   |        |  |
|----------------|---|--------|--|
| 63/19          | The situation in Central America: progress in fashioning a region of peace, freedom, democracy and development            | 67/123 | Comprehensive review of special political missions   |
| 63/22          | Promotion of interreligious and intercultural dialogue, understanding and cooperation for peace                           | 68/15  | Peaceful settlement of the question of Palestine   |
| 63/23          | Promoting development through the reduction and prevention of armed violence  | 68/16  | Jerusalem  |
| 63/24          | Cooperation between the United Nations and the Inter-Parliamentary Union  | 68/79  | Palestine refugees' properties and their revenues  |
| 63/86          | Strengthening of security and cooperation in the Mediterranean region   | 68/127 | A world against violence and violent extremism   |
| 63/261         | Strengthening the Department of Political Affairs   | 68/182 | Situation of human rights in the Syrian Arab Republic  |
| 63/267         | New Partnership for Africa's Development: progress in implementation and international support                            | 68/303 | Strengthening the role of mediation in the peaceful settlement of disputes, conflict prevention and resolution                   |
| 63/281         | Climate change and its possible security implications   | 69/1   | Measures to contain and combat the recent Ebola outbreak in West Africa  |
| 63/308         | The responsibility to protect   | 69/3   | United Nations Mission for Ebola Emergency Response  |
| 63/310         | Cooperation between the United Nations and the African Union  | 69/8   | Cooperation between the United Nations and the Central European Initiative   |
| 64/7           | International Commission against Impunity in Guatemala  | 69/9   | Cooperation between the United Nations and the League of Arab States   |
| 64/10          | Follow-up to the report of the United Nations Fact-Finding Mission on the Gaza Conflict                                   | 69/10  | Cooperation between the United Nations and the Commonwealth of Independent States  |
| 64/12          | Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies | 69/11  | Cooperation between the United Nations and the Shanghai Cooperation Organization   |
| 64/14          | The Alliance of Civilizations   | 69/12  | Cooperation between the United Nations and the Collective Security Treaty Organization   |
| 64/116         | The rule of law at the national and international levels  | 69/13  | Cooperation between the United Nations and the Black Sea Economic Cooperation Organization                                       |
| 64/118         | Measures to eliminate international terrorism   | 69/14  | Cooperation between the United Nations and the Organization for the Prohibition of Chemical Weapons                              |
| 64/123         | Observer status for the International Conference on the Great Lakes Region of Africa in the General Assembly              | 69/26  | African Nuclear-Weapon-Free Zone Treaty  |
| 64/124         | Observer status for the Parliamentary Assembly of the Mediterranean in the General Assembly                               | 69/74  | United Nations Regional Centre for Peace and Disarmament in Africa   |
| 64/134         | Proclamation of 2010 as International Year of Youth: Dialogue and Mutual Understanding                                    | 69/83  | Cooperation between the United Nations and the Council of Europe   |
| 64/137         | Intensification of efforts to eliminate all forms of violence against women   | 69/110 | Cooperation between the United Nations and the Association of Southeast Asian Nations  |
| 64/223         | Towards global partnerships   | 69/111 | Cooperation between the United Nations and the Economic Cooperation Organization   |
| 64/254         | Second follow-up to the report of the United Nations Fact-Finding Mission on the Gaza Conflict                            | 69/112 | Cooperation between the United Nations and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization |
| 65/283         | Strengthening the role of mediation in the peaceful settlement of disputes, conflict prevention and resolution            | 69/265 | Cooperation between the United Nations and the Caribbean Community   |
| 66/253 A and B | The situation in the Syrian Arab Republic   | 69/270 | Cooperation between the United Nations and the International Organization of la Francophonie                                     |
| 66/291         | Strengthening the role of mediation in the peaceful settlement of disputes, conflict prevention and resolution            | 69/277 | Political declaration on strengthening cooperation between the United Nations and regional and subregional organizations         |
| 67/19          | Status of Palestine in the United Nations   |        |  |

|        |   |        |   |
|--------|---|--------|---|
| 69/286 | Status of internally displaced persons and refugees from Abkhazia, Georgia, and the Tskhinvali region/South Ossetia, Georgia  | 70/141 | The right of the Palestinian people to self-determination   |
| 69/291 | Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa   | 70/185 | Unilateral economic measures as a means of political and economic coercion against developing countries   |
| 69/311 | Cooperation between the United Nations and the Community of Portuguese-speaking Countries   | 70/225 | Permanent sovereignty of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and of the Arab population in the occupied Syrian Golan over their natural resources |
| 69/314 | Tackling illicit trafficking in wildlife  | 70/232 | Rights of indigenous peoples  |
| 69/317 | Cooperation between the United Nations and the Organization of Islamic Cooperation  | 70/233 | Situation of human rights in Myanmar  |
| 69/318 | Cooperation between the United Nations and the Pacific Islands Forum  | 70/252 | The role of diamonds in fuelling conflict: breaking the link between the illicit transaction of rough diamonds and armed conflict as a contribution to prevention and settlement of conflicts         |
| 69/322 | Zone of peace and cooperation of the South Atlantic   | 70/304 | Strengthening the role of mediation in the peaceful settlement of disputes, conflict prevention and resolution  |
| 70/5   | Necessity of ending the economic, commercial and financial embargo imposed by the United States of America against Cuba   | 72/14  | Peaceful settlement of the question of Palestine  |
| 70/64  | Regional confidence-building measures: activities of the United Nations Standing Advisory Committee on Security Questions in Central Africa   | 72/15  | Jerusalem   |
| 70/83  | Assistance to Palestine refugees  | 72/16  | The Syrian Golan  |
| 70/84  | Persons displaced as a result of the June 1967 and subsequent hostilities   | 72/83  | Palestine refugees' properties and their revenues   |
| 70/85  | Operations of the United Nations Relief and Works Agency for Palestine Refugees in the Near East  | 72/134 | Assistance to the Palestinian people  |
| 70/86  | Palestine refugees' properties and their revenues   | 72/248 | Situation of human rights in Myanmar  |
| 70/87  | Work of the Special Committee to Investigate Israeli Practices Affecting the Human Rights of the Palestinian People and Other Arabs of the Occupied Territories   | 72/278 | Interaction between the United Nations, national parliaments and the Inter-Parliamentary Union  |
| 70/88  | Applicability of the Geneva Convention relative to the Protection of Civilian Persons in Time of War, of 12 August 1949, to the Occupied Palestinian Territory, including East Jerusalem, and the other occupied Arab territories | 72/280 | Status of internally displaced persons and refugees from Abkhazia, Georgia, and the Tskhinvali region/South Ossetia, Georgia  |
| 70/89  | Israeli settlements in the Occupied Palestinian Territory, including East Jerusalem, and the occupied Syrian Golan  | 72/282 | Complete and unconditional withdrawal of foreign military forces from the territory of the Republic of Moldova  |
| 70/90  | Israeli practices affecting the human rights of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem  | 73/10  | Cooperation between the United Nations and the Central European Initiative  |
| 70/91  | The occupied Syrian Golan   | 73/13  | Cooperation between the United Nations and the Black Sea Economic Cooperation Organization  |
| 70/92  | Comprehensive review of special political missions  | 73/14  | Cooperation between the United Nations and the Organization for Democracy and Economic Development – GUAM   |
| 70/98  | Question of Western Sahara  | 73/15  | Cooperation between the United Nations and the Council of Europe  |
| 70/108 | Assistance to the Palestinian people  | 73/16  | Cooperation between the United Nations and the Commonwealth of Independent States   |
| 70/109 | A world against violence and violent extremism  | 73/88  | The situation in Afghanistan  |
|        |   | 73/135 | Cooperation between the United Nations and the Organization of Islamic Cooperation  |
|        |   | 73/194 | The problem of militarization of the Autonomous Republic of Crimea and the city of Sevastopol (Ukraine), as well as parts of the Black Sea and the Sea of Azov  |

## Part II Political affairs

|                          |   |                        |   |
|--------------------------|---|------------------------|---|
| <a href="#">73/249</a>   | South-South Cooperation   | <a href="#">74/200</a> | Unilateral economic measures as a means of political and economic coercion against developing countries |
| <a href="#">73/259</a>   | Cooperation between the United Nations and the Association of Southeast Asian Nations   |                        |   |
| <a href="#">73/263</a>   | Situation of human rights in the Autonomous Republic of Crimea and the city of Sevastopol, Ukraine                            | <a href="#">75/11</a>  | Cooperation between the United Nations and the League of Arab States                                    |
| <a href="#">73/267</a>   | Cooperation between the United Nations and the League of Arab States  | <a href="#">75/100</a> | Comprehensive review of special political missions  |
| <a href="#">ES-10/20</a> | Protection of the Palestinian civilian population   | <a href="#">75/201</a> | Review of the United Nations peacebuilding architecture   |
| <a href="#">74/158</a>   | Strengthening the role of the United Nations in enhancing periodic and genuine elections and the promotion of democratization | <a href="#">75/238</a> | Situation of human rights of Rohingya Muslims and other minorities in Myanmar                           |

*Security Council resolutions, statements by the President of the Security Council and letters from the President of the Security Council addressed to the Secretary-General*

|                                |                                |  |
|--------------------------------|--------------------------------|--|
| <a href="#">1196 (1998)</a>    | <a href="#">S/PRST/2012/18</a> |  |
| <a href="#">1197 (1998)</a>    | <a href="#">S/PRST/2012/21</a> |  |
| <a href="#">1208 (1998)</a>    | <a href="#">S/PRST/2012/25</a> |  |
| <a href="#">1209 (1998)</a>    | <a href="#">S/PRST/2012/28</a> |  |
| <a href="#">1318 (2000)</a>    | <a href="#">2092 (2013)</a>    |  |
| <a href="#">1325 (2000)</a>    | <a href="#">2093 (2013)</a>    |  |
| <a href="#">1366 (2001)</a>    | <a href="#">2098 (2013)</a>    |  |
| <a href="#">1559 (2004)</a>    | <a href="#">2103 (2013)</a>    |  |
| <a href="#">1631 (2005)</a>    | <a href="#">2106 (2013)</a>    |  |
| <a href="#">1645 (2005)</a>    | <a href="#">2107 (2013)</a>    |  |
| <a href="#">1646 (2005)</a>    | <a href="#">2118 (2013)</a>    |  |
| <a href="#">1680 (2006)</a>    | <a href="#">2122 (2013)</a>    |  |
| <a href="#">1699 (2006)</a>    | <a href="#">S/PRST/2013/4</a>  |  |
| <a href="#">1701(2006)</a>     | <a href="#">S/PRST/2013/6</a>  |  |
| <a href="#">1810 (2008)</a>    | <a href="#">S/PRST/2013/10</a> |  |
| <a href="#">1820 (2008)</a>    | <a href="#">S/PRST/2013/12</a> |  |
| <a href="#">1860 (2009)</a>    | <a href="#">S/PRST/2013/13</a> |  |
| <a href="#">1882 (2009)</a>    | <a href="#">S/PRST/2013/18</a> |  |
| <a href="#">1887 (2009)</a>    | <a href="#">S/PRST/2013/19</a> |  |
| <a href="#">1888 (2009)</a>    | <a href="#">S/PRST/2013/20</a> |  |
| <a href="#">1889 (2009)</a>    | <a href="#">S/PRST/2013/22</a> |  |
| <a href="#">1894 (2009)</a>    | <a href="#">S/2013/759</a>     | Mandate of the United Nations Office for West Africa |
| <a href="#">1904 (2009)</a>    |                                |  |
| <a href="#">1907 (2009)</a>    | <a href="#">2139 (2014)</a>    |  |
| <a href="#">S/PRST/2011/4</a>  | <a href="#">2145 (2014)</a>    |  |
| <a href="#">S/PRST/2011/15</a> | <a href="#">2157 (2014)</a>    |  |
| <a href="#">S/PRST/2011/18</a> | <a href="#">2158 (2014)</a>    |  |
| <a href="#">S/PRST/2011/21</a> | <a href="#">2165 (2014)</a>    |  |
| <a href="#">2039 (2012)</a>    | <a href="#">2171 (2014)</a>    |  |
| <a href="#">2046 (2012)</a>    | <a href="#">2186 (2014)</a>    |  |
| <a href="#">2048 (2012)</a>    | <a href="#">S/PRST/2014/6</a>  |  |
| <a href="#">2056 (2012)</a>    | <a href="#">S/PRST/2014/8</a>  |  |
| <a href="#">S/PRST/2012/2</a>  | <a href="#">S/PRST/2014/17</a> |  |
| <a href="#">S/PRST/2012/11</a> | <a href="#">S/PRST/2014/25</a> |  |



**Section 3 Political affairs**

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|                |   |                |
|----------------|---|----------------|
| 2203 (2015)    |   | 2525 (2020)    |
| 2214 (2015)    |   | 2527 (2020)    |
| 2218 (2015)    |   | 2532 (2020)    |
| 2232 (2015)    |   | 2533 (2020)    |
| 2238 (2015)    |   | 2534 (2020)    |
| 2242 (2015)    |   | 2535 (2020)    |
| 2245 (2015)    |   | 2537 (2020)    |
| 2246 (2015)    |   | 2539 (2020)    |
| 2250 (2015)    |   | 2542 (2020)    |
| 2253 (2015)    |   | 2543 (2020)    |
| 2254 (2015)    |   | 2545 (2020)    |
| 2259 (2015)    |   | 2546 (2020)    |
| S/PRST/2015/4  |   | 2547 (2020)    |
| S/PRST/2015/12 |   | 2548 (2020)    |
| S/PRST/2015/14 |   | 2553 (2020)    |
| S/PRST/2015/22 |   | 2554 (2020)    |
| S/PRST/2015/24 |   | 2555 (2020)    |
| S/2015/555     | Mandate of the United Nations Regional<br>Office for Central Africa | 2558 (2020)    |
| S/2015/1026    | Cameroon-Nigeria Mixed Commission                                   | 2559 (2020)    |
| 2267 (2016)    |   | S/PRST/2020/1  |
| 2320 (2016)    |   | S/PRST/2020/2  |
| 2334 (2016)    |   | S/PRST/2020/3  |
| S/PRST/2016/4  |   | S/PRST/2020/4  |
| S/PRST/2016/8  |   | S/PRST/2020/5  |
| S/PRST/2016/11 |   | S/PRST/2020/6  |
| S/PRST/2016/19 |   | S/PRST/2020/7  |
| 2337 (2017)    |   | S/PRST/2020/8  |
| 2379 (2017)    |   | S/PRST/2020/9  |
| S/PRST/2017/2  |   | S/PRST/2020/10 |
| S/PRST/2017/10 |   | S/PRST/2020/11 |
| S/PRST/2017/17 |   | S/PRST/2020/12 |
| S/PRST/2018/3  |   | S/PRST/2020/13 |
| S/PRST/2018/16 |   | 2561 (2021)    |
| 2487 (2019)    |   | 2562 (2021)    |
| 2489 (2019)    |   | 2563 (2021)    |
| 2493 (2019)    |   | 2570 (2021)    |
| S/PRST/2019/1  |   | S/PRST/2021/2  |
| S/PRST/2019/5  |   | S/PRST/2021/3  |
| 2506 (2020)    |   | S/PRST/2021/4  |
| 2509 (2020)    |   | S/PRST/2021/5  |
| 2510 (2020)    |   | S/PRST/2021/6  |
| 2512 (2020)    |   | S/PRST/2021/7  |
| 2516 (2020)    |   | S/PRST/2021/9  |

## Deliverables

3.40 Table 3.6 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.6

### Subprogramme 1: deliverables for the period 2020–2022, by category and subcategory

| Category and subcategory  | 2020<br>planned | 2020<br>actual | 2021<br>planned | 2022<br>planned |
|---|-----------------|----------------|-----------------|-----------------|
| <b>A. Facilitation of the intergovernmental process and expert bodies</b>   |                 |                |                 |                 |
| <b>Parliamentary documentation</b> (number of documents)  | <b>70</b>       | <b>70</b>      | <b>68</b>       | <b>70</b>       |
| 1. Report of the Secretary-General on cooperation between the United Nations and regional and other organizations for the General Assembly  | 1               | 1              | —               | 1               |
| 2. Reports of the Secretary-General on matters related to peace and security for the General Assembly   | 16              | 16             | 16              | 16              |
| 3. Report of the Secretary-General pursuant to Security Council resolution <a href="#">2240 (2015)</a> for the General Assembly   | 1               | 1              | —               | 1               |
| 4. Reports of the Secretary-General on matters related to peace and security for the Security Council   | 50              | 50             | 50              | 50              |
| 5. Reports of the Secretary-General on regional confidence-building measures for the United Nations Standing Advisory Committee on Security Questions in Central Africa   | 2               | 2              | 2               | 2               |
| <b>Substantive services for meetings</b> (number of three-hour meetings)  | <b>104</b>      | <b>112</b>     | <b>105</b>      | <b>105</b>      |
| 6. Meetings and/or informal consultations of the General Assembly and its subsidiary organs   | 16              | 19             | 16              | 16              |
| 7. Meetings and/or informal consultations of the Security Council and its subsidiary organs   | 80              | 83             | 80              | 80              |
| 8. Meetings of the United Nations Standing Advisory Committee on Security Questions in Central Africa   | 4               | 4              | 4               | 4               |
| 9. High-level side events on issues relating to the prevention and resolution of conflicts during the General Assembly  | 4               | 6              | 5               | 5               |
| <b>B. Generation and transfer of knowledge</b>  |                 |                |                 |                 |
| <b>Seminars, workshops and training events</b> (number of days)   | <b>195</b>      | <b>178</b>     | <b>195</b>      | <b>195</b>      |
| 10. Seminars, training events and academic meetings on advancing preventive diplomacy, peacemaking and peacebuilding  | 195             | 178            | 195             | 195             |
| <b>C. Substantive deliverables</b>  |                 |                |                 |                 |
| <b>Good offices:</b> good offices and preventive diplomacy; high-level diplomatic missions and meetings, including jointly with more than 20 regional organizations; and support for 22 special political missions, including provision of mediation support. |                 |                |                 |                 |
| <b>Consultation, advice and advocacy:</b> consultations with representatives of Member States from all regions, international and regional organizations and civil society organizations; and strategic coordination meetings with relevant partners.         |                 |                |                 |                 |
| <b>Fact-finding, monitoring and investigation missions:</b> strategic review/assessment missions.   |                 |                |                 |                 |
| <b>Databases and substantive digital materials:</b> updated databases on international peace and security issues.   |                 |                |                 |                 |
| <b>D. Communication deliverables</b>  |                 |                |                 |                 |
| <b>External and media relations:</b> statements on behalf of the Secretary-General; notes to correspondents; and press releases, communiqués and other communications products about the work of the Department.  |                 |                |                 |                 |

## **Subprogramme 2**

### **Electoral assistance**

#### **Objective**

- 3.41 The objective, to which this subprogramme contributes, is to strengthen the existing capacity of requesting Member States to organize and conduct inclusive, transparent and peaceful elections that enjoy public confidence and that contribute to stability and security, especially in transitional and post-conflict situations.

#### **Strategy**

- 3.42 To contribute to the objective, the subprogramme will continue to provide timely responses to requests from Member States for United Nations electoral assistance. The assistance is provided upon request from Member States or pursuant to a mandate from the General Assembly or the Security Council and is mostly of a technical nature. The provision of assistance involves deploying technical experts and various types of electoral missions to assist the requesting Member States in various phases of their electoral processes. United Nations technical support to electoral processes in requesting Member States usually includes technical advice on designing and establishing election management bodies, designing or reforming electoral frameworks and systems, voter education and voter registration activities, and the participation of women, young people and persons with disabilities in electoral and political processes. It also encompasses partnerships and capacity development support to regional organizations, including co-organizing (with regional partner organizations) training events for Member States in various regions on key electoral matters, such as gender and elections; enhancing the credibility and integrity of electoral processes; and preventing electoral violence. The subprogramme will also update existing internal policies and develop new United Nations electoral policy directives to ensure consistency, coordination and coherence within the United Nations system on electoral assistance activities, and will maintain and further strengthen the United Nations single electoral roster of experts and the electoral institutional memory.
- 3.43 The subprogramme plans to support Member States on issues related to COVID-19 by continuing to adapt to new conditions, as necessary, and by enhancing its COVID-19-related electoral support to Member States, where necessary. This will include enhancing voter education and awareness-raising activities to support relevant COVID-19-related mitigation elements and supporting electoral officials in ensuring the safety of voters and other relevant stakeholders, in particular on election day, while preserving the integrity of the electoral process.
- 3.44 The above-mentioned work is expected to result in:
- (a) Strengthened election management bodies;
  - (b) More effective electoral frameworks and systems;
  - (c) Enhanced voter education and voter registration activities;
  - (d) Increased participation of women, young people, persons with disabilities and marginalized groups in electoral and political processes;
  - (e) Peaceful and inclusive elections and more credible electoral processes.
- 3.45 The planned support on issues related to COVID-19 is expected to result in enabling Member States to conduct safe elections with minimized COVID-19-related risks to voters, electoral officials and candidates, while preserving the integrity of the electoral process.

## Programme performance in 2020

- 3.46 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### A more inclusive and diverse electoral roster

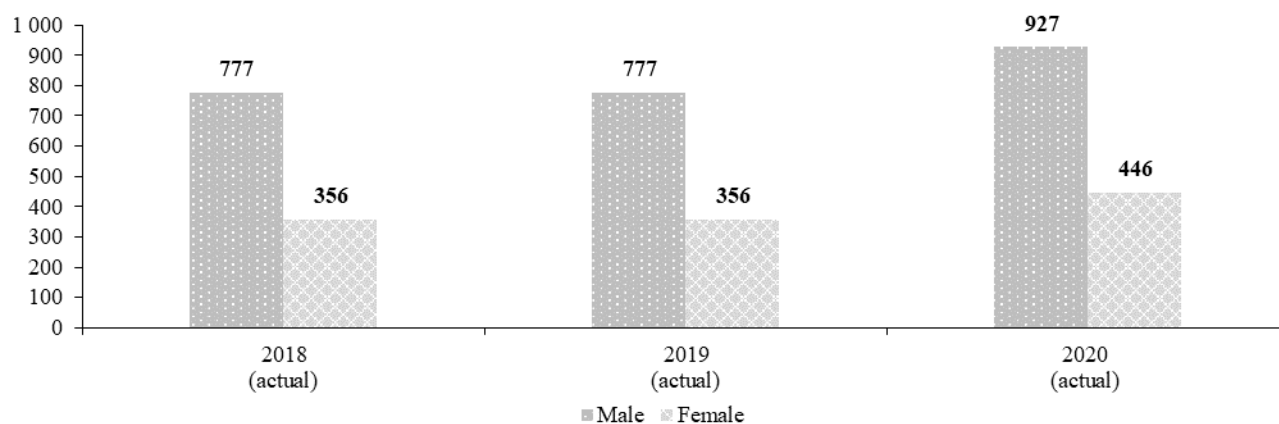
- 3.47 The subprogramme, as mandated by the General Assembly in its resolution [74/158](#), maintains and manages the United Nations single electoral roster of experts, who can be deployed to United Nations electoral field operations rapidly, when required. Notwithstanding the outbreak of the COVID-19 pandemic and its challenges, the subprogramme adopted mitigation measures, including through organizing virtual interview panels, and successfully conducted its roster campaign to expand the electoral roster and increase its diversity in terms of gender, geography and language. This initiative strengthened and diversified the pool of experts who are pre-screened and will be ready to deploy in support of the electoral processes in Member States requesting assistance.

#### *Progress towards the attainment of the objective, and performance measure*

- 3.48 The above-mentioned work contributed to the objective, as demonstrated by a 21 per cent increase in the availability of experts on the roster and a 25 per cent increase in the availability of female experts on the roster, to undertake electoral field operations (see figure 3.I).

Figure 3.I

**Performance measure: number of experts, including female experts, available on the United Nations single electoral roster**



### Impact of COVID-19 on subprogramme delivery

- 3.49 Owing to the impact of COVID-19 during 2020, the subprogramme had to change the approach, postpone, reschedule or cancel some electoral missions, as well as a number of regional capacity development initiatives and electoral training sessions. In this regard, several needs assessment missions were postponed or cancelled. These missions are required in advance of providing support to Member States to assess their needs and provide recommendations and parameters for United Nations electoral assistance. The subprogramme adapted and utilized alternative arrangements, including desk reviews and enhanced remote support, to ensure continuity in the delivery of its mandate and support for Member States. These changes, although not optimal in terms of maximum results, enabled the subprogramme to ensure continued delivery of services to requesting Member States in 2020. These changes had an impact on the programme performance in 2020, as specified in result 2 below.
- 3.50 At the same time, however, the subprogramme identified new and modified activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its

objectives, namely, by assisting Member States that conducted elections in 2020 in specific measures aimed at mitigating the risks of COVID-19 to voters, candidates and electoral officials. Those activities included, among others, enhanced voter education and awareness-raising activities on COVID-19-related matters and providing some electoral commissions with the materials, training and equipment necessary to ensure the safety of voters, candidates and electoral officials, in particular on election day.

### **Planned results for 2022**

- 3.51 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

#### **Result 1: increased capacity of Member States in conducting peaceful, inclusive and genuine elections<sup>3</sup>**

##### **Programme performance in 2020**

- 3.52 The subprogramme provided technical electoral support to 53 Member States during 2020. The subprogramme assisted those Member States in building public confidence in their electoral administration and in the electoral process itself, highlighting elections as part of the broader and inclusive political process. Where appropriate and as requested, the subprogramme also assisted Member States in creating a conducive environment for holding peaceful and credible elections through good offices and support for political dialogue, facilitation and mediation, often in collaboration with regional and subregional entities or other actors. The subprogramme also developed and updated a number of system-wide electoral assistance policies, following consultations with a wide range of United Nations entities, including policies on the conduct of United Nations personnel in and around electoral sites and on supporting the prevention of election-related violence.
- 3.53 The above-mentioned work contributed to reaching 97 per cent of cases in which Member States received an electoral assistance mission within four weeks of approval by the United Nations Focal Point for Electoral Assistance Activities, which exceeded the planned target of 96 per cent, reflected in the proposed programme budget for 2020. The subprogramme also supported 22 elections and referendums that took place in 2020 in an overall peaceful manner.

##### **Proposed programme plan for 2022**

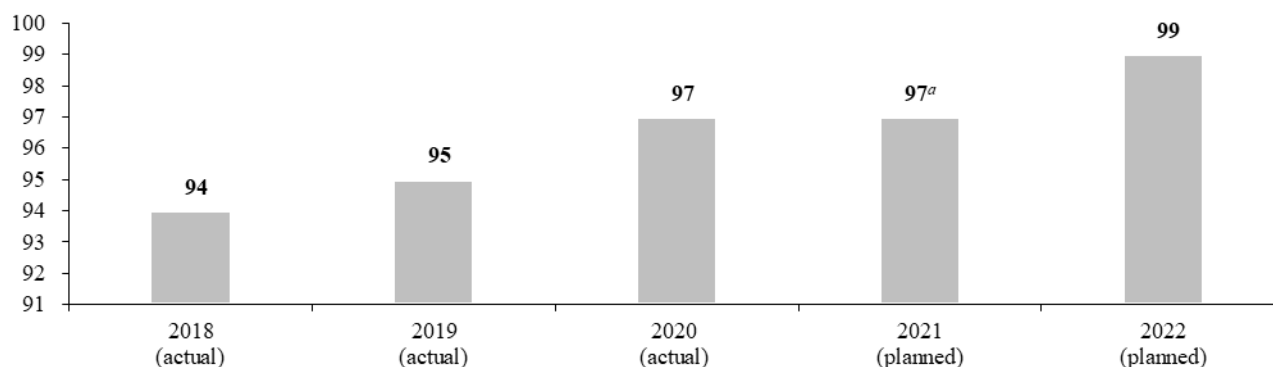
- 3.54 The subprogramme will continue the work related to the planned result, in line with its mandate. To further contribute to progress towards the objective, the office will continue to provide timely, coordinated and effective response to requests from Member States for United Nations electoral assistance within the specified time frame. The expected progress is presented in the performance measure below (see figure 3.II).

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<sup>3</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 3)).

Figure 3.II

**Performance measure: percentage of cases in which Member States receive an electoral assistance mission within four weeks of approval by the United Nations Focal Point for Electoral Assistance Activities (annual)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## **Result 2: increased capacity of Member States to conduct inclusive, transparent and peaceful elections and increased support to regional organizations<sup>4</sup>**

### **Programme performance in 2020**

- 3.55 The subprogramme has provided capacity development support to partner regional organizations, including the African Union and the League of Arab States, in further enhancing their electoral units. The subprogramme also maintained its support for platforms for electoral capacity-building, institutional memory and knowledge-sharing at the global level. They included the ACE Electoral Knowledge Network and the Building Resources in Democracy, Governance and Elections project. These are knowledge and training tools for electoral officials and practitioners around the world. The United Nations and other partners in these initiatives have contributed actively to updating and implementing them on a regular basis.
- 3.56 The above-mentioned work contributed to 10 specific activities aimed at supporting regional organizations and their Member States, as well as the global electoral initiatives, which did not meet the target of 13 regional electoral capacity development initiatives in which regional organizations and their Member States participate, reflected in the programme budget for 2021. The outbreak of the COVID-19 pandemic had an impact on the planned deliverables and activities of the subprogramme in this area. The impact included the postponement of at least three in-person regional capacity development initiatives to beyond 2020.

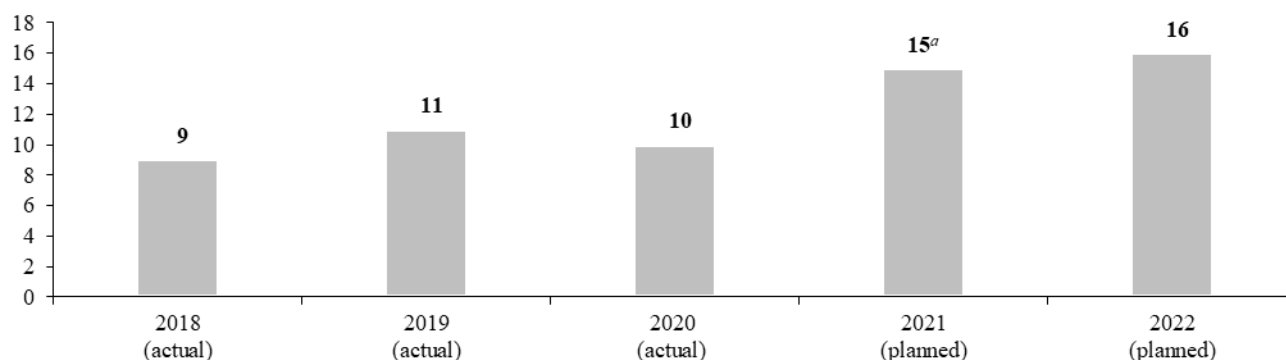
### **Proposed programme plan for 2022**

- 3.57 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to progress towards the objective, the subprogramme, in partnership with relevant regional organizations, will conduct at least two regional training sessions, as well as a number of other capacity development initiatives, for Member States in various parts of the world on key electoral topics such as gender and elections, election observation and the prevention of electoral violence. The subprogramme will also undertake new initiatives to further enhance cooperation with partner regional organizations and provide capacity development support to regional organizations, including through the promotion of South-South and triangular cooperation. The expected progress is presented in the performance measure below (see figure 3.III).

<sup>4</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

Figure 3.III

**Performance measure: number of regional electoral capacity development initiatives in which regional organizations and their member States participate (annual)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: increased participation of women in electoral and political processes**

#### **Proposed programme plan for 2022**

- 3.58 The global average percentage of women in parliaments continues to fall far short of the gender balance highlighted in the Beijing Declaration and Platform for Action. Promoting women's political and electoral participation is one of the key guiding principles for United Nations electoral assistance activities, and United Nations technical support has contributed to a steady increase in women's participation and representation over the past several years. All of the more than 50 United Nations electoral support projects in the field contain strong gender components, and many regional training sessions that the subprogramme organizes for Member States, in partnership with regional organizations, are focused on sharing experiences and good practices in promoting the political and electoral participation of women. The challenges posed by the COVID-19 pandemic affected all people across the globe, but it had even more negative impacts on more vulnerable groups and women and highlighted the continued efforts needed to address the inequalities of the past, which were further exacerbated by the pandemic.

#### *Lessons learned and planned change*

- 3.59 The lesson for the subprogramme was that there are opportunities for enhanced coordination of efforts among all United Nations entities involved in supporting the electoral processes of Member States. In applying the lesson, the subprogramme will ensure enhanced coordination and division of responsibilities among various United Nations entities providing support and advice to Member States, including to promote women's participation. In some contexts, there are opportunities to capitalize on an individual entity's expertise in promoting women's participation as voters, electoral officials and candidates.

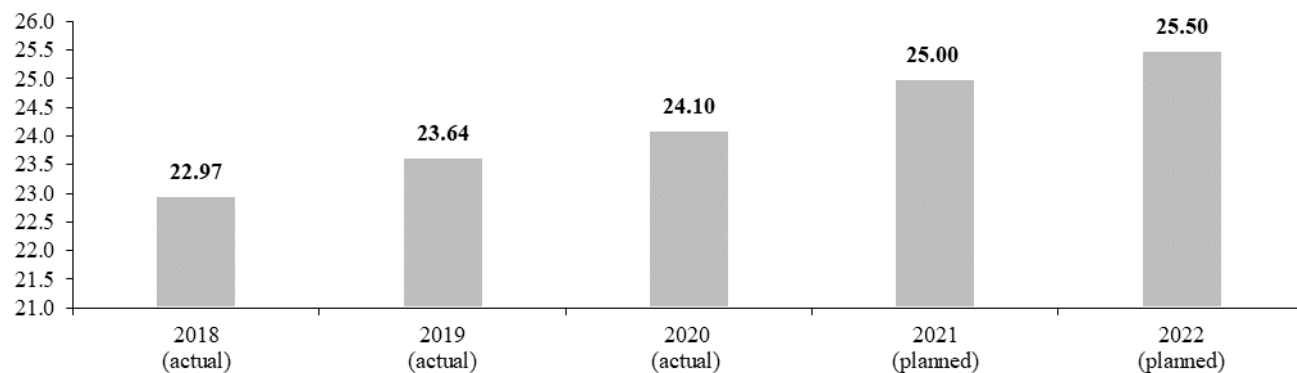
#### *Expected progress towards the attainment of the objective, and performance measure*

- 3.60 This work is expected to contribute to the objective, as demonstrated by an overall increase in the percentage of women in parliaments in the countries receiving United Nations electoral assistance (see figure 3.IV).

Figure 3.IV

**Performance measure: women in parliaments in countries receiving United Nations electoral assistance (cumulative)**

(Percentage)



## Legislative mandates

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

### General Assembly resolution

[74/158](#) Strengthening the role of the United Nations in enhancing periodic and genuine elections and the promotion of democratization

## Deliverables

3.62 Table 3.7 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.7

**Subprogramme 2: deliverables for the period 2020–2022, by category and subcategory**

| Category and subcategory  | 2020<br>planned | 2020<br>actual | 2021<br>planned | 2022<br>planned |
|---|-----------------|----------------|-----------------|-----------------|
| <b>A. Facilitation of the intergovernmental process and expert bodies</b>   |                 |                |                 |                 |
| <b>Parliamentary documentation</b> (number of documents)  | –               | –              | 1               | –               |
| 1. Report of the Secretary-General on strengthening the role of the United Nations in enhancing the effectiveness of the principle of periodic and genuine elections and the promotion of democratization | –               | –              | 1               | –               |
| <b>Substantive services for meetings</b> (number of three-hour meetings)  | –               | –              | 1               | –               |
| 2. Substantive servicing of the plenary of the General Assembly   | –               | –              | 1               | –               |
| <b>B. Generation and transfer of knowledge</b>  |                 |                |                 |                 |
| <b>Field and technical cooperation projects</b> (number of projects)  | 26              | 28             | 26              | 30              |
| 3. Coordination of and support for the deployment of international election observers at the request of Member States and other organizations   | 1               | 1              | 1               | 1               |
| 4. Projects on electoral assistance to Member States  | 25              | 27             | 25              | 29              |



| Category and subcategory  | 2020<br>planned | 2020<br>actual | 2021<br>planned | 2022<br>planned |
|---|-----------------|----------------|-----------------|-----------------|
| <b>Seminars, workshops and training events</b> (number of days)   | <b>19</b>       | <b>9</b>       | <b>19</b>       | <b>20</b>       |
| 5. Training events and workshops for electoral administrators and staff at the regional and national levels on key electoral matters including gender and elections, elections and violence and election observation  | 19              | 9              | 19              | 20              |
| <b>Technical materials</b> (number of materials)  | <b>5</b>        | <b>5</b>       | <b>5</b>        | <b>6</b>        |
| 6. Technical guidelines and reference materials on electoral processes, the electoral legal framework and the organization and administration of elections  | 5               | 5              | 5               | 6               |
| <b>C. Substantive deliverables</b>  |                 |                |                 |                 |
| <b>Consultation, advice and advocacy:</b> technical support to at least 50 Member States annually through the design and implementation of electoral projects aimed at developing or enhancing the capacity of national electoral authorities, in particular in the areas of electoral systems and frameworks, gender mainstreaming, voter registration and electoral operations; and advice on the establishment and enhancement of electoral databases for at least 2 regional organizations. |                 |                |                 |                 |
| <b>Fact-finding, monitoring and investigation missions:</b> at least 60 electoral missions, including needs assessment missions to formulate system-wide responses to Member States requesting assistance in the conduct of their elections; and technical, advisory, review and other types of missions to provide support to electoral processes in Member States requesting United Nations electoral support.  |                 |                |                 |                 |
| <b>Databases and other substantive digital materials:</b> up-to-date United Nations single electoral roster of experts; and updated records on the provision of electoral assistance for preserving United Nations institutional memory.  |                 |                |                 |                 |

### Subprogramme 3 Security Council affairs

#### Objective

- 3.63 The objective, to which this subprogramme contributes, is to ensure the effective discharge by the Security Council of its responsibility for the maintenance of international peace and security.

#### Strategy

- 3.64 To contribute to the objective, the subprogramme will continue to ensure the full, complete and timely execution of the Security Council's programme of work, as well as the timely and accurate issuance of official documentation for and by the Council. To that end, the subprogramme will first and foremost assist the monthly presidency of the Council in carrying out the official functions of the office, and provide procedural and substantive advice to the President of the Council, Council members and other Member States regarding the conduct of meetings and Council activities. Furthermore, it will ensure the timely and accurate publication and transmittal of the Council's outcomes and other documents, as well as the correspondence that it receives from the Secretariat, Member States and entities. It will also continue to coordinate the scheduling and administering of formal and informal meetings. This will be accomplished through applying the established procedural guidelines and practices, and the expeditious circulation and coordination of the editing, translation and issuance of those documents, where applicable.
- 3.65 The subprogramme will also support the Security Council's subsidiary bodies, including sanctions and non-sanctions committees, and working groups. This includes support for the Council and its subsidiary bodies in the design and implementation of sanctions regimes. In addition, the subprogramme will provide substantive and administrative support to the sanctions monitoring groups, teams and panels established by the Council, to facilitate their in-depth and credible monitoring of sanctions implementation and violations. The subprogramme will furthermore engage with the broader United Nations system and Member States to enhance the effective functioning of sanctions committees, as well as to promote deeper understanding and implementation of Council

sanctions. In this regard, the subprogramme will continue to organize annual induction training sessions for incoming Chairs and members of sanctions committees; immediately disseminate the United Nations Security Council Consolidated List to Member States, the United Nations system, other regional and international organizations and the private sector following the adoption of Council and sanctions committee listing and de-listing decisions, and support the timely establishment of expert panels.

- 3.66 The subprogramme will also provide to Member States specialized research and analysis regarding the practice and procedures of the Security Council. These will be provided through publications, such as the *Repertoire of the Practice of the Security Council*, the *Highlights of Security Council Practice* and other information and data resources on specific areas of practice of the Council. All research and analysis products will be made available online to Member States through the Council's website. The subprogramme will also continue to provide secretariat support to the Council's Informal Working Group on Documentation and Other Procedural Questions, including by providing procedural and substantive advice to the Chair and other Council members. The subprogramme will also respond to specific requests for research and advice from Member States and will convene dedicated information sessions, upon request.
- 3.67 The above-mentioned work is expected to result in:
- (a) The Security Council being fully supported by the Secretariat to fulfil its responsibilities under the Charter of the United Nations;
  - (b) The Security Council and its sanctions committees being fully supported in implementing targeted sanctions;
  - (c) Member States having better access to resources and information concerning the Security Council, allowing them to be more informed about its proceedings, being best equipped to participate in the work of the Council and being able to contribute to the implementation of its decisions.

### **Programme performance in 2020**

- 3.68 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

#### **Operations of the Security Council during the COVID-19 pandemic safeguarded**

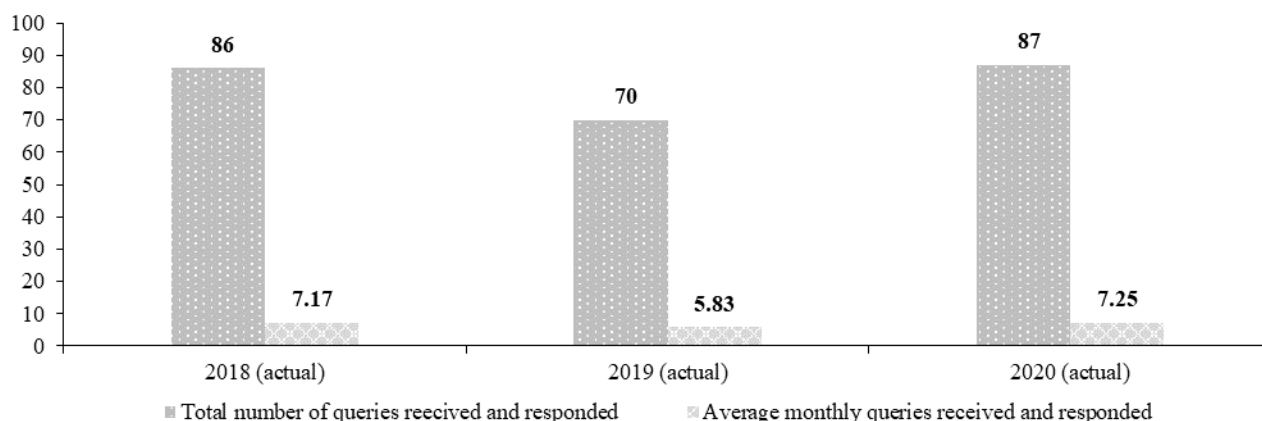
- 3.69 The COVID-19 pandemic caused significant interruptions to the workflow of the Security Council and its subsidiary bodies owing to the inability to convene formal meetings at Headquarters. Following an agreement reached among Council members in mid-March 2020 on extraordinary and provisional working methods, the subprogramme assisted in the development and launch of a new virtual meeting platform for Council members, which was subsequently complemented by a separate platform to enable simultaneous interpretation into all six official languages. Special procedures were also implemented to allow for the remote adoption of draft resolutions and other Council decisions.
- 3.70 The subprogramme also assisted Security Council sanctions monitoring groups, teams and panels in conducting their consultations remotely, and in late 2020 facilitated the resumption of travel, where conditions allowed. In continuing its support to the Council in the design and implementation of sanctions regimes, the subprogramme completed the four mandated assessments through virtual consultations.
- 3.71 The subprogramme also adapted the presentation of the *Repertoire of the Practice of the Security Council* to reflect the adjusted working methods of the Security Council in a remote setting. The subprogramme also included elements related to the Council's remote work in the *Repertoire* and the *Highlights of Security Council Practice*, with a view to preserving the institutional memory and historical records for the benefit of the Council and the wider United Nations membership.

### *Progress towards the attainment of the objective, and performance measure*

- 3.72 The above-mentioned work contributed to the objective, as demonstrated by the increase during 2020, in both the total number of queries/research requests and the average number of monthly queries that the subprogramme addressed. This illustrates how Member States continued to seek the expertise and wide-ranging support provided by the subprogramme, notwithstanding the impact of the COVID-19 pandemic (see figure 3.V).

Figure 3.V

### **Performance measure: annual number of queries or research requests addressed**



### **Impact of COVID-19 on subprogramme delivery**

- 3.73 Owing to the impact of COVID-19 during 2020, the subprogramme changed the approach by which it delivers substantive services in support of the work of the Security Council and its subsidiary bodies, including the use of virtual meeting platforms for meetings, the completion of mandated assessments of sanctions measures through virtual consultations and adapting the format of specific publication deliverables to reflect the adjusted working methods of the Council. These changes had an impact on the programme performance in 2020, as specified in result 1 below.
- 3.74 At the same time, however, the subprogramme identified new activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives, including the introduction of a new section on the website on the videoconferences of the Security Council and their outcomes. The modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

### **Planned results for 2022**

- 3.75 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: first port of call on all Security Council matters for Council members and beyond<sup>5</sup>**

#### **Programme performance in 2020**

- 3.76 Under the conditions created by the COVID-19 pandemic and in line with the aim of maintaining its support, as well as policy and procedural advice to Security Council members and Member States, the subprogramme introduced a new section on the Council's website on the videoconferences of the Council and their outcomes. Given that the inability of the Council to convene in person rendered

<sup>5</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 3)).

the implementation of the provisional rules of procedure and the issuance of official meeting records difficult, the new section on the website enabled Council members and Member States to find all information regarding the Council's extraordinary and temporary working methods, written meeting records and meeting outcomes.

- 3.77 The subprogramme organized sanctions training for Security Council members and non-Council Member States, to encourage the implementation of United Nations sanctions and to improve the understanding and knowledge of practitioners, both within and outside the United Nations system, on the United Nations sanctions architecture. Some activities were completed early in 2020 and others were delivered in a virtual format. However, owing to COVID-19, some planned sanctions training for Member States was postponed.
- 3.78 During 2020, the subprogramme further improved on its ability to provide Security Council members with enhanced and diversified knowledge products. In this regard, the subprogramme continued its development of iSCAD+ to enhance its data collection and visualization of information on meetings, documentation and historical records for the future use of Council members and the wider United Nations membership. In strengthening its research and advisory role, the subprogramme launched five interactive dashboards in 2020 featuring data sets pertaining to the relevant activities and practice of the Council. The publication of those products on the Council's website and their promotion through social media accounts of the programme provided the Council, the wider United Nations membership and the interested public with user-friendly research and information tools containing key data.
- 3.79 The above-mentioned work contributed to an average engagement time on the Security Council website of 2:10 minutes, which exceeded the planned target of 1:20 minutes, reflected in the proposed programme budget for 2020.

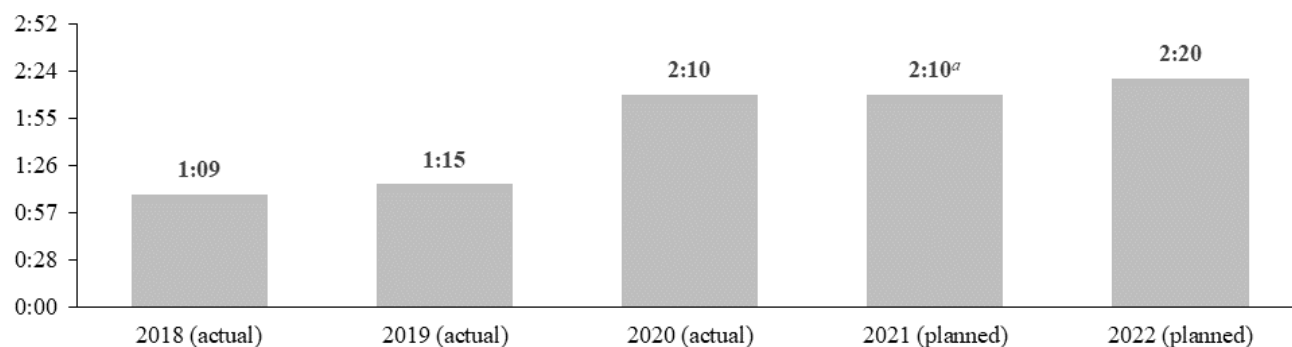
### Proposed programme plan for 2022

- 3.80 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to adapt its delivery to the conditions under which the Security Council conducts its work in order to provide the most adequate policy and procedural advice. The subprogramme will operationalize iSCAD+ for the use of enhanced data knowledge products to support the Council's deliberations. The expected progress is presented in the performance measure below (see figure 3.VI). The increase in the engagement time on the Council's website reflects users interacting for longer on the site and viewing relevant content for their needs and interests.

Figure 3.VI

### Performance measure: engagement time on the Security Council website

(Minutes)



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## Result 2: Council members receive timely information on the implementation of sanctions measures<sup>6</sup>

### Programme performance in 2020

- 3.81 The subprogramme has continued to establish expert panels in a timely manner to assist the Security Council and its sanctions committees in the continuous monitoring of sanctions implementation. In this regard, the subprogramme maintained regular outreach to Member States, including for the recruitment of specific expert panels, as well as alerting them to general opportunities. The subprogramme continued to update and maintain a list of pre-screened, qualified individuals who expressed an interest in joining an expert panel through the maintenance of a roster of experts. The subprogramme also continued to prioritize adequate gender and geographic representation, taking into account Council resolution [2467 \(2019\)](#), by which the Council encouraged the Secretary-General to ensure that expert panels included members with dedicated sexual violence and gender expertise, where mandated.
- 3.82 The above-mentioned work contributed to 100 per cent of expert panel proposals received by sanctions committees within two weeks of the renewal of a mandate, or within six weeks of the establishment of a new mandate, which met the planned target, reflected in the programme budget for 2021.

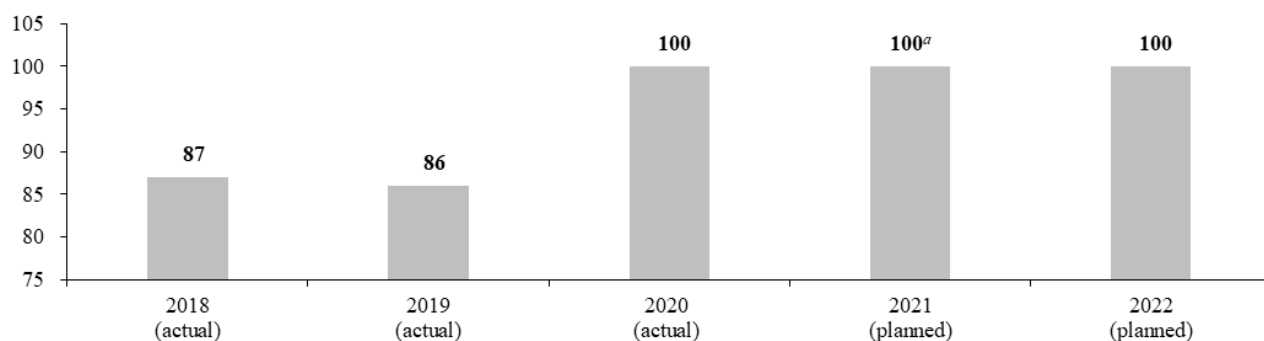
### Proposed programme plan for 2022

- 3.83 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to conduct outreach to Member States, update and maintain the roster of experts, and seek to ensure gender and geographic balance in the composition of expert panels. The expected progress is presented in the performance measure below (see figure 3.VII).

Figure 3.VII

**Performance measure: expert panel proposals received by sanctions committees within two weeks of the renewal of a mandate or within six weeks of the establishment of a new mandate**

(Percentage)



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## Result 3: enhanced annual induction workshop for incoming members of the Security Council

### Proposed programme plan for 2022

- 3.84 A key priority for the subprogramme is building the capacity of incoming members of the Security Council. Since 2016, the subprogramme has held annual induction workshops that are intended to provide delegates of the incoming members with an overview of the practices and working methods of the Council and its subsidiary bodies, familiarize them with the wide range of support provided to Council members by the subprogramme and introduce them to teams across the programme that

<sup>6</sup> As reflected in the programme budget for 2021 ([A/75/6/Add.1](#)).

engage with the Council on matters related to its agenda. The subprogramme has since received consistently positive feedback from the participants in the workshops.

#### *Lessons learned and planned change*

- 3.85 The lesson for the subprogramme was that there was a need to modify the contents of the workshop to ensure that they were better focused on the requirements of the participants, as well as the need to adapt the workshop to ensure effective delivery through a virtual format during the COVID-19 pandemic. In applying the lesson, the subprogramme will continue to explore ways to further enhance the experience of participants in the workshop by reaching out to incoming Council members during the planning stages to determine their areas of interest and working with the presenters of the workshop to ensure that presentations are more interactive, as well as adaptable to a virtual format.

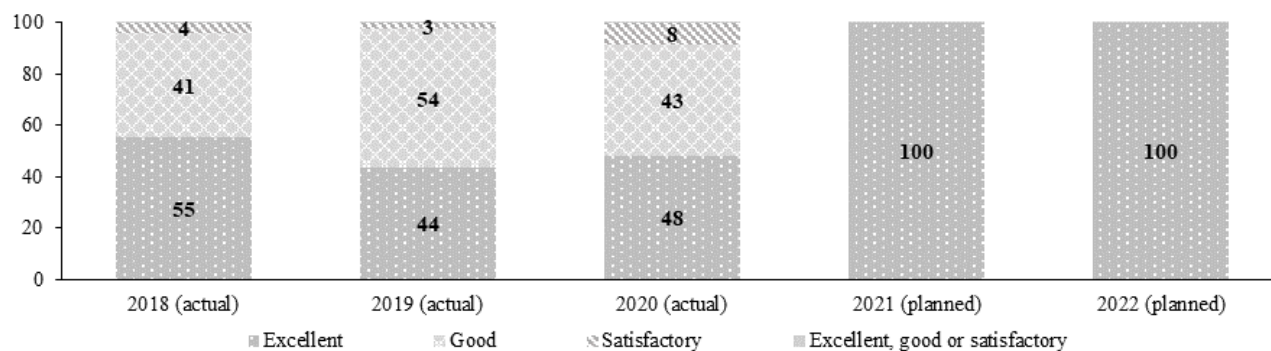
#### *Expected progress towards the attainment of the objective, and performance measure*

- 3.86 This work is expected to contribute to the objective, as demonstrated by the high degree of satisfaction expressed by participants in the induction workshop for incoming Security Council members (see figure 3.VIII).

Figure 3.VIII

#### **Performance measure: degree of satisfaction expressed by participants in the annual induction workshop for incoming Security Council members**

(Percentage)



*Note:* Percentage represents number of participants who responded “Excellent” “Good” or “Satisfactory” in their overall assessment of the workshop. Totals might not equal 100 per cent owing to rounding off.

<sup>a</sup> Planned figures for 2021 and 2022 denote combined totals of “Excellent”, “Good” or “Satisfactory” ratings.

### **Legislative mandates**

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

#### *Charter of the United Nations*

Articles 1, 7, 12 (2), 15, 24, 28, 29, 30, 41, 45, 46, 47 and 50

#### *Provisional rules of procedure of the Security Council*

#### *General Assembly resolutions*

|           |  |                  |   |
|-----------|--|------------------|---|
| 686 (VII) | Ways and means for making the evidence of customary international law more readily available | 75/244<br>75/140 | Pattern of conferences<br>Report of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization |
| 55/222    | Pattern of conferences   |                  |   |

*Security Council resolutions and notes by the President of the Security Council*

*Monthly letters from the President of the Security Council on working methods during COVID-19 (starting from March 2020)*

*Resolutions pertaining to the establishment and mandates of subsidiary organs created by the Council under the terms of Article 29 of the Charter of the United Nations, including:*

|             |             |   |
|-------------|-------------|---|
| 751 (1992)  | 1970 (2011) |   |
| 1267 (1999) | 1988 (2011) |   |
| 1373 (2001) | 1989 (2011) |   |
| 1518 (2003) | 2048 (2012) |   |
| 1533 (2004) | 2127 (2013) |   |
| 1540 (2004) | 2140 (2014) |   |
| 1591 (2005) | 2206 (2015) |   |
| 1636 (2005) | 2253 (2015) |   |
| 1718 (2006) | 2374 (2017) |   |
| 1904 (2009) | S/2017/507  | Note by the President of the Security Council of 30 August 2017 |

## Deliverables

3.88 Table 3.8 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.8

### Subprogramme 3: deliverables for the period 2020–2022, by category and subcategory

| Category and subcategory   | 2020<br>planned | 2020<br>actual | 2021<br>planned | 2022<br>planned |
|--|-----------------|----------------|-----------------|-----------------|
| <b>A. Facilitation of the intergovernmental process and expert bodies</b>  |                 |                |                 |                 |
| <b>Parliamentary documentation</b> (number of documents)   | <b>54</b>       | <b>54</b>      | <b>54</b>       | <b>54</b>       |
| 1. Notifications by the Secretary-General under Article 12 (2) of the Charter of the United Nations  | 1               | 1              | 1               | 1               |
| 2. Lists of communications from private individuals and non-governmental bodies pursuant to paragraph A of the appendix to the provisional rules of procedure of the Security Council  | 1               | 1              | 1               | 1               |
| 3. Summary statement by the Secretary-General on matters of which the Security Council is seized and of the stage reached in their consideration (weekly addenda)  | 52              | 52             | 52              | 52              |
| <b>Substantive services for meetings</b> (number of three-hour meetings)   | <b>510</b>      | <b>513</b>     | <b>400</b>      | <b>400</b>      |
| 4. Meetings of the Security Council and its subsidiary bodies and related deliberations, including support to the issuance of resolutions, presidential statements, press statements and other outcomes/decisions of the Council and its subsidiary bodies | 510             | 513            | 400             | 400             |
| <b>B. Generation and transfer of knowledge</b>   |                 |                |                 |                 |
| <b>Seminars, workshops and training events</b> (number of days)  | <b>6</b>        | <b>8</b>       | <b>4</b>        | <b>8</b>        |
| 5. Orientation of new Security Council members with respect to the evolving practices, procedures and working methods of the Council and its subsidiary organs   | 6               | 8              | 4               | 8               |
| <b>Publications</b> (number of publications)   | <b>2</b>        | <b>1</b>       | <b>2</b>        | <b>2</b>        |
| 6. <i>Repertoire of the Practice of the Security Council</i>   | 1               | 1              | 1               | 1               |
| 7. <i>Volume of Resolutions and Decisions of the Security Council</i>  | 1               | –              | 1               | 1               |

| Category and subcategory  | 2020<br>planned | 2020<br>actual | 2021<br>planned | 2022<br>planned |
|---|-----------------|----------------|-----------------|-----------------|
| <b>Technical materials</b> (number of materials)  | <b>104</b>      | <b>109</b>     | <b>109</b>      | <b>124</b>      |
| 8. Tailored research for Member States on Security Council practice and procedure, current and historic   | 75              | 87             | 80              | 95              |
| 9. Compendium of mandates relating to active peacekeeping and special political missions authorized by the Security Council                                       | 1               | 1              | 1               | 1               |
| 10. Compendium of Security Council mandates and reports to the Council  | 12              | 5              | 12              | 12              |
| 11. Compendium of mandates relating to cross-cutting issues; women, peace and security; children in armed conflict; and protection of civilians in armed conflict | 3               | 3              | 3               | 3               |
| 12. <i>Highlights of Security Council Practice</i>  | 1               | 1              | 1               | 1               |
| 13. Monthly statistics of Security Council deliberations  | 12              | 12             | 12              | 12              |

#### C. Substantive deliverables

**Consultation, advice and advocacy:** substantive support, consultation, advice and advocacy to the Security Council in the preparation of the report of the Security Council for the General Assembly.

**Fact-finding, monitoring and investigation missions:** missions of the Security Council and the Chairs of its subsidiary organs to countries or regions in connection with matters of which the Council is seized; and assessments of sanctions regimes, including recommendations for adjustment to measures, as and when mandated by the Council.

**Databases and substantive digital materials:** updated and maintained Security Council Affairs Division database of Council procedures, practices and working methods, including data on the 200-plus public meetings convened annually, covering approximately 50 agenda items; updated and maintained roster of experts for Council subsidiary bodies, and the United Nations Security Council Consolidated List of sanctions in all official languages provided to Member States, the private sector and other stakeholders; and interactive dashboards on mandates of peacekeeping operations and special political missions, and cross cutting issues on the agenda of the Council.

#### D. Communication deliverables

**Digital platforms and multimedia content:** updated and maintained website of the Security Council and its subsidiary bodies in all official languages provided for Member States and the wider public; and social media posts linking the activities of the Council to relevant constitutional and procedural aspects captured in the *Repertoire of the Practice of the Security Council*.

## Subprogramme 4 Decolonization

### Objective

- 3.89 The objective, to which this subprogramme contributes, is to promote the decolonization process in accordance with the Charter and relevant resolutions of the General Assembly of the 17 Non-Self-Governing Territories so as to bring about the complete eradication of colonialism.

### Strategy

- 3.90 To contribute to the objective, the subprogramme will continue to provide substantive support to the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples and the Fourth Committee, including the preparation of parliamentary documents, Secretariat working papers and mandated reports of the Secretary-General, and the submission of information for inclusion in the annual report of the President of the Economic and Social Council on the implementation of the Declaration by the specialized agencies and the international institutions associated with the United Nations.
- 3.91 The subprogramme will also continue to provide advice, briefing materials and substantive support to the meetings, annual regional seminars and visiting missions of the Special Committee, as well as meetings of other intergovernmental bodies (Fourth Committee and Economic and Social Council), in close coordination with the Department for General Assembly and Conference



Management. The subprogramme will also continue to maintain contact with the representatives of the Non-Self-Governing Territories and United Nations agencies, funds and programmes to advance its mandate and work with the Department of Global Communications, the Department for General Assembly and Conference Management and the Office of Information and Communications Technology in disseminating information on decolonization, including through the enhancement of the United Nations and decolonization website.

- 3.92 The subprogramme plans to support Member States on issues related to COVID-19 by providing the Special Committee with comprehensive information on the ongoing impact of COVID-19 in the Non-Self-Governing Territories, as part of its annual working papers, pursuant to Article 73 *e* of the Charter and relevant General Assembly resolutions.
- 3.93 The above-mentioned work is expected to result in:
  - (a) Advancement of specific proposals to bring about an end to colonialism;
  - (b) Development and finalization of constructive programmes of work on a case-by-case basis for the decolonization of the Non-Self-Governing Territories.
- 3.94 The planned support on issues related to COVID-19 is expected to result in more timely and informed decision-making by the Special Committee when considering the situation in the Non-Self-Governing Territories.

### **Programme performance in 2020**

- 3.95 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

#### **Enhanced awareness of decolonization**

- 3.96 The subprogramme continued its work related to the United Nations decolonization website, which enabled relevant stakeholders and the general public to remain apprised of the Organization's ongoing work on decolonization. This became even more significant following the COVID-19 pandemic and its impact on the activities of the Special Committee.
- 3.97 To enhance awareness on decolonization, especially United Nations activities regarding and commitments to eradicating colonialism as one of its priorities since 1945, in October 2020, the subprogramme launched on the website a seven-minute animation video to reach a global audience. This video was also released on social media platforms and United Nations Television and Video. For the production of the video, the subprogramme undertook the preparation of the concept note and research and development of the narrative, terms of reference and scope. In line with the mandate on multilingualism and accessibility, the translated versions in the other five official languages are scheduled to be produced in due course.
- 3.98 Furthermore, the subprogramme was able to reach the Non-Self-Governing Territories and relevant stakeholders who wished to actively engage with the Special Committee, usually through its seminars and sessions, by continuously updating the website in all six official languages.

#### *Progress towards the attainment of the objective, and performance measure*

- 3.99 The above-mentioned work contributed to the objective, as demonstrated by the Member States, the Non-Self-Governing Territories, relevant stakeholders and the general public having access to the decolonization animation video and the enhanced reach of decolonization work through a dissemination campaign of the video. Following this, the website registered a new record of 27,700 users in October, which is double the number of users in October in the previous year (see table 3.9).

Table 3.9  
Performance measure

| 2018 (actual) | 2019 (actual)   | 2020 (actual)  |
|---------------|---|--|
| –             | Member States, the Non-Self-Governing Territories, relevant stakeholders and the general public had access to enhanced content and features on the United Nations decolonization website, including infographics (“Decolonization: the annual cycle”, “The Special Committee on Decolonization” and “The Fourth Committee”) | Member States, the Non-Self-Governing Territories, relevant stakeholders and the general public have access to the decolonization animation video and the enhanced reach of decolonization work through a dissemination campaign of the video<br><br>Following this, the website registered a new record of 27,700 users in October, which is double the number of users in October in the previous year |

#### Impact of COVID-19 on subprogramme delivery

- 3.100 Owing to the impact of COVID-19 during 2020, the subprogramme had to adopt a virtual and hybrid approach in servicing the bureau meetings of the Special Committee, wherein decisions were made to postpone its regional seminar and cancel its substantive session, and of the Economic and Social Council, Fourth Committee and General Assembly meetings. Furthermore, adjustments were made in supporting the work of the Special Committee, namely, in the drafting of the resolutions included in the annual report of the Special Committee, which was considered by way of the silence procedure. In this regard, the subprogramme had to rely on verifiable external and official sources online to obtain up-to-date information regarding the Non-Self-Governing Territories following the cancellation of the seminar and sessions. The subprogramme also implemented a staff rotation system to provide continuous support to in-person meetings, as necessary and in line with Headquarters health and safety measures. These changes had an impact on the programme performance in 2020, as specified in result 1 below.

#### Planned results for 2022

- 3.101 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

#### Result 1: enhanced dissemination of information<sup>7</sup>

##### Programme performance in 2020

- 3.102 The subprogramme has continuously worked to update and enhance the United Nations decolonization website in compliance with the mandate on the dissemination of information and multilingualism, producing interactive content (“Timeline: historical overview” and “Trust Territories that have achieved self-determination”) and an animation video on decolonization (“United Nations and decolonization: past to present”). The subprogramme also worked with the Office of Information and Communications Technology on the implementation of the website’s upgrade in line with the updated branding guidelines of the Department of Global Communications. Furthermore, the subprogramme collaborated with the Department to update the brochure entitled

<sup>7</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 3)).

“Ten frequently asked questions on the United Nations and decolonization”, which has been made available on the website in high-resolution format for printing and educational purposes.

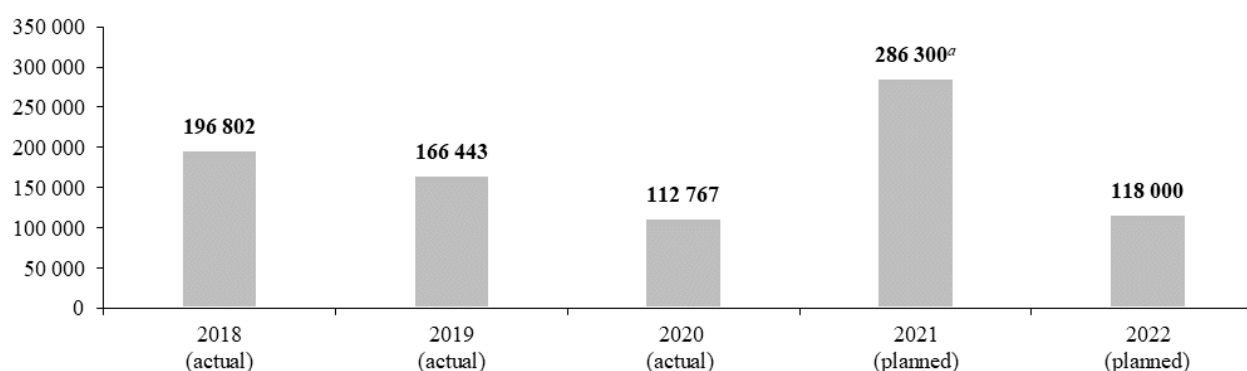
- 3.103 The above-mentioned work contributed to 112,767 users having gained access to the United Nations decolonization website by 31 December 2020, which did not meet the target of 248,957 users having gained access to the website, reflected in the proposed programme budget for 2020. This may be attributed to the postponement and cancellation of the activities of the Special Committee, brought about by the COVID-19 pandemic. Notwithstanding new interactive and audiovisual content, with limited activities in 2020, users were less inclined to frequently refer to the website for additional information related to those activities.

### Proposed programme plan for 2022

- 3.104 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will ensure continued updates and further enhancement and promotion of the website through other available digital technologies, including data visualization tools and social media platforms. The expected progress is presented in the performance measure below (see figure 3.IX).

Figure 3.IX

**Performance measure: number of users of the United Nations decolonization website**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## Result 2: increased number of specialized agencies and international institutions associated with the United Nations providing information on the Non-Self-Governing Territories<sup>8</sup>

### Programme performance in 2020

- 3.105 The subprogramme has proactively engaged and followed up with specialized agencies and international institutions associated with the United Nations regarding its request for information on support provided to Non-Self-Governing Territories.
- 3.106 The above-mentioned work contributed to the receipt of information from 11 entities, which did not meet the target of 13 United Nations entities and international organizations that provide information on the Non-Self-Governing Territories, reflected in the programme budget for 2021. While there was a 60 per cent increase compared with 2019 in the number of responses received by the subprogramme, as reported by the President of the Economic and Social Council ([E/2020/52/Rev.1](#), para. 4), some entities indicated, in accordance with past years, that they did not have any information to submit on the issue. Consequently, their responses could not be counted as a contribution.

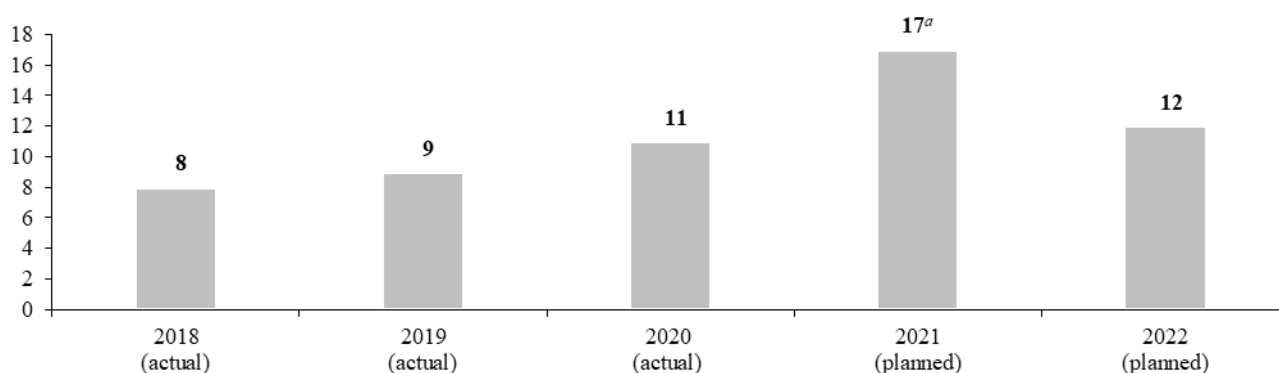
<sup>8</sup> As reflected in the programme budget for 2021 ([A/75/6/Add.1](#)).

### Proposed programme plan for 2022

- 3.107 The subprogramme will continue the work related to the planned result, in line with its mandate. To further contribute to progress towards the objective, the subprogramme will provide specialized agencies and international institutions associated with the United Nations with further guidance regarding the information requested on support provided to Non-Self-Governing Territories, especially in the context of the ongoing impact of the COVID-19 pandemic. The expected progress is presented in the performance measure below (see figure 3.X).

Figure 3.X

**Performance measure: annual number of United Nations entities and international organizations that provide information on the Non-Self-Governing Territories**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 3: diversified and comprehensive information on the Non-Self-Governing Territories, including on the impact of the COVID-19 pandemic

#### Proposed programme plan for 2022

- 3.108 Annual working papers prepared by the subprogramme inform the deliberations of the Special Committee when it examines the political, economic and social situation in the Non-Self-Governing Territories. The working papers are prepared on the basis of the information provided by administering Powers, pursuant to Article 73 *e* of the Charter, and drawing from all available published and official sources, in line with General Assembly resolutions. This contributes to rich and informed discussions, which form the basis of the Committee's recommendations to the Assembly.

#### *Lessons learned and planned change*

- 3.109 The lesson for the subprogramme was the importance of digital readiness in supporting the work of the Special Committee. The COVID-19 pandemic resulted in the cancellation of the Committee's seminar and session, which, in turn, prevented the Non-Self-Governing Territories from providing first-hand, up-to-date information on their conditions, including on the decolonization process. This highlighted the need for other diversified and official sources that would best inform the Committee when considering the situation in the Non-Self-Governing Territories. In applying the lesson, the subprogramme will continue to strengthen its technological capabilities by exploring other tools and platforms in obtaining verifiable and official information, in order to enable the Committee to fulfil its mandate effectively.

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

- 3.110 This work is expected to contribute to the objective, as demonstrated by the Special Committee having access to a more comprehensive picture of the long-term impact of COVID-19 and assistance provided by the administering Powers to affected Non-Self-Governing Territories, through specific additional information in the working papers (see table 3.10).

Table 3.10  
Performance measure

| 2018 (actual) | 2019 (actual) | 2020 (actual) | 2021 (planned)  | 2022 (planned)  |
|---------------|---------------|---------------|---|---|
| —             | —             | —             | The Special Committee has access to diversified and comprehensive information on the situation in the Non-Self-Governing Territories, including on the impact of COVID-19 and the assistance provided by the administering Powers to affected Territories to reduce the impact of COVID-19 and support the recovery | The Special Committee has access to a more comprehensive picture of the long-term impact of COVID-19 and assistance provided by the administering Powers to affected Non-Self-Governing Territories |

## Legislative mandates

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

*General Assembly resolutions*

|           |   |        |  |
|-----------|---|--------|--|
| 1514 (XV) | Declaration on the granting of independence to colonial countries and peoples   | 75/106 | Question of Western Sahara                   |
| 1541 (XV) | Principles which should guide Members in determining whether or not an obligation exists to transmit the information called for under Article 73 e of the Charter                                     | 75/107 | Question of American Samoa                   |
|           |   | 75/108 | Question of Anguilla                         |
|           |   | 75/109 | Question of Bermuda                          |
|           |   | 75/110 | Question of the British Virgin Islands       |
| 75/102    | Information from Non-Self-Governing Territories transmitted under Article 73 e of the Charter of the United Nations   | 75/111 | Question of the Cayman Islands               |
|           |   | 75/112 | Question of French Polynesia                 |
| 75/103    | Economic and other activities which affect the interests of the peoples of the Non-Self-Governing Territories   | 75/113 | Question of Guam                             |
|           |   | 75/114 | Question of Montserrat                       |
|           |   | 75/115 | Question of New Caledonia                    |
| 75/104    | Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations | 75/116 | Question of Pitcairn                         |
|           |   | 75/117 | Question of Saint Helena                     |
|           |   | 75/118 | Question of Tokelau                          |
|           |   | 75/119 | Question of the Turks and Caicos Islands     |
| 75/105    | Offers by Member States of study and training facilities for inhabitants of Non-Self-Governing Territories  | 75/120 | Question of the United States Virgin Islands |

|        |   |        |  |
|--------|---|--------|--|
| 75/121 | Dissemination of information on decolonization  | 75/123 | Fourth International Decade for the Eradication of Colonialism |
| 75/122 | Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples |        |  |

*Economic and Social Council resolution*

|        |   |
|--------|---|
| 2021/2 | Support to Non-Self-Governing Territories by the specialized agencies and international institutions associated with the United Nations |
|--------|---|

## Deliverables

3.112 Table 3.11 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.11

**Subprogramme 4: deliverables for the period 2020–2022, by category and subcategory**

| Category and subcategory   | 2020<br>planned | 2020<br>actual | 2021<br>planned | 2022<br>planned |
|--|-----------------|----------------|-----------------|-----------------|
| <b>A. Facilitation of the intergovernmental process and expert bodies</b>  |                 |                |                 |                 |
| <b>Parliamentary documentation</b> (number of documents)   | <b>23</b>       | <b>23</b>      | <b>22</b>       | <b>22</b>       |
| 1. Reports of the Secretary-General on information from Non-Self-Governing Territories transmitted under Article 73 <i>e</i> of the Charter of the United Nations  | 1               | 1              | 1               | 1               |
| 2. Reports of the Secretary-General on offers by Member States of study and training facilities for inhabitants of Non-Self-Governing Territories  | 1               | 1              | 1               | 1               |
| 3. Reports of the Secretary-General on the implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations   | 1               | 1              | 1               | 1               |
| 4. Report prepared by the Rapporteur of the Special Committee on Puerto Rico   | 1               | 1              | 1               | 1               |
| 5. Report of the Secretary-General on the Third International Decade for the Eradication of Colonialism pursuant to General Assembly resolution 65/1191  | 1               | –              | –               |                 |
| 6. Working papers on the Non-Self-Governing Territories, namely, American Samoa, Anguilla, Bermuda, British Virgin Islands, Cayman Islands, Falkland Islands (Malvinas), <sup>a</sup> French Polynesia, Gibraltar, Guam, Montserrat, New Caledonia, Pitcairn, Saint Helena, Tokelau, Turks and Caicos Islands, United States Virgin Islands and Western Sahara   | 17              | 17             | 17              | 17              |
| 7. Report of the President of the Economic and Social Council on information submitted by the specialized agencies and other organizations of the United Nations system on their activities with regard to the implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations | 1               | 1              | 1               | 1               |
| <b>Substantive services for meetings</b> (number of three-hour meetings)   | <b>63</b>       | <b>23</b>      | <b>63</b>       | <b>63</b>       |
| 8. Plenary meeting of the General Assembly   | 1               | 1              | 1               | 1               |
| 9. Formal meetings of the Fourth Committee   | 8               | 9              | 8               | 8               |
| 10. Plenary meetings of the Special Committee  | 20              | 1              | 20              | 20              |
| 11. Regional seminars for the Caribbean and Pacific regions  | 6               | 0              | 6               | 6               |
| 12. Meetings of the Bureau of the Special Committee  | 20              | 9              | 20              | 20              |
| 13. Meetings of the Bureau of the Special Committee with the Secretary-General   | 1               | 1              | 1               | 1               |
| 14. Informal consultations of the Special Committee  | 5               | 0              | 5               | 5               |

| Category and subcategory                        | 2020<br>planned | 2020<br>actual | 2021<br>planned | 2022<br>planned |
|---|-----------------|----------------|-----------------|-----------------|
| 15. Meetings of the Economic and Social Council | 2               | 2              | 2               | 2               |

#### C. Substantive deliverables

**Fact-finding, monitoring and investigation missions:** 1 visiting mission to the Non-Self-Governing Territories pursuant to General Assembly resolution [75/122](#).

#### D. Communication deliverables

**Digital platforms and multimedia content:** content for the United Nations decolonization website in all 6 United Nations official languages, for the benefit of the 17 Non-Self-Governing Territories, Member States and the general public.

<sup>a</sup> A dispute exists between the Governments of Argentina and the United Kingdom of Great Britain and Northern Ireland concerning sovereignty over the Falkland Islands (Malvinas).

## Programme of work

### Subprogramme 5 Question of Palestine

#### Objective

- 3.113 The objective, to which this subprogramme contributes, is to ensure the effective and efficient implementation of the programme of work of the Committee on the Exercise of the Inalienable Rights of the Palestinian People to promote the realization of the inalienable rights of the Palestinian people.

#### Strategy

- 3.114 To contribute to the objective, the subprogramme will organize Committee and Bureau meetings, events in observance of the International Day of Solidarity with the Palestinian People, and other activities, events and international meetings. In addition, the subprogramme will liaise and cooperate with civil society and parliamentarians. The subprogramme will also develop and expand the digital advocacy of the Committee, including the Committee's website and its social media channels, and the document collection of the United Nations Information System on the Question of Palestine. Lastly, the subprogramme will, in its implementation of the Committee's capacity-building activities, prioritize training in strategic communications and diplomatic protocol.
- 3.115 The subprogramme plans to support Member States on issues related to COVID-19 by holding public events, live-streamed on United Nations Television and Video and social media channels, that focus on the impact of the COVID-19 pandemic in the Occupied Palestinian Territory and the recovery from it. This would include advocacy to address the lingering effects of the pandemic on the Palestinian population under occupation, especially on ensuring the availability of vaccines and treatments and on reviving economic activity. Among the participants, it is expected that there would be representatives of intergovernmental organizations, Member States, parliaments and civil society.
- 3.116 The above-mentioned work is expected to result in:
- (a) Mobilization of the diplomatic community in support of the realization of the two-State solution and a just, comprehensive and lasting solution to the question of Palestine in all its aspects;
  - (b) Member States, the media and the public being more informed about the work of the Committee to promote the realization of the inalienable rights of the Palestinian people;

- (c) Stronger institutional capacity of the Government of the State of Palestine in areas such as strategic communications and diplomatic protocol training, to contribute to the realization of the legitimate rights of the Palestinian people.

### Programme performance in 2020

- 3.117 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

#### Expanded reach of advocacy and enhanced awareness-raising of the rights of the Palestinian people during the COVID-19 pandemic

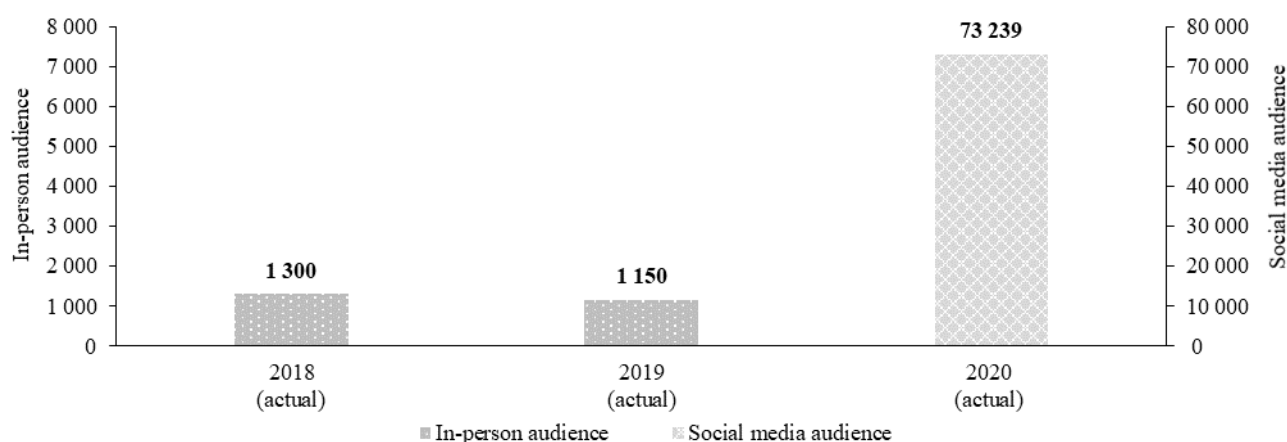
- 3.118 The Committee implements its mandate, promoting the realization of the inalienable rights of the Palestinian people, through the holding of in-person events on various aspects of the question of Palestine. The COVID-19 pandemic prevented such activities from being realized throughout most of 2020. The subprogramme adapted by developing logistics and procedures for virtual events. It converted existing formats to virtual platforms, such as the annual United Nations Forum on the Question of Palestine and the United Nations-Organization of Islamic Cooperation International Conference on the Question of Jerusalem, and developed new ones, such as a public engagement of the Committee's Bureau with the Prime Minister of the State of Palestine, an event with Palestinian civil society actors on the impact of the pandemic in the occupied Palestinian territory and a panel discussion with parliamentarians from South Africa, the United States of America and the European Union.
- 3.119 The subprogramme also engaged and collaborated with the Department for Global Communication to promote and ensure the broadcast of all public Committee meetings and events on United Nations Television and Video and United Nations social media channels.

#### *Progress towards the attainment of the objective, and performance measure*

- 3.120 The above-mentioned work contributed to the objective, as demonstrated by the increased audiences at public Committee meetings and events and the dissemination of Committee messages through key social media multipliers. Historically, in-person meetings have drawn 200 to 400 participants, including a very limited online viewership. In 2020, the conversion to virtual meetings, live-streamed and featured on social media, coupled with robust social media outreach by the subprogramme, resulted in an increasing overall viewership of 850 to 17,500 viewers per meeting. In total, the virtual events reached an audience of 73,239 (see figure 3.XI).

Figure 3.XI

**Performance measure: annual attendance at meetings and events of the Committee on the Exercise of the Inalienable Rights of the Palestinian People**





### Impact of COVID-19 on subprogramme delivery

- 3.121 Owing to the impact of COVID-19 during 2020, the subprogramme changed its approach and all Committee meetings were convened in a virtual format. All in-person international conferences, delegation visits and capacity-building activities involving travel were cancelled. In their stead, the subprogramme organized two virtual Committee meetings, three virtual Bureau Meetings, one virtual Bureau retreat, six virtual public events (panel discussions) and three virtual capacity-building training sessions. The annual observance of the International Day of Solidarity with the Palestinian People, which included participation by the Secretary-General, the President of the General Assembly and the President of the Security Council, was also done through a virtual format. The cancellation of conferences and delegation visits to Member States had a negative impact on the Committee's ability to reach out to specific countries and regions, as had been planned. Capacity-building for the Palestinian Government on strategic communications had to be postponed because of the clients' request that this be conducted as an in-person, closed-door activity. These changes had an impact on the programme performance in 2020, as specified in result 1 below.
- 3.122 At the same time, however, the subprogramme identified modified activities to support Member States on issues emerging during the COVID-19 pandemic, within the overall scope of its objectives, namely, the provision of substantive and technical advice to the Committee on raising awareness among Member States and the public on the impact of the pandemic on the Palestinian people under occupation, including through two public virtual events on the impact of the pandemic in the occupied Palestinian territory, statements of the Committee Chair to the Security Council and the annual report of the committee to the General Assembly. The modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

### Planned results for 2022

- 3.123 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

#### Result 1: enhanced strategic communications capacity of the Palestinian Government<sup>9</sup>

- 3.124 The subprogramme has implemented an effective English writing course and two leadership courses for staff of the Palestinian Government on leadership in crisis and women's leadership. Owing to the COVID-19 pandemic, the subprogramme reformulated the programme, adapting it to a virtual training format. The subprogramme also continued its evaluation of training, receiving positive evaluations from trainees, notwithstanding the new, unfamiliar format.
- 3.125 The above-mentioned work contributed to 86 Palestinian government staff who, following the training, will go on to work in the fields related to strategic communications, which met the planned target, reflected in the proposed programme budget for 2020.

### Proposed programme plan for 2022

- 3.126 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will facilitate workshops aimed at strengthening the capacity of Palestinian government officials to develop a communications strategy for the State of Palestine. Furthermore, the subprogramme will facilitate communications training for new diplomats and officials in the State of Palestine in 2022. The expected progress is presented in the performance measure below (see table 3.12).

<sup>9</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 3)).

Table 3.12  
Performance measure

| 2018 (actual)   | 2019 (actual)   | 2020 (actual)   | 2021 (planned) <sup>a</sup>  | 2022 (planned)   |
|---|---|---|--|--|
| Absence of training on strategic communications and international conventions by the subprogramme | Officials participate in training organized by the subprogramme | Additional 86 Palestinian government staff who, following the training, have gone on to work in fields related to strategic communications with stronger, effective English writing skills and stronger communication and leadership skills during crisis situations, such as the COVID-19 pandemic | Evaluation of the effectiveness of the training and a training-of-trainers programme on strategic communications to ensure sustainability and continuity | Palestinian communications strategy developed and approved by the Palestinian Government |

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## Result 2: enhancing the Committee's social media presence<sup>10</sup>

### Programme performance in 2020

- 3.127 The subprogramme has implemented a social media strategy, as requested by the Committee, including the creation of new content for social media and a historical calendar utilized to provide context to current developments related to the question of Palestine.
- 3.128 The above-mentioned work contributed to enhanced outreach to new international audiences and an increase in engagement and followers in the social media channels of the Committee in 2020, including harnessing multilingualism on social media, resulting in the increase in the number of Twitter impressions (views) from a low of 10,000 per month early in 2020 to a high of 168,000 per month at the end of 2020, which met the planned target, reflected in the programme budget for 2021.

### Proposed programme plan for 2022

- 3.129 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will implement a reformulated social media strategy mobilizing the diplomatic community, influencers and the public, and leveraging new social media platforms. The expected progress is presented in the performance measure below (see table 3.13).

<sup>10</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

Table 3.13  
Performance measure

| 2018 (actual)  | 2019 (actual)  | 2020 (actual)   | 2021 (planned) <sup>a</sup>  | 2022 (planned)  |
|--|--|---|--|---|
| Measures to ensure a more robust coverage of the Committee's activities on its social media accounts are implemented, e.g. daily posts on accounts | Improvement in engagement and the reach of the Committee's social media posts by beginning to implement best practices | Enhanced outreach to new international audiences and an increase in engagement and followers in the social media channels of the Committee in 2020, including harnessing multilingualism on social media, resulting in the increase in the number of Twitter impressions (views) from a low of 10,000 per month in early 2020 to a high of 168,000 per month at the end of 2020 | Enhanced impact is achieved through the implementation of a reinvigorated communications strategy and the resulting strengthened engagement of the Committee with the general public | Strengthened digital advocacy on the question of Palestine among Committee membership, the diplomatic community and other influencers |

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 3: advancement of the Committee's vision and more effective promotion of the rights of the Palestinian people

#### Proposed programme plan for 2022

- 3.130 The General Assembly established the Committee in 1975 pursuant to its resolution [3376 \(XXX\)](#), with a mandate to advise the Assembly on a programme to enable the Palestinian people to exercise their inalienable rights. The Assembly annually renews the Committee mandate and uses the occasion to assess the usefulness and effectiveness of the services that the subprogramme provides as the secretariat of the Committee and on the implementation of the Committee's programme of work. The subprogramme launched the first client survey in 2020 to assess the satisfaction of Committee members and observers with services provided by the secretariat to enable the Committee to implement its mandate effectively and efficiently. The Committee welcomed the opportunity to provide timely feedback on the work of the subprogramme and the support received, and the subprogramme is reviewing the implementation of the recommendations of the survey.

#### *Lessons learned and planned change*

- 3.131 The lesson for the subprogramme was that there was increased demand to support regular adjustments to the Committee's programme of work in response to evolving developments on the question of Palestine, and to incorporate the views and perspectives of Committee members to enhance the effectiveness of the subprogramme as the Committee secretariat. In applying the lesson, the subprogramme will regularly conduct client surveys to gauge the overall satisfaction of

Committee members and generate information and data to assess the alignment of the work with evolving developments, the expectations of the Committee on the question of Palestine and the effectiveness of its support for the Committee, with a view to making timely adjustments to the subprogramme's support and workplan. Furthermore, as the Committee conducts outreach in support of efforts by the international community to resume negotiations on the question of Palestine, the subprogramme aims to increase members' satisfaction with support provided by drawing on survey recommendations about the undertaking of more virtual delegation visits and enable broader participation of civil society organizations in engagement activities through virtual platforms.

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

- 3.132 This work is expected to contribute to the objective, as demonstrated by more effective promotion of the realization of the inalienable rights of the Palestinian people, and a high level of Committee satisfaction with subprogramme support for the implementation of the programme of work's outreach to Member States (see table 3.14).

Table 3.14

**Performance measure**

| 2018 (actual) | 2019 (actual) | 2020 (actual)   | 2021 (planned)   | 2022 (planned)   |
|---------------|---------------|---|--|--|
| —             | —             | The Committee has access to a survey to shape the operations of the Committee and strengthen the alignment of the activities of the subprogramme with the vision of the Committee | Increased Committee satisfaction with subprogramme support, informed by the 2020 survey, on the programme of work's 2021 targeted outreach engagement with the Member States with influence on the question of Palestine | More effective promotion of the realization of the inalienable rights of the Palestinian people and high level of Committee satisfaction with subprogramme support for the implementation of the programme of work's outreach to Member States |

**Legislative mandates**

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

*General Assembly resolutions*

|            |   |       |   |
|------------|---|-------|---|
| 3376 (XXX) | Question of Palestine   | 64/17 | Division for Palestinian Rights of the Secretariat                            |
| 32/40 B    | Question of Palestine   |       |   |
| 34/65 D    | Question of Palestine   | 75/20 | Committee on the Exercise of the Inalienable Rights of the Palestinian People |
| 38/58 B    | Question of Palestine   | 75/21 | Division for Palestinian Rights of the Secretariat                            |
| 46/74 B    | Question of Palestine   |       |   |
| 64/16      | Committee on the Exercise of the Inalienable Rights of the Palestinian People | 75/22 | Peaceful settlement of the question of Palestine                              |

## Deliverables

3.134 Table 3.15 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.15

### Subprogramme 5: deliverables for the period 2020–2022, by category and subcategory

| Category and subcategory  | 2020<br>planned | 2020<br>actual | 2021<br>planned | 2022<br>planned |
|---|-----------------|----------------|-----------------|-----------------|
| <b>A. Facilitation of the intergovernmental process and expert bodies</b>   |                 |                |                 |                 |
| <b>Parliamentary documentation</b> (number of documents)  | <b>2</b>        | <b>2</b>       | <b>2</b>        | <b>2</b>        |
| 1. Report of the Committee on the Exercise of the Inalienable Rights of the Palestinian People for the General Assembly   | 1               | 1              | 1               | 1               |
| 2. Programme of work of the Committee on the Exercise of the Inalienable Rights of the Palestinian People for the General Assembly  | 1               | 1              | 1               | 1               |
| <b>Substantive services for meetings</b> (number of three-hour meetings)  | <b>32</b>       | <b>20</b>      | <b>31</b>       | <b>31</b>       |
| 3. Meetings of the Committee on the Exercise of the Inalienable Rights of the Palestinian People  | 7               | 1              | 6               | 6               |
| 4. Meetings of the Bureau of the Committee on the Exercise of the Inalienable Rights of the Palestinian People  | 8               | 6              | 8               | 8               |
| 5. Consultations of the Committee with civil society organizations on the question of Palestine   | 1               | 1              | 1               | 1               |
| 6. International meetings, conferences and other activities of the Committee  | 16              | 12             | 16              | 16              |
| <b>B. Generation and transfer of knowledge</b>  |                 |                |                 |                 |
| <b>Seminars, workshops and training events</b> (number of days)   | <b>45</b>       | <b>39</b>      | <b>35</b>       | <b>35</b>       |
| 7. Training events at United Nations Headquarters for officials from the Palestinian Government on international diplomacy (2020 edition postponed to 2021)   | 30              | –              | 30              | 30              |
| 8. Training events at the United Nations Office at Geneva for officials from the Palestinian Government on international trade and development and human rights (2020 edition postponed to 2021)              | 15              | –              | 5               | 5               |
| 9. Virtual training on effective writing skills, leadership in crisis and women's leadership  | –               | 39             | –               | –               |
| <b>Publications</b> (number of publications)  | <b>4</b>        | <b>9</b>       | <b>4</b>        | <b>4</b>        |
| 10. Final reports or summaries of international meetings, conferences and other activities convened under the auspices of the Committee   | 4               | 9              | 4               | 4               |
| <b>Technical materials</b> (number of materials)  | <b>59</b>       | <b>61</b>      | <b>59</b>       | <b>59</b>       |
| 11. "NGO Action News" newsletter on recent and upcoming activities of civil society organizations affiliated with the Committee   | 45              | 47             | 45              | 45              |
| 12. Bulletin on action by the United Nations system and intergovernmental organizations relevant to the question of Palestine   | 12              | 12             | 12              | 12              |
| 13. Studies and information notes on the Committee and the Division for Palestinian Rights, and selected aspects of the question of Palestine   | 2               | 2              | 2               | 2               |
| <b>C. Substantive deliverables</b>  |                 |                |                 |                 |
| <b>Fact-finding, monitoring and investigation missions:</b> fact-finding/needs assessment mission(s) to the State of Palestine.   |                 |                |                 |                 |
| <b>Databases and substantive digital materials:</b> updated and maintained the Division's databases of over 2,000 experts and some 1,500 non-governmental organizations working on the question of Palestine. |                 |                |                 |                 |

| Category and subcategory | 2020<br>planned | 2020<br>actual | 2021<br>planned | 2022<br>planned |
|--------------------------|-----------------|----------------|-----------------|-----------------|
|--------------------------|-----------------|----------------|-----------------|-----------------|

#### D. Communication deliverables

**Outreach programmes, special events and information materials:** International Day of Solidarity with the Palestinian People and other special events at the discretion of the Committee reaching all Member States and the public at large; annual Palestinian exhibit or cultural event in connection with the International Day of Solidarity at United Nations Headquarters reaching all Member States and the public at large; briefings for United Nations officials, visitors, non-governmental organizations and others; and information-sharing, outreach efforts and participation in meetings of civil society.

**External and media relations:** communiqués, press statements, press conferences and other communication materials for the media and other external entities before, during and after the Committee's activities.

**Digital platforms and multimedia content:** updated and maintained website of the subprogramme/Committee and its social media accounts.

**Library services:** updated and maintained United Nations Information System on the Question of Palestine website for the public at large.

## Programme of work

### Subprogramme 6 Peacebuilding Support Office

#### Objective

- 3.135 The objective, to which this subprogramme contributes, is to strengthen the effective role of the Peacebuilding Commission in bringing attention to peacebuilding needs, convening key actors and proposing peacebuilding strategies; and to strengthen country and region-owned and -led peacebuilding efforts and United Nations system-wide coherence on the ground through the Peacebuilding Fund, and strengthen partnerships with international financial institutions in support of efforts to build and sustain peace.

#### Strategy

- 3.136 To contribute to the objective, the subprogramme will organize visits of the Chair of the Peacebuilding Commission, provide technical and substantive advice in the organization of meetings of the Commission and advance partnerships between the Commission and international financial institutions and regional and subregional organizations, including through dedicated discussions and visits.
- 3.137 Through the Peacebuilding Fund, an important cross-pillar financing instrument, the subprogramme will also work with and through agencies, funds and programmes, as well as civil society partners in-country and at Headquarters, to support peacebuilding programmes, prioritizing transition contexts, subregional and cross-border contexts and the empowerment of women and young people.
- 3.138 The subprogramme will also spearhead policy development related to peacebuilding and lead relevant coordination and integration mechanisms within the United Nations system, as well as between the United Nations and the World Bank and other international financial institutions. For example, the subprogramme is going to continue to build on the 2017 United Nations-World Bank Partnership Framework for Crisis-Affected Situations, the joint United Nations-World Bank 2018 study entitled *Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict* and the new World Bank Group Strategy for Fragility, Conflict, and Violence (2020–2025).
- 3.139 The subprogramme plans to support Member States on issues related to COVID-19, including by providing continued technical and substantive advice in the organization of meetings of the Peacebuilding Commission that address the peacebuilding impact of COVID-19, and through the

Peacebuilding Fund, working with agencies, funds and programmes to adjust ongoing programmes and welcoming specific programme proposals to mitigate any continued violent conflict risks from the pandemic and support conflict-sensitive recovery efforts.

3.140 The above-mentioned work is expected to result in:

- (a) A deeper commitment, enhanced partnerships and greater coherence across the United Nations system, with Member States and regional and international partners, including international financial institutions, in support of sustaining peace;
- (b) More synergistic, coordinated and effective support, including through improved joint analysis, planning and programming, to national peacebuilding priorities;
- (c) Improved alignment of policy responses for peacebuilding needs on the ground, with increased involvement of international financial institutions;
- (d) Joint efforts with Member States, regional and international partners, including international financial institutions, prioritizing transition contexts, subregional and cross-border contexts, and women and youth empowerment.

### **Programme performance in 2020**

3.141 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

#### **Expanded geographic scope of engagement to build and sustain peace**

3.142 The expanded geographic scope of engagement to build and sustain peace, a trend since 2016, evidences the subprogramme's technical and substantive support for the Peacebuilding Commission, providing an effective forum for countries to discuss their peacebuilding priorities, opportunities and challenges, and the work of the subprogramme in expanding the reach of the Peacebuilding Fund as a tool to build and sustain peace in conflict-affected communities. Notwithstanding significant COVID-related challenges, in respect to the Fund, the subprogramme worked with and through agencies, funds and programmes and civil society partners in-country and at Headquarters to support peacebuilding programmes, keeping pace with its commitments in 2020. The Fund introduced a process for new peacebuilding country-level strategic frameworks at the outset of a new five-year eligibility cycle, which will drive cohesion and establish benchmarks for achieving meaningful results for conflict-affected communities. In 2020, the Fund invested approximately \$30 million in 15 new projects in 10 countries towards climate security. Furthermore, the subprogramme conducted four Fund portfolio evaluations in 2019 (Central African Republic, Côte d'Ivoire, Mali and Somalia) and six in 2020 (Burkina Faso, Guatemala, Kyrgyzstan, Liberia, Madagascar and the Niger).

3.143 For example, the Secretary-General granted eligibility renewal for the Peacebuilding Fund for Somalia. The Peacebuilding Commission, supported by the subprogramme, also renewed its engagement in support of peacebuilding in Somalia. At the request of the Federal Government of Somalia, following the renewal of eligibility to the Fund, the Commission met in December 2020 to discuss the country's peacebuilding priorities and challenges. The Commission discussed the country's national development plan and national reconciliation framework, as well as the Somali women's charter, encouraging progress in anchoring them among Somali stakeholders, and shifting to a long-term perspective on Somalia's peacebuilding and State-building process. The Commission committed itself to helping to mobilize international support for national peacebuilding priorities and to supporting efforts to identify solutions to some of the intractable challenges to peace in Somalia. The Commission expressed its readiness to explore opportunities to support the implementation of the national reconciliation framework, and in that regard emphasized the vital role of women in peacebuilding in Somalia.

*Progress towards the attainment of the objective, and performance measure*

- 3.144 The above-mentioned work contributed to the objective, as demonstrated by Somalia's renewed engagement with the Peacebuilding Commission and approval of eligibility to utilize the Peacebuilding Fund for longer-term peacebuilding efforts in Somalia (see table 3.16).

Table 3.16  
Performance measure

| 2018 (actual) | 2019 (actual)  | 2020 (actual)   |
|---------------|--|---|
| –             | Progress on the consultations with the United Nations and non-United Nations partners for future engagement of the Peacebuilding Commission in support of peacebuilding in Somalia<br><br>Progress on consultations with Somalia on Peacebuilding Fund eligibility | Somalia's renewed engagement with the Peacebuilding Commission and approval by the Secretary-General of eligibility for the Peacebuilding Fund for longer-term peacebuilding efforts in Somalia |

**Impact of COVID-19 on subprogramme delivery**

- 3.145 Owing to the impact of COVID-19 during 2020, the subprogramme changed the approach for organizing Peacebuilding Commission meetings, as well as implementing peacebuilding programmes in various conflict-affected situations. The subprogramme supported the Commission during 2020 by introducing an online forum and adapted country and regional discussions to respond to the impact of COVID-19. During most of 2020, visits of the Chair and other members of the Commission to countries and regions of focus for the Commission were not possible owing to the pandemic. The subprogramme intensified its engagement with the United Nations development system on its socioeconomic response framework for COVID-19 and advocated to ensure that responses were conflict-sensitive and enhanced social cohesion. The Peacebuilding Fund also reacted quickly in response to COVID-19 in 2020, working with resident coordinators, agencies, funds and programmes and other partners to understand emerging risks and opportunities, adjusting ongoing programmes and welcoming specific proposals to mitigate violent conflict risks from the COVID-19 pandemic. Nearly half of all Fund-supported programmes required adjustments, while the Fund received an increasing number of targeted proposals as partners identified new peacebuilding needs to address divisions and tensions fuelled by the pandemic or the economic downturn as a result of confinement measures.
- 3.146 At the same time, however, the subprogramme modified planned deliverables and identified new activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives. For example, the Peacebuilding Fund committed \$3.2 million to fill knowledge gaps on the link between climate change and conflict and to facilitate the joint identification of innovative countermeasures in the low-lying atoll nations of Kiribati, Marshall Islands and Tuvalu. The subprogramme also created a "fast track" of the Humanitarian-Development-Peacebuilding and Partnership facility to support resident coordinators in their engagement on COVID-19 with the World Bank. Requests for up to \$50,000 to fund remote or local consultancies were approved in as little as 24 hours to support alignment of United Nations and World Bank efforts and facilitate conflict-sensitive recovery planning. A first wave of fast-track grants, for example, supported the mapping of risks faced by populations in north and north-east Kenya and in the Diffa and Tillabéri regions of the Niger; conflict-sensitive United Nations-World Bank recovery planning in Sierra Leone; and an assessment of the pandemic's impact on social cohesion and community acceptance in Togo. In respect of the Peacebuilding Commission, the subprogramme modified planned deliverables to support the Commission in creating space for



national and regional leaders, in peacebuilding contexts under its consideration, to share their experiences and seek support for efforts to build back better from the pandemic. Building on a series of engagement on the topic throughout the year in collaboration with the Economic and Social Council and the Security Council, the subprogramme, in collaboration with the Department of Economic and Social Affairs, organized the annual joint Economic and Social Council-Peacebuilding Commission meeting, held on 19 November, on the theme of “Fostering global solidarity and conflict-sensitive responses to COVID-19 and its socio-economic impact”. The event promoted coordinated and coherent action by the international community, with an emphasis on financing for sustainable development and peacebuilding in conflict-affected countries. Members of the Economic and Social Council and the Commission stressed the need for nationally led and inclusive responses to the pandemic, based on the principle of global solidarity and in recognition of the important role of South-South and triangular cooperation in combatting its impact.

### Planned results for 2022

- 3.147 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

#### **Result 1: more coherent and inclusive engagement to build and sustain peace<sup>11</sup>**

##### **Programme performance in 2020**

- 3.148 The subprogramme has continued the work related to peacebuilding and sustaining peace, in line with its mandate, and promoted the enhancement of coordination and coherence on the responses to sustain peace in conflict-affected situations with challenging humanitarian, peace, security and development situations and a large number of operational actors, playing its role as a “hinge” across the United Nations system. This has been achieved through: the technical and substantive advice in the organization of meetings of the Peacebuilding Commission supporting engagements in 15 country- and region-specific contexts, drawing together a range of diverse actors; the work of the Peacebuilding Fund in driving coordination and coherence across United Nations actors; and the subprogramme’s convening of the peacebuilding strategy group (at the Assistant Secretary-General level), comprised of entities from across the United Nations system engaged in peacebuilding, for the purpose of policy coordination, substantive input into the 2020 report of the Secretary-General on peacebuilding and sustaining peace and the 2020 peacebuilding architecture review. Feedback collected from representatives of Member States and other stakeholders who engaged with the Commission in 2020 showed that, with the subprogramme’s support, the Commission had fostered more inclusive and effective responses to peacebuilding challenges in those contexts. Examples include supporting the efforts of Liberia to restore macroeconomic stability and provide a foundation for sustainable growth, in particular in view of the COVID-19 pandemic, and to sustain peace in the context of the constitutional referendum and senatorial elections. The subprogramme also supported the Commission in reviewing its gender strategy and in adopting a strategic action plan on young people and peacebuilding. The subprogramme’s support for a unique form of engagement by the Commission in Colombia with women former combatants and survivors in January 2020 and for an innovative form engagement by the Commission in the Great Lakes region designed by women in the region in June 2020 are examples of successful mainstreaming of gender dimensions of peacebuilding into the Commission’s country-specific and regional activities. The subprogramme identified, invited and supported briefers, including from regional and subregional organizations and international financial institutions, in their attendance at Commission meetings. The subprogramme, in collaboration with the single shared regional political-operational structure, produced political analysis and strategy for programming and Commission meetings. Political analysis and strategy were formulated to facilitate the United Nations system’s and international coherence and leveraged

<sup>11</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 3)).

the entire spectrum of United Nations interventions in support of Member States seeking to build or sustain peace.

- 3.149 The above-mentioned work contributed to a greater proportion of non-United Nations system briefers informing the Peacebuilding Commission (proportion of non-United Nations briefers was approximately 60 per cent of all briefers in 2020, which is a 50 per cent increase compared with 2019), which met the planned target, reflected in the proposed programme budget for 2020.
- 3.150 The above-mentioned work also contributed to enhanced programming and informed discussions of the Commission through comprehensive political analysis and strategy by the single regional political, operational structure, and the Peacebuilding Fund, working with and through agencies, funds and programmes, invested approximately \$170 million in 39 countries, which met the planned target, reflected in the proposed programme budget for 2020.

### Programme performance plan for 2022

- 3.151 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will, among other things, provide technical and substantive advice in the organization of meetings of the Peacebuilding Commission, manage the Peacebuilding Fund and support policy coordination, to promote enhanced coordination and coherence of responses to sustain peace in conflict-affected situations with challenging humanitarian, peace, security and development situations and a large number of operational actors. The expected progress is presented in the performance measure below (see table 3.17).

Table 3.17

### Performance measure

| 2018 (actual)  | 2019 (actual)   | 2020 (actual)  | 2021 (planned) <sup>a</sup>  | 2022 (planned)   |
|--|---|--|--|--|
| Wide array of international actors supporting peacebuilding and sustaining peace efforts, with limited joint analysis, strategy and coherence of engagement; use of political analysis and strategy for programming and Commission meetings that require collaboration but remain distinct | Widening constituency of international actors supporting peacebuilding and sustaining peace efforts, increasingly encompassing civil society organizations and increasingly undertaking joint analysis and coherent action; use of political analysis and strategy for programming and Commission meetings that are produced within the single regional political-operational structure | Greater proportion of non-United Nations system briefers informed the Commission (proportion of non-United Nations briefers was 60 per cent in 2020, which is a 50 per cent increase compared with 2019)<br><br>Enhanced programming and informed discussions of the Commission through comprehensive political analysis and strategy by the single regional political operational structure<br><br>The Peacebuilding Fund, working with and through | Comprehensive constituency of international actors supporting peacebuilding and sustaining peace efforts, including in the context of the response to COVID-19, encompassing regional organizations, international financial institutions and civil society organizations with the capacity to gain access to remote areas, informed by joint analysis, strategy and coherent engagement; use of political analysis and strategy for programming and | Comprehensive constituency of international actors supporting peacebuilding and sustaining peace efforts, including in the context of the response to COVID-19, encompassing regional organizations, international financial institutions and civil society organizations with the capacity to gain access to remote areas, informed by joint analysis, strategy and coherent engagement |

| 2018 (actual) | 2019 (actual) | 2020 (actual)  | 2021 (planned) <sup>a</sup>   | 2022 (planned) |
|---------------|---------------|--|---|----------------|
|               |               | agencies, funds and programmes, invested approximately \$170 million in 39 countries | Commission meetings that are produced within the single regional political, operational structure and help to enhance United Nations system and international coherence and to leverage the entire spectrum of United Nations interventions in support of Member States seeking to build or sustain peace |                |

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## Result 2: continued attention to and resourcing for electoral and peacebuilding needs amid severe security and humanitarian challenges<sup>12</sup>

### Programme performance in 2020

- 3.152 In 2020, the Peacebuilding Fund continued to support, through its investment and programmatic guidance (both technical and substantive) to United Nations agencies, funds and programmes, the implementation of the Political Agreement for Peace and Reconciliation (APPR-RCA) between the Government of and 14 rebel groups in the Central African Republic in order to support an environment conducive to the planned electoral process. The formation of the special mixed units battalion of the north-west defence zone, comprised of ex-combatants, was officially completed on 13 May 2020, with a graduation ceremony in the presence of the President. A total of 265 elements of the defence and internal security forces and 355 former elements of armed groups, including 29 women, were trained. Support for partners in the justice and transitional justice sector promoted the adoption and implementation of the justice sector policy for the period 2020–2024, the law on legal aid and the law on the Commission on Truth, Justice, Reparation and Reconciliation. Through the investment and programmatic guidance of the Peacebuilding Fund, a national communication strategy on the Political Agreement was finalized and implemented, in which national radio and television and partner radio stations increased focus on programmes sensitive to peacebuilding and social cohesion, and training for 622 leaders of women's and youth organizations on the content of the Political Agreement was given.
- 3.153 In addition, the Peacebuilding Commission, guided technically and substantively by the subprogramme, convened several meetings throughout the year on key peacebuilding priorities, namely, increasing international attention on and support for the 2020–2021 elections (advocating for resource needs to be met), the implementation of the National Peacebuilding and Recovery Plan and its rule of law components and supporting coherent action by the international community to meet the country's peacebuilding needs. Those meetings informed the written advice adopted and sent by the Commission to the Security Council ahead of the renewal of the mandate of the United

<sup>12</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

Nations Multidimensional Integrated Stabilization Mission in the Central African Republic with the aim of ensuring continued focus on the country's peacebuilding needs.

- 3.154 The above-mentioned work contributed to enhanced international attention on and resources in support of the Central African Republic electoral process for 2020–2021, progress by national stakeholders on the Political Agreement to support an environment conducive to the planned electoral process, and informed advice from the Peacebuilding Commission to the Security Council on mission mandate renewal, which met the planned target, reflected in the programme budget for 2021.

#### Proposed programme plan for 2022

- 3.155 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will further enhance international attention on and resources in support of the successful conclusion by the Central African Republic of the 2020–2021 electoral process and its aftermath, including through the subprogramme's support for meetings of the Peacebuilding Commission, visits of the Chair, and continued support for the preparation of written advice to the Security Council ahead of the renewal of the mandate of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, as agreed by the Commission. The expected progress is presented in the performance measure below (see table 3.18).

Table 3.18

#### Performance measure

| 2018 (actual)   | 2019 (actual)   | 2020 (actual)  | 2021 (planned) <sup>a</sup>  | 2022 (planned)  |
|---|---|--|--|---|
| Implementation of the National Peacebuilding and Recovery Plan 2017–2021 begins | Enhanced international attention to and resources in support of the peacebuilding priorities of the Central African Republic after the signing of the Political Agreement for Peace and Reconciliation on 6 February 2019 | Enhanced international attention to and resources in support of the Central African Republic electoral process for 2020–2021<br><br>Progress by national stakeholders on the Political Agreement for Peace and Reconciliation to support an environment conducive to the planned electoral process<br><br>Informed advice from the Peacebuilding Commission to the Security Council on mission mandate renewal | Enhanced international attention to and resources in support of the successful conclusion by Central African Republic of the 2020–2021 electoral process | Peacebuilding gains are sustained, the Political Agreement for Peace and Reconciliation is adhered to and progress on achieving the Sustainable Development Goals continues, notwithstanding challenges due to COVID-19 |

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: more attention on and resourcing for transition between United Nations configurations amid peacebuilding challenges**

#### **Proposed programme plan for 2022**

- 3.156 While transitions of special political missions and peacekeeping operations bear opportunities to consolidate peace gains and benefit from shifting aid modalities, they are at higher risk of conflict relapse in countries that have experienced cycles of violence in the past. The Peacebuilding Fund ensures that a large share of its investment supports countries undergoing these transitions, especially when United Nations configurations change, in order to generate momentum for peacebuilding strategies and international support, including through close collaboration with the Peacebuilding Commission and other stakeholders, leading to improved coherence and sequencing of aid instruments. The Fund and attention by the Commission has helped to address transition financing gaps, providing more predictability for partner countries and the United Nations while preparing the ground for longer-term financing to start. The Fund's replenishment conference early in 2021 generated \$439 million in commitments and pledges for the Fund's 2020–2024 strategy, a 25 per cent increase in contributions received compared with the previous three years. A total of 92 Member States were represented at the conference. The Chair of the Commission also engaged with its Organizational Committee to drive contributions from all its members.

#### *Lessons learned and planned change*

- 3.157 The lesson for the subprogramme was that, while donor contributions to the Peacebuilding Fund for 2020 grew slightly, demand for Fund support continued to grow rapidly. In 2020, the Peacebuilding Support Office revised downward available investment, which resulted in notably fewer resources for important transitions settings such as Guinea-Bissau, Haiti and the Sudan. In applying the lesson, the subprogramme will enhance its fundraising endeavours to ensure additional resourcing of transitions between United Nations configurations, and the subprogramme will highlight the importance of financing for peacebuilding at all appropriate opportunities. The subprogramme will also enhance synergies between the work of the Peacebuilding Commission when discussing transition settings and the work of the Fund, for example, utilizing meetings of the Commission to highlight the work of the Fund and encourage further resourcing in these settings. It will remain important to plan ahead to anticipate funding gaps during transitions through the alignment of the Fund's investment plan in transition settings.

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

- 3.158 This work is expected to contribute to the objective, as demonstrated by increased funding for transitions of United Nations configurations, with 25 per cent of Peacebuilding Fund funding dedicated to mission transitions, and enhanced international awareness of mission transition settings, to address financing gaps during transitions, providing more predictability for partner countries and the United Nations while preparing the ground for longer-term financing (see table 3.19).

Table 3.19  
Performance measure

| 2018 (actual) | 2019 (actual)  | 2020 (actual)  | 2021 (planned)   | 2022 (planned)   |
|---------------|--|--|--|--|
| —             | 22 per cent of Peacebuilding Fund funding dedicated to mission transitions | 18 per cent of Peacebuilding Fund funding dedicated to mission transitions | 25 per cent of Peacebuilding Fund funding dedicated to mission transitions | Increased funding for transitions of United Nations configurations<br><br>25 per cent of Peacebuilding Fund funding dedicated to mission transitions<br><br>Enhanced international awareness of mission transition settings, to address financing gaps during transitions, providing more predictability for partner countries and the United Nations while preparing the ground for longer-term financing |

### Legislative mandates

3.159 The list below provides all mandates entrusted to the programme.

#### General Assembly resolutions

|        |   |          |  |
|--------|---|----------|--|
| 60/180 | The Peacebuilding Commission                                  | 72/262 C | Special subjects relating to the programme budget for the biennium 2018–2019           |
| 60/287 | The Peacebuilding Fund  |          |  |
| 63/282 | The Peacebuilding Fund  | 72/276   | Follow-up to the report of the Secretary-General on peacebuilding and sustaining peace |
| 70/262 | The Review of the Peacebuilding Architecture                  |          |  |
| 72/199 | Restructuring of the United Nations peace and security pillar | 75/201   | Review of the United Nations peacebuilding architecture                                |

#### Security Council resolutions

|             |             |
|-------------|-------------|
| 1645 (2005) | 2282 (2016) |
| 1646 (2005) | 2413 (2018) |
| 1947 (2010) | 2558 (2020) |
| 2250 (2015) |             |

### Deliverables

3.160 Table 3.20 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.20

**Subprogramme 6: deliverables for the period 2020–2022, by category and subcategory**

| <i>Category and subcategory</i>   | <i>2020<br/>planned</i> | <i>2020<br/>actual</i> | <i>2021<br/>planned</i> | <i>2022<br/>planned</i> |
|---|-------------------------|------------------------|-------------------------|-------------------------|
| <b>A. Facilitation of the intergovernmental process and expert bodies</b>   |                         |                        |                         |                         |
| <b>Parliamentary documentation</b> (number of documents)  | <b>3</b>                | <b>3</b>               | <b>2</b>                | <b>3</b>                |
| 1. Report of the Peacebuilding Commission for the General Assembly and the Security Council   | 1                       | 1                      | 1                       | 1                       |
| 2. Report of the Secretary-General on the Peacebuilding Fund for the General Assembly   | 1                       | 1                      | 1                       | 1                       |
| 3. Report of Secretary-General on peacebuilding and sustaining peace  | 1                       | 1                      | –                       | 1                       |
| <b>Substantive services for meetings</b> (number of three-hour meetings)  | <b>55</b>               | <b>55</b>              | <b>54</b>               | <b>55</b>               |
| 4. Meetings of the Peacebuilding Commission   | 50                      | 50                     | 50                      | 50                      |
| 5. Meetings of the Peacebuilding Commission on the preparations for the 2020 review of the peacebuilding architecture   | 2                       | 2                      | –                       | –                       |
| 6. Joint meetings of the Peacebuilding Commission with the General Assembly, Security Council and the Economic and Social Council   | 3                       | 3                      | 4                       | 3                       |
| <b>B. Generation and transfer of knowledge</b>  |                         |                        |                         |                         |
| <b>Seminars, workshops and training events</b> (number of days)   | <b>4</b>                | <b>4</b>               | <b>3</b>                | <b>1</b>                |
| 7. Induction training of new members of the Peacebuilding Commission  | –                       | –                      | 1                       | 1                       |
| 8. Regional training to prospective recipients including Ministries and other United Nations stakeholders, on the Peacebuilding Fund as a tool for peacebuilding  | 4                       | 4                      | 2                       | 1                       |
| <b>C. Substantive deliverables</b>  |                         |                        |                         |                         |
| <b>Consultation, advice and advocacy:</b> guidance and advice to country-level and regional recipients of funding from the Peacebuilding Fund on priority setting and programming; promotion of partnerships in the form of regular dialogue, operational and strategic cooperation between the United Nations and the World Bank, the International Monetary Fund, and other international financial institutions; promotion of partnerships and exploration of avenues of cooperation with regional and subregional organizations, civil society organizations, think tanks, academia and the private sector on peacebuilding issues; strategic guidance and advice in support of the delivery of the mandate of the Peacebuilding Commission and the formulation and delivery of the priorities and the workplan of the Peacebuilding Commission; information-sharing, guidance and strategic advice to Member States, the United Nations system and key stakeholders on policy issues related to the implementation of the sustaining peace framework; policy support and advice to members of the Peacebuilding Commission and Peacebuilding Fund donors and recipient Governments on peacebuilding and sustaining peace, gender-responsive peacebuilding, and young people and peacebuilding; allocation of more than \$150 million to approximately 40 countries annually to peacebuilding projects from the Peacebuilding Fund; and policy support, advice and technical guidance on young people, peace and security to Member States, the United Nations system and other key stakeholders. |                         |                        |                         |                         |
| <b>D. Communication deliverables</b>  |                         |                        |                         |                         |
| <b>External and media relations:</b> press statement of the Peacebuilding Commission; and 6 partner newsletters.  |                         |                        |                         |                         |
| <b>Digital platforms and multimedia content:</b> content for the Peacebuilding Commission and Peacebuilding Fund websites and social media platforms; and multimedia content, including short videos and animations highlighting the results and impact on the ground for the website and social media platforms.   |                         |                        |                         |                         |

**Subprogramme 7****Cooperation between the United Nations and the League of Arab States****Objective**

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

## Strategy

- 3.162 To contribute to the objective, the subprogramme will continue to identify areas of work of joint interest and strengthen relationships with the League of Arab States through the pursuit of the common goals and objectives of it and the United Nations. The subprogramme also plans to revitalize activities affected by the COVID-19 crisis and move forward on expanding the relationship, which will contribute to efforts by Member States to make progress on achieving Sustainable Development Goal 16 and their commitments to building effective, accountable and inclusive institutions at all levels. The subprogramme will continue to promote the Charter of the United Nations, in particular Chapter VIII. In addition, the subprogramme will work to deliver capacity-building exercises and staff exchanges and increase channels of communication.
- 3.163 The above-mentioned work is expected to result in:
- (a) Enhanced partnership and expanded outreach with the League of Arab States in the area of international peace and security, including conflict prevention, peacemaking and peacebuilding;
  - (b) Improved capacity of the League of Arab States on conflict prevention, peacemaking and peacebuilding, upon request;
  - (c) Improved coordination with the League of Arab States on cooperation activities.

## Programme performance in 2020

- 3.164 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### Safeguarding diplomatic engagement on peace and security during the COVID-19 pandemic

- 3.165 The subprogramme continued to build relationships with the League of Arab States, most notably through virtual meetings held with the International Organizations Department of the League. In addition, the subprogramme successfully arranged contact between the League of Arab States and United Nations senior officials on a number of topics, including regional peace and security mandates, such as with respect to Lebanon, Libya, the Syrian Arab Republic and the Middle East peace process. The subprogramme co-hosted the multidimensional poverty meeting between the United Nations and the League of Arab States in January 2020.

### *Progress towards the attainment of the objective, and performance measure*

- 3.166 The above-mentioned work contributed to the objective, as demonstrated by the agreement between the United Nations and the League of Arab States to establish a follow-up committee to map ongoing efforts by the various entities towards eradicating multidimensional poverty, assess status and track progress, including through continued work on the Arab strategic framework for the eradication of multidimensional poverty (see table 3.21).



Table 3.21  
Performance measure

| 2018 (actual) | 2019 (actual) | 2020 (actual)   |
|---------------|---------------|---|
| —             | —             | United Nations and League of Arab States agree to establish a follow-up committee to map ongoing efforts by various entities towards eradicating multidimensional poverty, assess status and track progress, including through continued work on the Arab strategic framework for the eradication of multidimensional poverty |

### Impact of COVID-19 on subprogramme delivery

- 3.167 Owing to the impact of COVID-19 during 2020, the subprogramme made the transition from in-person to virtual contact. The Head of the United Nations liaison office to the League of Arab States could not attend the League's Ministerial Council as an observer (in accordance with usual practice) because it was a closed virtual meeting. Significantly, the United Nations-League of Arab States biennial general cooperation meeting was postponed to 2021, and, with the exception of the sectoral meeting on multidimensional poverty that was held in January 2020, substantive staff exchanges between the United Nations and the League of Arab States and a workshop on crisis management were postponed. These changes had an impact on the programme performance in 2020, as specified in result 1 below.

### Planned results for 2022

- 3.168 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### Result 1: opening of the liaison office and enhancing engagement activities<sup>13</sup>

#### Programme performance in 2020

- 3.169 The subprogramme held in-person introductory meetings with relevant departments and directorates of the League of Arab States with direct bearing on both political and peacebuilding affairs and peacekeeping, to gain a broader understanding of the work of the League. The subprogramme held meetings with representatives of the permanent missions to the League of Arab States in Cairo. The Head of the United Nations liaison office to the League of Arab States built a stakeholder network to enhance cooperation between the United Nations and the League. The Head of the liaison office also facilitated several meetings for Special Representatives and Special Envoys of the Secretary-General with the League of Arab States, contributing directly to United Nations-League of Arab States cooperation on special political missions. Furthermore, the subprogramme provided coordination between United Nations entities undertaking projects and the League of Arab States and contributed to planning exercises with United Nations agencies, funds and programmes, which resulted in more coherent United Nations engagement and a better understanding of the range of cooperation activities between the Organization and the League of Arab States.

<sup>13</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 3)).

3.170 The above-mentioned work contributed to deepened strategic ties between the United Nations and the League of Arab States, which met the planned target, reflected in the proposed programme budget for 2020.

3.171 In addition, the above-mentioned work also contributed to limited capacity-building activities, such as a staff exchange on disarmament, which did not meet the target of building of capacity towards the objectives of early action on preventing violent conflict, support for national and regional capacities for facilitation and dialogue, and easy and rapid deployability of United Nations good offices, reflected in the proposed programme budget for 2020. Owing in large part to COVID-19, capacity-building activities were also postponed.

**Proposed programme plan for 2022**

3.172 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will strengthen existing communications, hold several interdepartmental meetings, provide capacity-building and staff exchanges, and build on high-level engagement, especially in the area of peace and security through existing special political missions in the region. The expected progress is presented in the performance measure below (see table 3.22).

Table 3.22  
**Performance measure**

| <i>2018 (actual)</i>   | <i>2019 (actual)</i>  | <i>2020 (actual)</i>  | <i>2021 (planned)<sup>a</sup></i>   | <i>2022 (planned)</i>  |
|--|---|---|---|--|
| The United Nations and the League of Arab States agree to establish a liaison office | The liaison office is established and there are improved consultations and information-sharing between the United Nations and the League of Arab States | <p>Deepened strategic ties between the United Nations and the League of Arab States</p> <p>Meetings of Special Representatives and Special Envoys of the Secretary-General with the League of Arab States, contributing directly to the United Nations-League of Arab States cooperation on special political missions</p> <p>Staff exchange on disarmament</p> | Implementation of first initiatives in the areas of deepening of strategic dialogue, conduct of joint analysis, building of capacity towards the objectives of early action on preventing conflict, support for national and regional capacities for facilitation and dialogue, and easy and rapid deployability of United Nations good offices | Strengthened institutional relations and cooperation between the United Nations and the League of Arab States, especially in the area of peace and security, through existing special political missions in the region |

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

**Result 2: enhanced peace and security cooperation<sup>14</sup>****Programme performance in 2020**

- 3.173 The Secretary-General made cooperation with regional organizations to prevent conflict and sustain peace a priority. Enhanced peace and security cooperation between the United Nations and the League of Arab States remained a priority for the efforts of the Department of Political and Peacebuilding Affairs to strengthen collaboration with regional and subregional organizations. The United Nations and the League of Arab States collaborated on addressing global and regional challenges by deepening strategic dialogue, including through the retreat of the Secretary-General for regional organizations and attendance of the League of Arab States at several Security Council meetings. The liaison office facilitated dialogue and served as an institutionalized dialogue mechanism between the United Nations and the League of Arab States in pursuit of the common goals and objectives of the two organizations. It assisted in organizing and conducting joint workshops, meetings, seminars and training activities. It worked with League of Arab States counterparts to identify potential areas of support from the United Nations for capacity development and exchange of expertise and best practices.
- 3.174 The above-mentioned work contributed to a strengthened relationship and a common approach to issues and increased high-level engagement, which met the planned target, reflected in the programme budget for 2021.

**Proposed programme plan for 2022**

- 3.175 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will enhance cooperation in accordance with the two organizations' priorities to develop collaborative activities in the form of meetings between the two organizations, consultations, training programmes and workshops, representation, liaison, staff exchanges, joint programmes and support for the aims of the Security Council in increasing engagement with the League of Arab States, including through a desk-to-desk dialogue. The expected progress is presented in the performance measure below (see table 3.23).

Table 3.23

**Performance measure**

| <i>2018 (actual)</i>  | <i>2019 (actual)</i>   | <i>2020 (actual)</i>  | <i>2021 (planned)<sup>a</sup></i>   | <i>2022 (planned)</i>   |
|---|--|---|---|---|
| General Assembly establishes liaison presence<br>General cooperation meeting held | Opening and staffing of the United Nations liaison office to the League of Arab States | Strengthened relationship and a common approach to issues and increased high-level engagement | Implementation of first initiatives in the areas of deepening of strategic dialogue, conduct of joint analysis, building of capacity towards the objectives of early action on preventing violent conflict, support for national and regional capacities for facilitation and dialogue, and easy and rapid deployability of | Strengthened institutionalization of dialogue between the United Nations and the League of Arab States in pursuit of the common goals and objectives of the two organizations<br><br>Deepening of exchanges that leverage institutional |

<sup>14</sup> As reflected in the programme budget for 2021 ([A/75/6/Add.1](#)).

| 2018 (actual) | 2019 (actual) | 2020 (actual) | 2021 (planned) <sup>a</sup> | 2022 (planned)                     |
|---------------|---------------|---------------|-----------------------------|------------------------------------|
|               |               |               | United Nations good offices | knowledge of the two organizations |

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

**Result 3: advancement of the women and peace and security agenda and strengthened institutional relations**

**Proposed programme plan for 2022**

- 3.176 Advancing the women and peace and security agenda draws on key elements and priority actions of the subprogramme and is a way of providing resources to build the foundation for the establishment of a stronger and more effective network of women peacemakers and peacebuilders in the region. The President of the Security Council, in a statement dated 29 January 2021 ([S/PRST/2021/2](#)), welcomed the efforts of the League of Arab States to implement resolution [1325 \(2000\)](#) and relevant subsequent resolutions, including through the development of a regional action plan for women and peace, and security, and encouraged the United Nations and the League to further promote the implementation of the women and peace and security agenda.

*Lessons learned and planned change*

- 3.177 The main lesson for the subprogramme was that, owing to COVID-19, it could not rely solely on in-person engagements and that it should continue to strengthen virtual and alternative modalities for engagement while simultaneously pursuing meetings in-person, where necessary. In applying the lesson, the subprogramme will undertake more advance planning on meeting modalities to strengthen and enhance the bilateral relationship. For example, the subprogramme and the special political missions, and in consultation with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), will offer workshops, with flexible delivery modalities, based on the experience and work of the United Nations on the women and peace and security agenda in the Arab region in the context of special political missions. In addition, the subprogramme will continue to build on the successful linkages with the United Nations and the League of Arab States to strengthen consultations and collaboration between the League and special political missions with a view to enhancing the inclusion of the women and peace and security agenda into their work, including by increasing the meaningful and effective participation of women in peacemaking, peacebuilding and conflict prevention.

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

- 3.178 This work is expected to contribute to the objective, as demonstrated by improved regional capacities for women's meaningful and effective participation in peacemaking, peacebuilding and conflict prevention in the Arab region (see table 3.24).

Table 3.24  
Performance measure

| 2018 (actual) | 2019 (actual) | 2020 (actual) | 2021 (planned)  | 2022 (planned)   |
|---------------|---------------|---------------|---|--|
| —             | —             | —             | Enhanced stakeholder awareness and understanding of the women and peace and security agenda through engagement with special political missions in the Arab region | Improved regional capacities for women's effective and meaningful participation in peacemaking, peacebuilding and conflict prevention in the Arab region |

### Legislative mandates

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

#### General Assembly resolution

[75/11](#) Cooperation between the United Nations and the League of Arab States

#### Statement by the President of the Security Council

[S/PRST/2021/2](#)

### Deliverables

3.180 Table 3.25 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.25  
Subprogramme 7: deliverables for the period 2020–2022, by category and subcategory

| Category and subcategory   | 2020<br>planned | 2020<br>actual | 2021<br>planned | 2022<br>planned |
|--|-----------------|----------------|-----------------|-----------------|
| <b>B. Generation and transfer of knowledge</b>   |                 |                |                 |                 |
| <b>Field and technical cooperation projects</b> (number of projects)   | <b>4</b>        | <b>1</b>       | <b>4</b>        | <b>4</b>        |
| 1. Technical cooperation projects on peace and security, including conflict prevention, mediation and peacebuilding  | 4               | 1              | 4               | 4               |
| <b>Seminars, workshops and training events</b> (number of days)  | <b>5</b>        | <b>4</b>       | <b>5</b>        | <b>5</b>        |
| 2. Capacity-building event for the secretariat of the League of Arab States on peace and security  | 5               | 4              | 5               | 5               |
| <b>C. Substantive deliverables</b>   |                 |                |                 |                 |
| <b>Consultation, advice and advocacy:</b> regular and ad hoc meetings and consultations with the League of Arab States, including biennial general cooperation meetings and sectoral meetings of the United Nations and the League of Arab States. |                 |                |                 |                 |

## B. Proposed post and non-post resource requirements for 2022

### Overview

- 3.181 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 3.26 to 3.28.

Table 3.26

#### Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

| Object of expenditure      | 2020<br>expenditure <sup>a</sup> | 2021<br>appropriation | Changes                  |                              |              |              |            | 2022<br>estimate<br>(before<br>recosting) |
|----------------------------|----------------------------------|-----------------------|--------------------------|------------------------------|--------------|--------------|------------|---|
|                            |                                  |                       | Technical<br>adjustments | New/<br>expanded<br>mandates | Other        | Total        | Percentage |   |
| Posts                      | 41 806.7                         | 43 860.8              | —                        | —                            | —            | —            | —          | 43 860.8                                  |
| Other staff costs          | 1 260.7                          | 450.3                 | —                        | —                            | —            | —            | —          | 450.3                                     |
| Hospitality                | 9.3                              | 6.7                   | —                        | —                            | —            | —            | —          | 6.7                                       |
| Consultants                | 546.4                            | 26.5                  | —                        | —                            | —            | —            | —          | 26.5                                      |
| Experts                    | 20.7                             | —                     | —                        | —                            | —            | —            | —          | —   |
| Travel of representatives  | 59.5                             | 667.7                 | —                        | —                            | (66.8)       | (66.8)       | (10.0)     | 600.9                                     |
| Travel of staff            | 445.8                            | 473.4                 | —                        | —                            | —            | —            | —          | 473.4                                     |
| Contractual services       | 1 012.9                          | 665.0                 | —                        | —                            | 200.0        | 200.0        | 30.1       | 865.0                                     |
| General operating expenses | 540.8                            | 487.8                 | —                        | —                            | (24.0)       | (24.0)       | (4.9)      | 463.8                                     |
| Supplies and materials     | 6.2                              | 15.8                  | —                        | —                            | —            | —            | —          | 15.8                                      |
| Furniture and equipment    | 135.7                            | 30.9                  | —                        | —                            | —            | —            | —          | 30.9                                      |
| Improvements of premises   | 0.2                              | —                     | —                        | —                            | —            | —            | —          | —   |
| Grants and contributions   | 7.9                              | —                     | —                        | —                            | —            | —            | —          | —   |
| Other                      | 0.4                              | —                     | —                        | —                            | —            | —            | —          | —   |
| <b>Total</b>               | <b>45 853.4</b>                  | <b>46 684.9</b>       | <b>—</b>                 | <b>—</b>                     | <b>109.2</b> | <b>109.2</b> | <b>0.2</b> | <b>46 794.1</b>                           |

<sup>a</sup> Includes expenditure in an amount of \$1,535,400, incurred under the authority granted to the Secretary-General under paragraph 1 (a) of General Assembly resolution 74/265 relating to commitments for unforeseen and extraordinary expenses.

Table 3.27

#### Overall: proposed posts and post changes for 2022

(Number of posts)

|                   | Number | Details  |
|-------------------|--------|--|
| Approved for 2021 | 277    | 1 USG, 3 ASG, 9 D-2, 16 D-1, 41 P-5, 53 P-4, 40 P-3, 21 P-2/1, 5 GS (PL), 86 GS (OL), 2 LL |
| Post changes      | —      |  |
| Proposed for 2022 | 277    | 1 USG, 3 ASG, 9 D-2, 16 D-1, 41 P-5, 53 P-4, 40 P-3, 21 P-2/1, 5 GS (PL), 86 GS (OL), 2 LL |

*Note:* The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; USG, Under-Secretary-General.

Table 3.28

**Overall: proposed posts by category and grade**

(Number of posts)

| Category and grade          | 2021<br>approved <sup>a</sup> | Changes                  |                          |       |       | 2022<br>proposed <sup>a</sup> |
|-----------------------------|-------------------------------|--------------------------|--------------------------|-------|-------|-------------------------------|
|                             |                               | Technical<br>adjustments | New/expanded<br>mandates | Other | Total |                               |
| Professional and higher     |                               |                          |                          |       |       |                               |
| USG                         | 1                             | —                        | —                        | —     | —     | 1                             |
| ASG                         | 3                             | —                        | —                        | —     | —     | 3                             |
| D-2                         | 9                             | —                        | —                        | —     | —     | 9                             |
| D-1                         | 16                            | —                        | —                        | —     | —     | 16                            |
| P-5                         | 41                            | —                        | —                        | —     | —     | 41                            |
| P-4                         | 53                            | —                        | —                        | —     | —     | 53                            |
| P-3                         | 40                            | —                        | —                        | —     | —     | 40                            |
| P-2/1                       | 21                            | —                        | —                        | —     | —     | 21                            |
| Subtotal                    | 184                           | —                        | —                        | —     | —     | 184                           |
| General Service and related |                               |                          |                          |       |       |                               |
| GS (PL)                     | 5                             | —                        | —                        | —     | —     | 5                             |
| GS (OL)                     | 86                            | —                        | —                        | —     | —     | 86                            |
| LL                          | 2                             |                          |                          |       |       | 2                             |
| Subtotal                    | 93                            | —                        | —                        | —     | —     | 93                            |
| Total                       | 277                           | —                        | —                        | —     | —     | 277                           |

<sup>a</sup> Includes four temporary posts (1 P-5 and 3 GS (OL)).

- 3.182 Additional details on the distribution of the proposed resources for 2022 are reflected in tables 3.29 to 3.31 and figure 3.XII.
- 3.183 As reflected in table 3.29 (1), the overall resources proposed for 2022 amount to \$46,794,100 before recosting, reflecting an increase of \$109,200 (or 0.2 per cent) compared with the appropriation for 2021. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 3.29

**Overall: evolution of financial resources by source of funding, component and subprogramme**

(Thousands of United States dollars)

(1) *Regular budget*

| Component/subprogramme  | 2020<br>expenditure | 2021<br>appropriation | Changes                  |                              |               |               |              | 2022<br>estimate<br>(before<br>recosting) |
|---|---------------------|-----------------------|--------------------------|------------------------------|---------------|---------------|--------------|---|
|   |                     |                       | Technical<br>adjustments | New/<br>expanded<br>mandates | Other         | Total         | Percentage   |   |
| A. Policymaking organs  | 8.1                 | 113.5                 | —                        | —                            | (10.7)        | (10.7)        | (9.4)        | 102.8                                     |
| B. Executive direction and management                                   | 2 520.3             | 1 572.0               | —                        | —                            | —             | —             | —            | 1 572.0                                   |
| C. Programme of work  |                     |                       |                          |                              |               |               |              |   |
| 1. Prevention, management and resolution of conflicts                   | 22 644.7            | 24 186.7              | —                        | —                            | (12.1)        | (12.1)        | (0.1)        | 24 174.6                                  |
| 2. Electoral assistance   | 3 731.9             | 3 823.8               | —                        | —                            | —             | —             | —            | 3 823.8                                   |
| 3. Security Council affairs   | 7 366.3             | 7 026.6               | —                        | —                            | —             | —             | —            | 7 026.6                                   |
| 4. Decolonization   | 906.6               | 833.5                 | —                        | —                            | —             | —             | —            | 833.5                                     |
| 5. Question of Palestine  | 2 350.1             | 2 674.1               | —                        | —                            | (27.0)        | (27.0)        | (1.0)        | 2 647.1                                   |
| 6. Peacebuilding Support Office   | 3 330.8             | 3 556.4               | —                        | —                            | (17.0)        | (17.0)        | (0.5)        | 3 539.4                                   |
| 7. Cooperation between the United Nations and the League of Arab States | 231.5               | 310.1                 | —                        | —                            | (12.0)        | (12.0)        | (3.9)        | 298.1                                     |
| <b>Subtotal, C</b>  | <b>40 561.9</b>     | <b>42 411.2</b>       |                          |                              | <b>(68.1)</b> | <b>(68.1)</b> | <b>(0.2)</b> | <b>42 343.1</b>                           |
| D. Programme support  | 2 763.2             | 2 588.2               | —                        | —                            | 188.0         | 188.0         | 7.3          | 2 776.2                                   |
| <b>Subtotal, 1</b>  | <b>45 853.5</b>     | <b>46 684.9</b>       | —                        | —                            | <b>109.2</b>  | <b>109.2</b>  | <b>0.2</b>   | <b>46 794.1</b>                           |

(2) *Extrabudgetary*

| Component/subprogramme  | 2020<br>expenditure | 2021<br>estimate | Change | Percentage | 2022<br>estimate |
|---|---------------------|------------------|--------|------------|------------------|
| A. Policymaking organs  | —                   | —                |        |            | —                |
| B. Executive direction and management                                   | 3 647.7             | 3 685.2          | —      | —          | 3 685.2          |
| C. Programme of work  |                     |                  | —      | —          |                  |
| 1. Prevention, management and resolution of conflicts                   | 21 746.5            | 25 699.8         | —      | —          | 25 699.8         |
| 2. Electoral assistance   | 2 143.9             | 1 507.6          | —      | —          | 1 507.6          |
| 3. Security Council affairs   | 458.8               | 300.8            | —      | —          | 300.8            |
| 4. Decolonization   | 224.2               | 92.4             | —      | —          | 92.4             |
| 5. Question of Palestine  | 68.0                | —                | —      | —          | —                |
| 6. Peacebuilding Support Office   | 3 309.2             | 2 409.5          | —      | —          | 2 409.5          |
| 7. Cooperation between the United Nations and the League of Arab States | —                   | —                |        |            | —                |
| <b>Subtotal, C</b>  | <b>27 950.6</b>     | <b>30 010.1</b>  | —      | —          | <b>30 010.1</b>  |



**Section 3 Political affairs**

| <i>Component/subprogramme</i> | <i>2020<br/>expenditure</i> | <i>2021<br/>estimate</i> | <i>Change</i> | <i>Percentage</i> | <i>2022<br/>estimate</i> |
|-------------------------------|-----------------------------|--------------------------|---------------|-------------------|--------------------------|
| D. Programme support          | 2 515.6                     | 2 637.8                  | –             | –                 | 2 637.8                  |
| <b>Subtotal, 2</b>            | <b>34 113.9</b>             | <b>36 333.1</b>          | –             | –                 | <b>36 333.1</b>          |
| <b>Total</b>                  | <b>79 967.4</b>             | <b>83 018.0</b>          | <b>109.2</b>  | <b>0.1</b>        | <b>83 127.2</b>          |

Table 3.30

**Overall: proposed posts for 2022 by source of funding, component and subprogramme**

(Number of posts)

 (1) *Regular budget*

| <i>Component/subprogramme</i>   | <i>2021<br/>approved</i> | <i>Changes</i>                   |                                  |              |              | <i>2022<br/>proposed</i> |
|---|--------------------------|----------------------------------|----------------------------------|--------------|--------------|--------------------------|
|   |                          | <i>Technical<br/>adjustments</i> | <i>New/expanded<br/>mandates</i> | <i>Other</i> | <i>Total</i> |                          |
| A. Policymaking organs  | –                        | –                                | –                                | –            | –            | –                        |
| B. Executive direction and management                                   | 9                        | –                                | –                                | –            | –            | 9                        |
| C. Programme of work  |                          |                                  |                                  |              |              |                          |
| 1. Prevention, management and resolution of conflicts                   | 147                      | –                                | –                                | –            | –            | 147                      |
| 2. Electoral assistance   | 22                       | –                                | –                                | –            | –            | 22                       |
| 3. Security Council affairs   | 48                       | –                                | –                                | –            | –            | 48                       |
| 4. Decolonization   | 5                        | –                                | –                                | –            | –            | 5                        |
| 5. Question of Palestine  | 15                       | –                                | –                                | –            | –            | 15                       |
| 6. Peacebuilding Support Office   | 17                       | –                                | –                                | –            | –            | 17                       |
| 7. Cooperation between the United Nations and the League of Arab States | 2                        | –                                | –                                | –            | –            | 2                        |
| <b>Subtotal, C</b>  | <b>256</b>               | –                                | –                                | –            | –            | <b>256</b>               |
| D. Programme support  | 12                       | –                                | –                                | –            | –            | 12                       |
| <b>Subtotal, 1</b>  | <b>277</b>               | –                                | –                                | –            | –            | <b>277</b>               |

 (2) *Extrabudgetary*

| <i>Component/subprogramme</i>                         | <i>2021<br/>estimate</i> | <i>Change</i> | <i>2022<br/>estimate</i> |
|---|--------------------------|---------------|--------------------------|
| A. Policymaking organs                                | –                        |               | –                        |
| B. Executive direction and management                 | 9                        | –             | 9                        |
| C. Programme of work                                  |                          | –             |                          |
| 1. Prevention, management and resolution of conflicts | 44                       | –             | 44                       |
| 2. Electoral assistance                               | 3                        | –             | 3                        |
| 3. Security Council affairs                           | –                        | –             | –                        |
| 4. Decolonization                                     | –                        | –             | –                        |
| 5. Question of Palestine                              | –                        | –             | –                        |
| 6. Peacebuilding Support Office                       | 10                       | –             | 10                       |

**Part II Political affairs**

| <i>Component/subprogramme</i>   | <i>2021<br/>estimate</i> | <i>Change</i> | <i>2022<br/>estimate</i> |
|---|--------------------------|---------------|--------------------------|
| 7. Cooperation between the United Nations and the League of Arab States | –                        | –             | –                        |
| <b>Subtotal, C</b>  | <b>57</b>                | <b>–</b>      | <b>57</b>                |
| D. Programme support  | 15                       | –             | 15                       |
| <b>Subtotal, 2</b>  | <b>81</b>                | <b>–</b>      | <b>81</b>                |
| <b>Total</b>  | <b>358</b>               | <b>–</b>      | <b>358</b>               |

Table 3.31

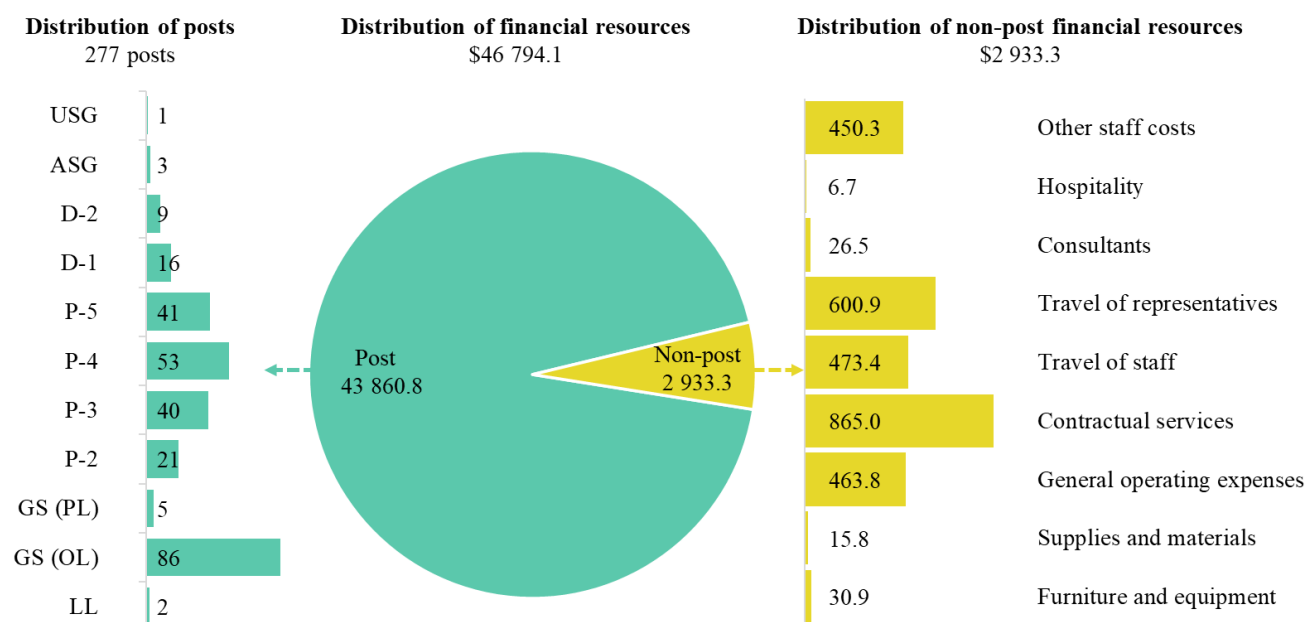
**Overall: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

|   | Changes             |                       |                          |                              |       |       |            | 2022<br>estimate<br>(before<br>recosting) |
|---|---------------------|-----------------------|--------------------------|------------------------------|-------|-------|------------|---|
|   | 2020<br>expenditure | 2021<br>appropriation | Technical<br>adjustments | New/<br>expanded<br>mandates | Other | Total | Percentage |   |
| Financial resources by main category of expenditure |                     |                       |                          |                              |       |       |            |   |
| Post  | 41 806.7            | 43 860.8              | —                        | —                            | —     | —     | —          | 43 860.8                                  |
| Non-post  | 4 046.6             | 2 824.1               | —                        | —                            | 109.2 | 109.2 | 3.9        | 2 933.3                                   |
| Total   | 45 853.4            | 46 684.9              | —                        | —                            | 109.2 | 109.2 | 0.2        | 46 794.1                                  |
| Post resources by category                          |                     |                       |                          |                              |       |       |            |   |
| Professional and higher                             |                     | 184                   | —                        | —                            | —     | —     | —          | 184                                       |
| General Service and related                         |                     | 93                    | —                        | —                            | —     | —     | —          | 93  |
| Total   |                     | 277                   | —                        | —                            | —     | —     | —          | 277                                       |

Figure 3.XII  
**Distribution of proposed resources for 2022 (before recosting)**

(Number of posts/thousands of United States dollars)



## Explanation of variances by factor, component and subprogramme

### Overall resource changes

#### Other changes

3.184 As reflected in table 3.29 (1), resource changes reflect a net increase of \$109,200, as follows:

- (a) **Policymaking organs, subprogramme 1, Prevention, management and resolution of conflicts, subprogramme 5, Question of Palestine, and subprogramme 6, Peacebuilding Support Office.** The overall decrease of \$66,800 under travel of representatives reflects build-back-better efforts to sustain the new working methods and practices, including increased use of videoconferencing and virtual platforms to conduct and/or attend meetings in lieu of in-person attendance. In addition, to the extent possible, meetings will be conducted in regions with closer proximity to participants. The reduction of \$66,800 is reflected under Policymaking organs (\$10,700); subprogramme 1, Prevention, management and resolution of conflicts (\$12,100); subprogramme 5, Question of Palestine (\$27,000); and subprogramme 6, Peacebuilding Support Office (\$17,000);
- (b) **Subprogramme 7, Cooperation between the United Nations and the League of Arab States.** The decrease of \$12,000 under general operating expenses takes into account past expenditure patterns and reflects actual expenditure requirements for rental of premises, utilities, communications, information technology and maintenance of services;
- (c) **Programme support.** The net increase of \$188,000 comprises additional resources in the amount of \$200,000 under contractual services, offset in part by a decrease of \$12,000 under general operating expenses, as follows:
  - (i) The increase of \$200,000 under contractual services reflects additional requirements for the hosting and maintenance of the iSCAD+ platform, which is a unified front-end portal that is accessible from mobile devices and integrated into the revamped Security Council

website, to enhance the presentation of existing information products to service the Council's needs. The platform will support secure collaboration, timely information exchange between Member States and within the Secretariat, and access by Member States to information on meetings, documentation and historical records and new reporting modalities and visualization capacities. It will provide information to the public and showcase the work of the Council in maintaining international peace and security;

- (ii) The decrease of \$12,000 under general operating expenses reflects build-back-better efforts to pioneer new working methods through the digitization of records, a reduction in paper printing and filing, and the use of virtual platforms for internal meetings, resulting in a reduction in rental costs for meeting rooms.

## Extrabudgetary resources

- 3.185 As reflected in tables 3.29 (2) and 3.30 (2), the Department of Political and Peacebuilding Affairs expects to continue to receive cash contributions, which would complement regular budget resources. In 2022, projected extrabudgetary resources (cash) are estimated at \$36,333,100, and would provide for 81 posts, as presented in table 3.30 (2). The resources would be used mainly to support substantive activities, including in the areas of preventive diplomacy, conflict resolution, mediation, peacemaking, electoral assistance missions and political analysis in support of the good offices of the Secretary-General. It would also support the multi-year appeal programme, the overall management of the Peacebuilding Fund and the annual regional seminar on decolonization, as well as visiting missions to the Non-Self-Governing Territories. Extrabudgetary resources represent 43.7 per cent of the total resources for the Department.
- 3.186 The authority to oversee the use of extrabudgetary resources rests with the Department of Political and Peacebuilding Affairs, in accordance with the delegation of authority from the Secretary-General.

## Policymaking organs

- 3.187 The resources proposed under this component provide for requirements relating to the servicing of standing intergovernmental organs and expert bodies, special sessions of the General Assembly and intergovernmental processes. Table 3.32 provides information on the standing intergovernmental organs and related resource requirements under the regular budget.

Table 3.32

### Policymaking organs

(Thousands of United States dollars)

| <i>Policymaking organ</i> | <i>Description</i>   | <i>Additional information</i>  | <i>2021<br/>appropriation</i> | <i>2022<br/>estimate<br/>(before<br/>recosting)</i> |
|---------------------------|--|--|-------------------------------|---|
| Security Council          | The Security Council, one of the principal organs of the United Nations under Article 7 of the Charter of the United Nations, is charged with the primary responsibility for the maintenance of international peace and security. As specified in Article 28 of the Charter, the Council is to be so organized as to be able to function continuously. In addition to regular meetings, the President of the Security Council can call meetings of the Council any time that he or she deems it necessary, as well as at the request of any member of the Council and in the | Mandate: Article 7 of the Charter of the United Nations<br>Membership: 15 government officials<br>Number of sessions in 2022: continuous | 83.8                          | 76.1  |

### Section 3 Political affairs

| <i>Policymaking organ</i>   | <i>Description</i>   | <i>Additional information</i>   | <i>2021 appropriation</i> | <i>2022 estimate (before recosting)</i> |
|---|--|---|---------------------------|---|
|   | context of Articles 11, 35 and 99 of the Charter. The Council is authorized, under Article 29 of the Charter, to establish such subsidiary organs as it deems necessary for the performance of its functions.  |   |                           |   |
| Committee on the Exercise of the Inalienable Rights of the Palestinian People | The Committee on the Exercise of the Inalienable Rights of the Palestinian People was established pursuant to General Assembly resolution <a href="#">3376 (XXX)</a> . The Committee meets throughout the year, as required, and submits an annual report to the Assembly. In discharging its mandate to exert all efforts to promote the realization of the inalienable rights of the Palestinian people (subprogramme 5), the Committee participates in meetings, sends delegations on missions and invites, as necessary, prominent personalities or experts. Its mandate, which has been expanded over the years, was most recently reaffirmed by the Assembly in its resolution <a href="#">74/12</a> . | Mandate: General Assembly resolution <a href="#">3376 (XXX)</a><br>Membership: 26 government delegations and 21 observers<br>Number of sessions in 2022: 7                                | 29.7                      | 26.7                                    |
| Military Staff Committee  |  | Mandate: Article 47 of the Charter<br>Membership: 5<br>Number of sessions in 2022: continuous   | —                         | —                                       |
| Informal Working Group on Documentation and Other Procedural Questions        |  | Mandate: June 1993 (no formal decision taken)<br>Membership: 15 government officials<br>Number of sessions in 2022: continuous  | —                         | —                                       |
| Working Group on Peacekeeping Operations                                      |  | Mandate: statement by the President of the Security Council dated 31 January 2001 ( <a href="#">S/PRST/2001/3</a> )<br>Membership: N/A<br>Number of sessions in 2022: N/A                 | —                         | —                                       |
| Ad Hoc Working Group on Conflict Prevention and Resolution in Africa          |  | Mandate: note by the President of the Security Council dated 1 March 2002 ( <a href="#">S/2002/207</a> )<br>Membership: 15 government officials<br>Number of sessions in 2022: continuous | —                         | —                                       |
| Working Group on Children and Armed Conflict                                  |  | Mandate: Security Council resolution <a href="#">1612 (2005)</a><br>Membership: 15<br>Number of sessions in 2022: continuous  | —                         | —                                       |
| Working Group established pursuant to resolution <a href="#">1566 (2004)</a>  |  | Mandate: Security Council resolution <a href="#">1566 (2004)</a><br>Membership: 15  | —                         | —                                       |

## Part II Political affairs

| <i>Policymaking organ</i>   | <i>Description</i> | <i>Additional information</i>  | <i>2021<br/>appropriation</i> | <i>2022<br/>estimate<br/>(before<br/>recosting)</i> |
|---|--------------------|--|-------------------------------|---|
|   |                    | Number of sessions in 2022:<br>continuous  |                               |   |
| Informal Working<br>Group on<br>International<br>Tribunals  |                    | Mandate: 4161st meeting of the<br>Security Council, held on<br>20 June 2000 (no formal<br>decision taken)<br>Membership: 15<br>Number of sessions in 2022:<br>continuous                             | —                             | —   |
| Security Council<br>Committee pursuant<br>to resolution <a href="#">751</a><br>(1992) concerning<br>Somalia   |                    | Mandate: Security Council<br>resolution <a href="#">751 (1992)</a><br>Membership: 15<br>Number of sessions in 2022:<br>continuous  | —                             | —   |
| Security Council<br>Committee pursuant<br>to resolutions <a href="#">1267</a><br>(1999), <a href="#">1989</a> (2011)<br>and <a href="#">2253</a> (2015)<br>concerning Islamic<br>State in Iraq and the<br>Levant (Da'esh),<br>Al-Qaida and<br>associated individuals,<br>groups, undertakings<br>and entities |                    | Mandate: Security Council<br>resolutions <a href="#">1267 (1999)</a> , <a href="#">1989</a><br>(2011) and <a href="#">2253 (2015)</a><br>Membership: 15<br>Number of sessions in 2022:<br>continuous | —                             | —   |
| Security Council<br>Committee<br>established pursuant<br>to resolution <a href="#">1518</a><br>(2003)   |                    | Mandate: Security Council<br>resolution <a href="#">1518 (2003)</a><br>Membership: 15<br>Number of sessions in 2022:<br>continuous   | —                             | —   |
| Security Council<br>Committee<br>established pursuant<br>to resolution <a href="#">1636</a><br>(2005)   |                    | Mandate: Security Council<br>resolution <a href="#">1636 (2005)</a><br>Membership: 15<br>Number of sessions in 2022:<br>continuous   | —                             | —   |
| Security Council<br>Committee<br>established pursuant<br>to resolution <a href="#">1718</a><br>(2006)   |                    | Mandate: Security Council<br>resolution <a href="#">1718 (2006)</a><br>Membership: 15<br>Number of sessions in 2022:<br>continuous   | —                             | —   |
| Security Council<br>Committee established<br>pursuant to resolution<br><a href="#">1970</a> (2011)<br>concerning Libya  |                    | Mandate: Security Council<br>resolution <a href="#">1970 (2011)</a><br>Membership: 15<br>Number of sessions in 2022:<br>continuous   | —                             | —   |
| Security Council<br>Committee<br>established pursuant<br>to resolution <a href="#">1988</a><br>(2011)   |                    | Mandate: Security Council<br>resolution <a href="#">1988 (2011)</a><br>Membership: 15<br>Number of sessions in 2022:<br>continuous   | —                             | —   |

### Section 3 Political affairs

| <i>Policymaking organ</i>  | <i>Description</i>   | <i>Additional information</i>  | <i>2021<br/>appropriation</i> | <i>2022<br/>estimate<br/>(before<br/>recosting)</i> |
|--|--|--|-------------------------------|---|
| Security Council<br>Committee established<br>pursuant to resolution<br><a href="#">2127 (2013)</a><br>concerning the Central<br>African Republic |  | Mandate: Security Council<br>resolution <a href="#">2127 (2013)</a><br>Membership: 15<br>Number of sessions in 2022:<br>continuous                                     | —                             | —   |
| Security Council<br>Committee<br>established pursuant<br>to resolution <a href="#">2048<br/>(2012)</a> concerning<br>Guinea-Bissau               |  | Mandate: Security Council<br>resolution <a href="#">2048 (2012)</a><br>Membership: 15<br>Number of sessions in 2022:<br>continuous                                     | —                             | —   |
| Security Council<br>Committee<br>established pursuant<br>to resolution <a href="#">2140<br/>(2014)</a>   |  | Mandate: Security Council<br>resolution <a href="#">2140 (2014)</a><br>Membership: 15<br>Number of sessions in 2022:<br>continuous                                     | —                             | —   |
| Security Council<br>Committee<br>established pursuant<br>to resolution <a href="#">2206<br/>(2015)</a> concerning<br>South Sudan                 |  | Mandate: Security Council<br>resolution <a href="#">2206 (2015)</a><br>Membership: 15<br>Number of sessions in 2022:<br>continuous                                     | —                             | —   |
| Security Council<br>Committee established<br>pursuant to resolution<br><a href="#">1591 (2005)</a><br>concerning the Sudan                       |  | Mandate: Security Council<br>resolution <a href="#">1591 (2005)</a><br>Membership: 15<br>Number of sessions in 2022:<br>continuous                                     | —                             | —   |
| Implementation of<br>resolution <a href="#">2231<br/>(2015)</a>  |  | Mandate: Security Council<br>resolution <a href="#">2231 (2015)</a><br>Membership: 15<br>Number of sessions in 2022:<br>continuous                                     | —                             | —   |
| Security Council<br>Committee established<br>pursuant to resolution<br><a href="#">2374 (2017)</a><br>concerning Mali                            |  | Mandate: Security Council<br>resolution <a href="#">2374 (2017)</a><br>Membership: 15<br>Number of sessions in 2022:<br>continuous                                     | —                             | —   |
| Peacebuilding<br>Commission  | The Peacebuilding Commission is a subsidiary organ of the General Assembly and the Security Council and an intergovernmental advisory body that supports peace efforts in conflict-affected countries. It enhances the capacity of the international community to support countries in the endeavour to build and sustain peace. The Commission is composed of 31 Member States, elected from the Assembly, the Security Council and the Economic and Social Council. The top financial contributing countries and the top troop-contributing countries to the United Nations system are also members. | Mandate: General Assembly<br>resolution <a href="#">60/180</a><br>Membership: 31 government<br>delegations and 55 experts<br>Number of sessions in 2022:<br>continuous | —                             | —   |
| <b>Total</b>   |  |  | <b>113.5</b>                  | <b>102.8</b>  |

- 3.188 The proposed regular budget resources for 2022 amount to \$102,800 and reflect a decrease of \$10,700 compared with the appropriation for 2021. Additional details on the distribution of proposed resources for 2022 are reflected in table 3.33 and figure 3.XIII.

Table 3.33

**Policymaking organs: evolution of financial resources**

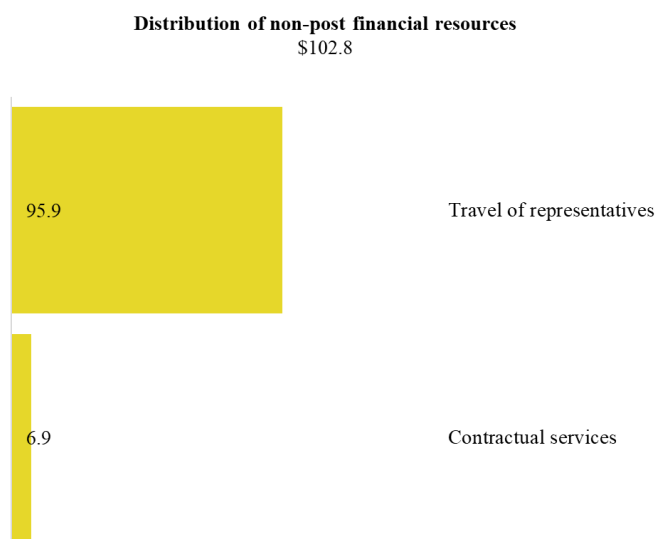
(Thousands of United States dollars)

|              | 2020<br>expenditure | 2021<br>appropriation | Changes                  |                          |               |               |              | 2022 estimate<br>(before<br>recosting) |
|--------------|---------------------|-----------------------|--------------------------|--------------------------|---------------|---------------|--------------|--|
|              |                     |                       | Technical<br>adjustments | New/expanded<br>mandates | Other         | Total         | Percentage   |  |
| Non-post     | 8.1                 | 113.5                 | –                        | –                        | (10.7)        | (10.7)        | (9.4)        | 102.8                                  |
| <b>Total</b> | <b>8.1</b>          | <b>113.5</b>          | <b>–</b>                 | <b>–</b>                 | <b>(10.7)</b> | <b>(10.7)</b> | <b>(9.4)</b> | <b>102.8</b>                           |

Figure 3.XIII

**Policymaking organs: distribution of proposed resources for 2022 (before recosting)**

(Thousands of United States dollars)



**Executive direction and management**

- 3.189 The Office of the Under-Secretary-General for Political and Peacebuilding Affairs is responsible for the overall direction, supervision and management of the Department in the implementation of its mandates and its approved programme of work. In addition to performing the functions of Department head, following the reform of the United Nations peace and security architecture in January 2019, the Under-Secretary-General for Political and Peacebuilding Affairs provides the Secretary-General with advice and support on all political matters in coordination with the Under-Secretary-General for Peace Operations, as necessary; oversees and provides political guidance and instructions to special political missions under the Department's purview, including special and personal envoys and representatives of the Secretary-General; directs and manages, on behalf of the Secretary-General, diplomatic activities relating to the prevention, control and resolution of conflicts and disputes, including preventive diplomacy, political mediation, peacemaking, peacebuilding and sustaining peace; acts as the United Nations focal point for all matters related to electoral assistance; and directs the provision of substantive support and secretariat services to the Security Council (including on special political missions in thematic cluster II, which includes sanctions monitoring



teams, groups and panels, and other entities and mechanisms), the General Assembly and relevant subsidiary organs. In close consultation with the Under-Secretary-General for Peace Operations, the Under-Secretary-General for Political and Peacebuilding Affairs provides direction and strategic guidance to the Assistant Secretaries-General with regional responsibilities on matters under the purview of the Department.

- 3.190 To support the Under-Secretary-General for Political and Peacebuilding Affairs in her oversight and management responsibilities, the Office of the Under-Secretary-General includes the Chief of Office and focal points for regional and thematic divisions, the coordination and oversight of planning and budgets for special political missions, the coordination of briefing materials for the leadership of the Organization, and monitoring and evaluation. The Office also includes small teams that handle strategic communications and donor relations. In line with requests from the United Nations system, the Office of the Under-Secretary-General provides direction to ensure close cooperation and coordination with Secretariat entities, agencies, funds and programmes in the area of peace and security.
- 3.191 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 Department is integrating environmental management practices into its operations. In 2022, the Department will continue to reduce its carbon footprint by delivering capacity-building activities for field personnel in their immediate region, relying more systematically on electronic records and communications to reduce printing and photocopy paper and more frequently on videoconferences as a possible replacement for travel.
- 3.192 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 3.34. With regard to the advance booking for air travel, the performance for 2020 has been affected by the COVID-19 pandemic. Notwithstanding this, the Department will continue to standardize and streamline the processes for requesting and approving official travel, so that air tickets can be purchased through a less time-consuming process, while maintaining the appropriate levels of authorization and certification. Specifically, the certification of travel has been decentralized to the divisions, and ongoing workshops are organized to raise the awareness of travellers on the advanced booking policy and to train travellers and certifying officers on travel-related best practices and policies. With respect to executive direction and management, owing to the nature of senior leadership travel, which is linked closely to conflict prevention, good offices and crisis response, the plans for such travel often take place shortly before the departure or require last-minute cancellations or changes of itinerary or destination.

Table 3.34  
**Compliance rate**  
(Percentage)

|  | <i>Actual 2019</i> | <i>Actual 2020</i> | <i>Planned 2021</i> | <i>Planned 2022</i> |
|--|--------------------|--------------------|---------------------|---------------------|
| Timely submission of documentation                                       | 94                 | 96                 | 100                 | 100                 |
| Air tickets purchased at least 2 weeks before the commencement of travel | 33                 | 40                 | 100                 | 100                 |

- 3.193 The proposed regular budget resources for 2022 amount to \$1,572,000 and reflect no change compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 3.35 and figure 3.XIV

Table 3.35

**Executive direction and management: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

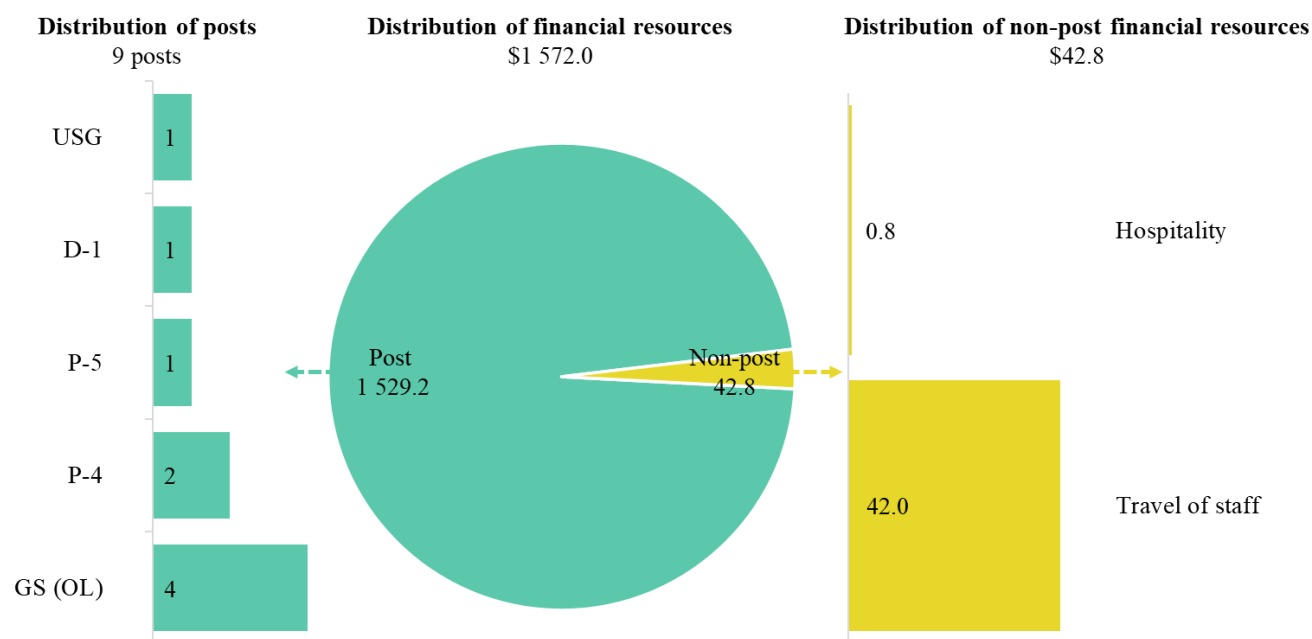
|   | 2020<br>expenditure <sup>a</sup> | 2021<br>appropriation | Changes                  |                          |       |       |            | 2022 estimate<br>(before<br>recosting) |
|---|----------------------------------|-----------------------|--------------------------|--------------------------|-------|-------|------------|--|
|   |                                  |                       | Technical<br>adjustments | New/expanded<br>mandates | Other | Total | Percentage |  |
| Financial resources by main category of expenditure |                                  |                       |                          |                          |       |       |            |  |
| Post  | 1 420.4                          | 1 529.2               | —                        | —                        | —     | —     | —          | 1 529.2                                |
| Non-post  | 1 099.9                          | 42.8                  | —                        | —                        | —     | —     | —          | 42.8                                   |
| Total   | 2 520.3                          | 1 572.0               | —                        | —                        | —     | —     | —          | 1 572.0                                |
| Post resources by category                          |                                  |                       |                          |                          |       |       |            |  |
| Professional and higher                             |                                  | 5                     | —                        | —                        | —     | —     | —          | 5                                      |
| General Service and related                         |                                  | 4                     | —                        | —                        | —     | —     | —          | 4                                      |
| Total   |                                  | 9                     | —                        | —                        | —     | —     | —          | 9                                      |

<sup>a</sup> The 2020 expenditure includes \$1,051,900 incurred under the authority granted to the Secretary-General relating to unforeseen and extraordinary expenses.

Figure 3.XIV

**Executive direction and management: distribution of proposed resources for 2022 (before recosting)**

(Number of posts/thousands of United States dollars)



**Extrabudgetary resources**

- 3.194 Extrabudgetary resources for this component are estimated at \$3,685,200 and would provide for nine posts (2 P-5, 4 P-4, 1 P-3, 1 General Service (Principal level) and 1 General Service (Other level)), as well as non-post resources. The resources would be used to complement regular budget resources, strengthen outreach and fund the donor relations capacity that also manages the multi-year appeal mechanism for fundraising. The resources would cover the costs of programmatic aspects and day-

to-day extrabudgetary resource management for the Department, including grant management of contributions, donor reporting and programmatic oversight of the Department's extrabudgetary portfolio.

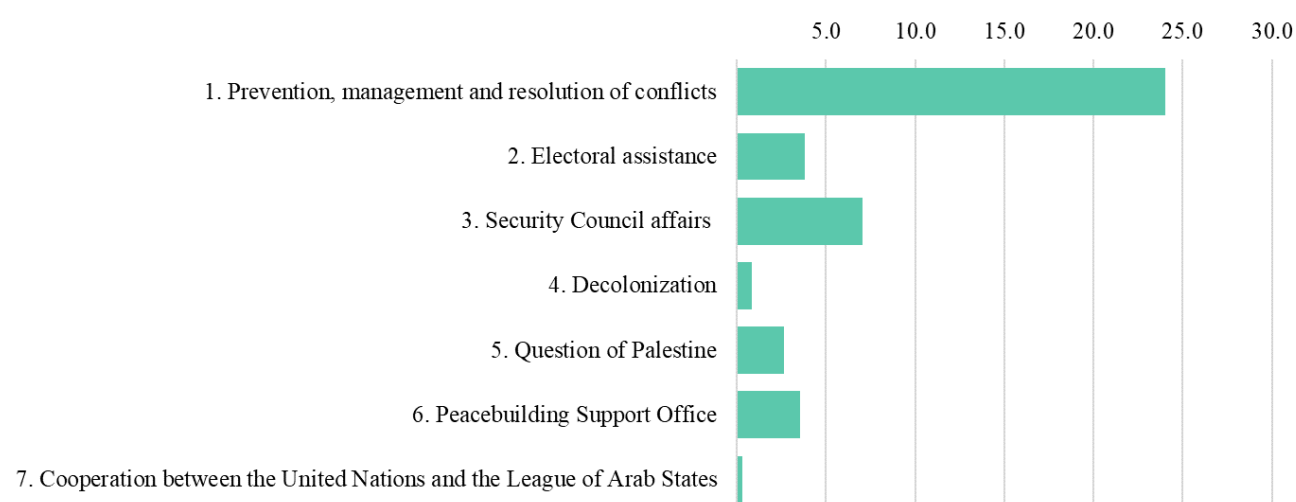
## Programme of work

- 3.195 The proposed regular budget resources for 2022 amount to \$42,343,100 and reflect a decrease of \$68,100 compared with the appropriation for 2021. The proposed decrease is explained in paragraphs 3.184 (a) and 3.184 (b) above. The distribution of resources by subprogramme is reflected in figure 3.XV.

Figure 3.XV

### Distribution of proposed resources for 2022 by subprogramme

(Millions of United States dollars)



## Subprogramme 1

### Prevention, management and resolution of conflicts

- 3.196 The proposed regular budget resources for 2022 amount to \$24,174,600 and reflect a decrease of \$12,100 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 3.36 and figure 3.XVI.

Table 3.36

### Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

|   | 2020<br>expenditure <sup>a</sup> | 2021<br>appropriation | Changes                  |                          |        |        |            | 2022 estimate<br>(before<br>recosting) |
|---|----------------------------------|-----------------------|--------------------------|--------------------------|--------|--------|------------|--|
|   |                                  |                       | Technical<br>adjustments | New/expanded<br>mandates | Other  | Total  | Percentage |  |
| Financial resources by main category of expenditure |                                  |                       |                          |                          |        |        |            |  |
| Post  | 22 026.6                         | 23 845.3              | —                        | —                        | —      | —      | —          | 23 845.3                               |
| Non-post  | 618.0                            | 341.4                 | —                        | —                        | (12.1) | (12.1) | (3.5)      | 329.3                                  |
| Total   | 22 644.7                         | 24 186.7              | —                        | —                        | (12.1) | (12.1) | (0.1)      | 24 174.6                               |

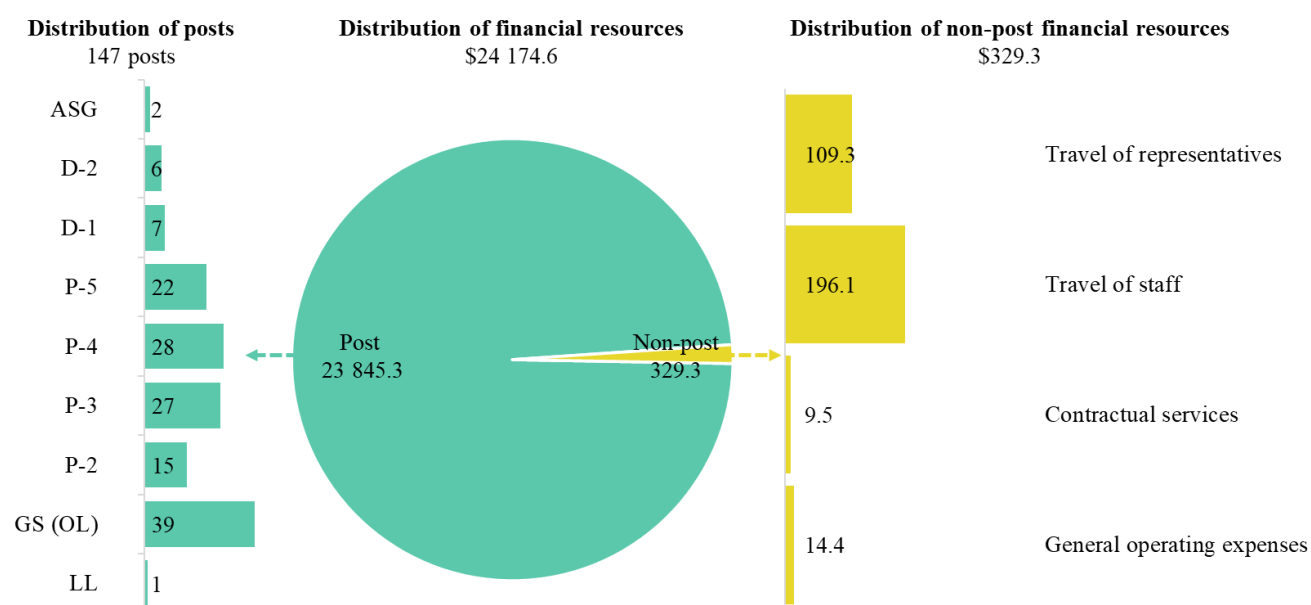
|                             | 2020<br>expenditure <sup>a</sup> | 2021<br>appropriation | Changes                  |                          |       |                  | 2022 estimate<br>(before<br>recosting) |     |
|-----------------------------|----------------------------------|-----------------------|--------------------------|--------------------------|-------|------------------|--|-----|
|                             |                                  |                       | Technical<br>adjustments | New/expanded<br>mandates | Other | Total Percentage |  |     |
| Post resources by category  |                                  |                       |                          |                          |       |                  |  |     |
| Professional and higher     |                                  | 107                   | —                        | —                        | —     | —                | —                                      | 107 |
| General Service and related |                                  | 40                    | —                        | —                        | —     | —                | —                                      | 40  |
| Total                       |                                  | 147                   | —                        | —                        | —     | —                | —                                      | 147 |

<sup>a</sup> The 2020 expenditure includes \$483,400 incurred under the authority granted to the Secretary-General relating to unforeseen and extraordinary expenses.

Figure 3.XVI

**Subprogramme 1: distribution of proposed resources for 2022 (before recosting)**

(Number of posts/thousands of United States dollars)



**Extrabudgetary resources**

- 3.197 Extrabudgetary resources for the subprogramme are estimated at \$25,699,800 and would provide for 44 posts (1 D-1, 8 P-5, 12 P-4, 16 P-3, 2 P-2 and 5 General Service (Other level)), as well as non-post resources. The resources would be used to support activities in the areas of preventive diplomacy, conflict resolution, mediation and peacemaking, including through the provision of political analysis, deployments and technical advice of the Department's standby team of senior mediators to support crucial negotiations on process design, constitution-making, power-sharing and security arrangements. This also includes the Department's support for the High-level Advisory Board on Mediation of the Secretary-General. Extrabudgetary resources would also allow the Department to extend the good offices of the Special Representatives and Special Envoys of the Secretary-General to advance political solutions, including in Mozambique, Myanmar, the Syrian Arab Republic, the Sudan, Yemen and other regions, and ensure that regional offices in Central Asia, West Africa and the Sahel, and Central Africa remain essential platforms for preventive diplomacy.

## Subprogramme 2

### Electoral assistance

3.198 The proposed regular budget resources for 2022 amount to \$3,823,800 and reflect no change compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2022 are reflected in table 3.37 and figure 3.XVII.

Table 3.37

#### Subprogramme 2: evolution of financial and post resources

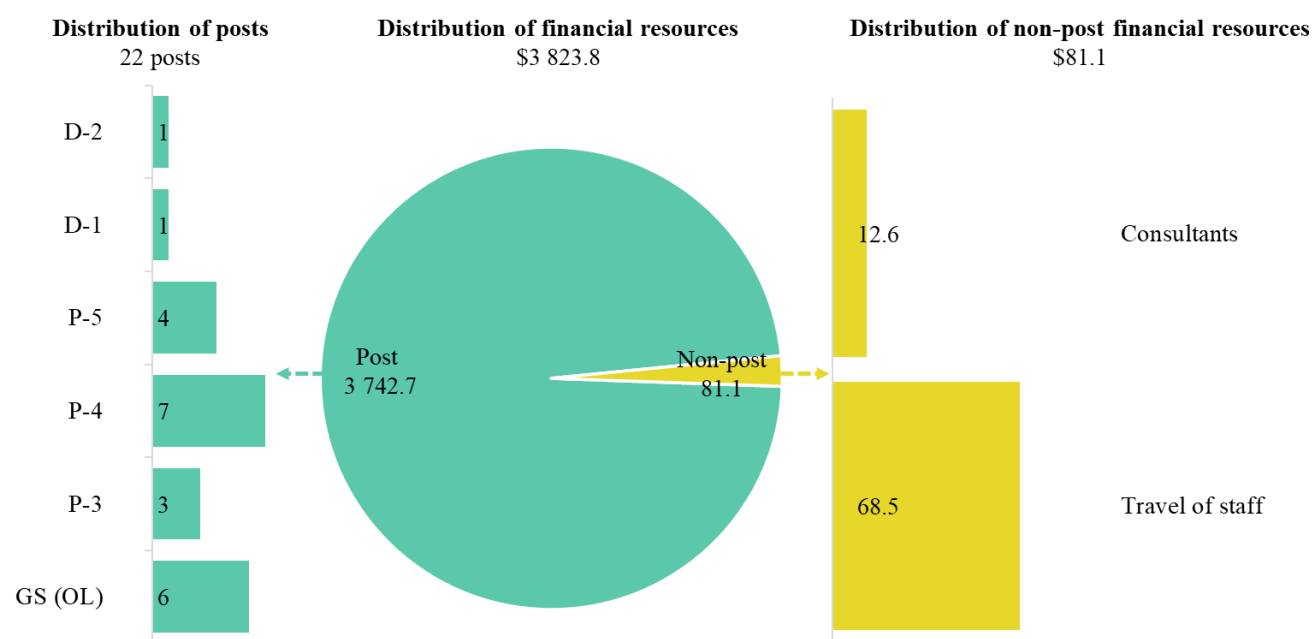
(Thousands of United States dollars/number of posts)

|   | 2020<br>expenditure | 2021<br>appropriation | Changes                  |                          |       |       |            | 2022 estimate<br>(before<br>recosting) |
|---|---------------------|-----------------------|--------------------------|--------------------------|-------|-------|------------|--|
|   |                     |                       | Technical<br>adjustments | New/expanded<br>mandates | Other | Total | Percentage |  |
| Financial resources by main category of expenditure |                     |                       |                          |                          |       |       |            |  |
| Post  | 3 615.7             | 3 742.7               | —                        | —                        | —     | —     | —          | 3 742.7                                |
| Non-post  | 116.1               | 81.1                  | —                        | —                        | —     | —     | —          | 81.1                                   |
| Total   | 3 731.9             | 3 823.8               | —                        | —                        | —     | —     | —          | 3 823.8                                |
| Post resources by category                          |                     |                       |                          |                          |       |       |            |  |
| Professional and higher                             |                     | 16                    | —                        | —                        | —     | —     | —          | 16                                     |
| General Service and related                         |                     | 6                     | —                        | —                        | —     | —     | —          | 6                                      |
| Total   |                     | 22                    | —                        | —                        | —     | —     | —          | 22                                     |

Figure 3.XVII

#### Subprogramme 2: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



**Extrabudgetary resources**

- 3.199 Extrabudgetary resources for the subprogramme are estimated at \$1,507,600 and would provide for 3 posts (1 D-1, 1 P-4 and 1 General Service (Other level)), as well as non-post resources. The resources would provide for assessment missions to be undertaken in response to requests for electoral assistance, and urgent electoral missions related to conflict prevention or mission start-up. The resources would also support, among others, critical electoral activities as new needs arise in the course of an electoral assistance programme, a knowledge management system that includes research on important policy issues and the development of guidelines, post-election assessments and coordination with system-wide post-conflict peacebuilding and/or democratization efforts. The funds would also be used to support the subprogramme's participation in and/or lead global electoral events, engagement in joint electoral initiatives with regional and intergovernmental organizations and the provision of capacity development support to non-United Nations partner organizations.

### **Subprogramme 3**

#### **Security Council affairs**

- 3.200 The proposed regular budget resources for 2022 amount to \$7,026,600 and reflect no change compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 3.38 and figure 3.XVIII.

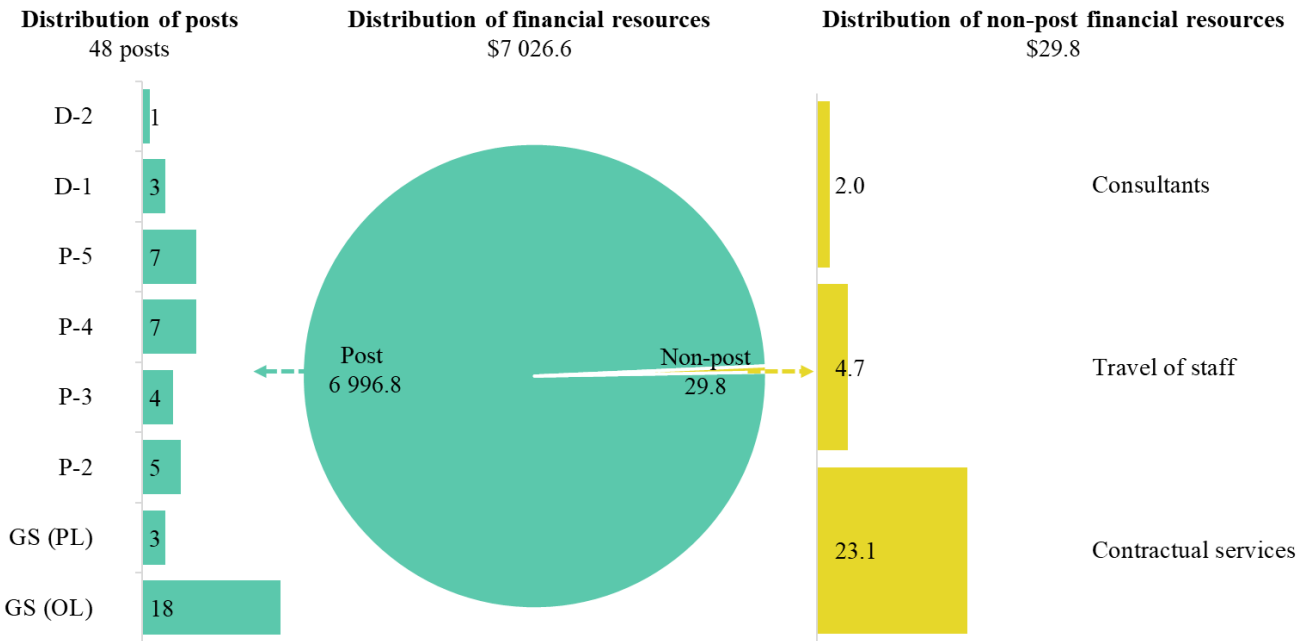
Table 3.38

**Subprogramme 3: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

|   | 2020<br>expenditure | 2021<br>appropriation | Changes                  |                          |       |       |            | 2022 estimate<br>(before<br>recosting) |
|---|---------------------|-----------------------|--------------------------|--------------------------|-------|-------|------------|--|
|   |                     |                       | Technical<br>adjustments | New/expanded<br>mandates | Other | Total | Percentage |  |
| Financial resources by main category of expenditure |                     |                       |                          |                          |       |       |            |  |
| Post  | 7 331.7             | 6 996.8               | —                        | —                        | —     | —     | —          | 6 996.8                                |
| Non-post  | 34.7                | 29.8                  | —                        | —                        | —     | —     | —          | 29.8                                   |
| Total   | 7 366.3             | 7 026.6               | —                        | —                        | —     | —     | —          | 7 026.6                                |
| Post resources by category                          |                     |                       |                          |                          |       |       |            |  |
| Professional and higher                             |                     | 27                    | —                        | —                        | —     | —     | —          | 27                                     |
| General Service and related                         |                     | 21                    | —                        | —                        | —     | —     | —          | 21                                     |
| Total   |                     | 48                    | —                        | —                        | —     | —     | —          | 48                                     |

Figure 3.XVIII  
**Subprogramme 3: distribution of proposed resources for 2022 (before recosting)**  
(Number of posts/thousands of United States dollars)



**Extrabudgetary resources**

- 3.201 Extrabudgetary resources for the subprogramme are estimated at \$300,800 and would provide for non-post requirements. The resources would be used to meet the increasing demand from Member States for support, expert analysis and reporting on the work of the Security Council and the concurrent demand for information and training on the work of the Council and its subsidiary bodies.

**Subprogramme 4  
Decolonization**

- 3.202 The proposed regular budget resources for 2022 amount to \$833,500 and reflect no change in the resource level compared with the appropriation for 2021. Additional details on the distribution of proposed resources for 2022 are reflected in table 3.39 and figure 3.XIX.

Table 3.39

**Subprogramme 4: evolution of financial and post resources**

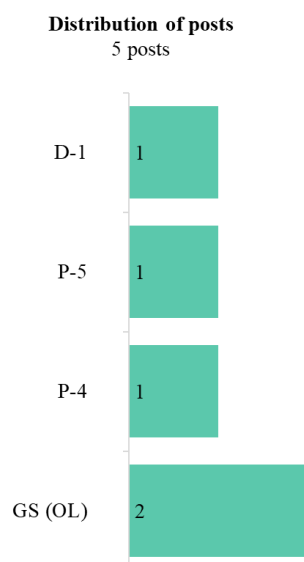
(Thousands of United States dollars/number of posts)

|   | 2020<br>expenditure | 2021<br>appropriation | Changes                  |                          |       |       |            | 2022 estimate<br>(before<br>recosting) |
|---|---------------------|-----------------------|--------------------------|--------------------------|-------|-------|------------|--|
|   |                     |                       | Technical<br>adjustments | New/expanded<br>mandates | Other | Total | Percentage |  |
| Financial resources by main category of expenditure |                     |                       |                          |                          |       |       |            |  |
| Post  | 906.6               | 833.5                 | —                        | —                        | —     | —     | —          | 833.5                                  |
| Total   | 906.6               | 833.5                 | —                        | —                        | —     | —     | —          | 833.5                                  |
| Post resources by category                          |                     |                       |                          |                          |       |       |            |  |
| Professional and higher                             |                     | 3                     | —                        | —                        | —     | —     | —          | 3                                      |
| General Service and related                         |                     | 2                     | —                        | —                        | —     | —     | —          | 2                                      |
| Total   |                     | 5                     | —                        | —                        | —     | —     | —          | 5                                      |

Figure 3.XIX

**Subprogramme 4: distribution of proposed resources for 2022 (before recosting)**

(Number of posts)



**Extrabudgetary resources**

- 3.203 Extrabudgetary resources for the subprogramme are estimated at \$92,400 and would provide for non-post resources. The resources would be used to provide substantive support to the annual regional seminar on decolonization and mission visits to the Non-Self-Governing Territories undertaken by the Special Committee. Resources would also be used to maintain the United Nations decolonization website to further enhance the dissemination of information on the topic.

**Subprogramme 5**  
**Question of Palestine**

- 3.204 The proposed regular budget resources for 2022 amount to \$2,647,100 and reflect a decrease of \$27,000 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 3.40 and figure 3.XX.



Table 3.40

**Subprogramme 5: evolution of financial and post resources**

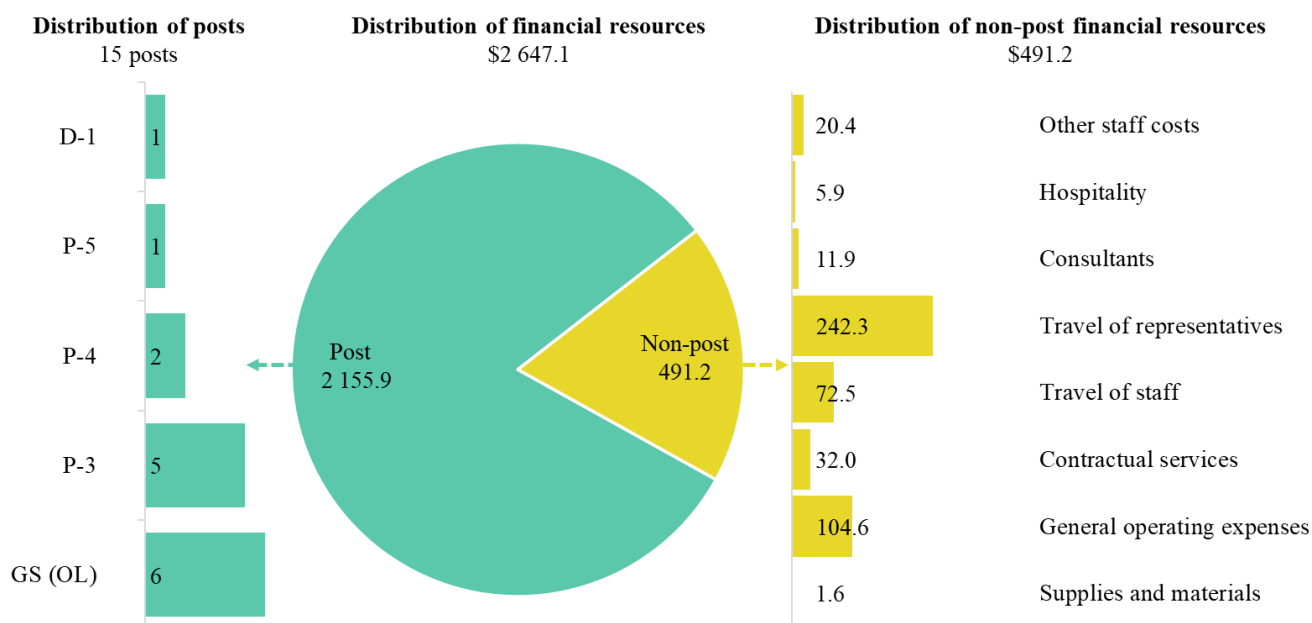
(Thousands of United States dollars/number of posts)

|   | 2020<br>expenditure | 2021<br>appropriation | Changes                  |                          |        |        |            | 2022 estimate<br>(before<br>recosting) |
|---|---------------------|-----------------------|--------------------------|--------------------------|--------|--------|------------|--|
|   |                     |                       | Technical<br>adjustments | New/expanded<br>mandates | Other  | Total  | Percentage |  |
| Financial resources by main category of expenditure |                     |                       |                          |                          |        |        |            |  |
| Post  | 2 039.8             | 2 155.9               | —                        | —                        | —      | —      | —          | 2 155.9                                |
| Non-post  | 310.3               | 518.2                 | —                        | —                        | (27.0) | (27.0) | (5.2)      | 491.2                                  |
| Total   | 2 350.1             | 2 674.1               | —                        | —                        | (27.0) | (27.0) | (1.0)      | 2 647.1                                |
| Post resources by category                          |                     |                       |                          |                          |        |        |            |  |
| Professional and higher                             |                     | 9                     | —                        | —                        | —      | —      | —          | 9                                      |
| General Service and related                         |                     | 6                     | —                        | —                        | —      | —      | —          | 6                                      |
| Total   |                     | 15                    | —                        | —                        | —      | —      | —          | 15                                     |

Figure 3.XX

**Subprogramme 5: distribution of proposed resources for 2022 (before recosting)**

(Number of posts/thousands of United States dollars)



### Subprogramme 6

#### Peacebuilding Support Office

- 3.205 The proposed regular budget resources for 2022 amount to \$3,539,400 and reflect a decrease of \$17,000 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 3.41 and figure 3.XXI.

Table 3.41

**Subprogramme 6: evolution of financial and post resources**

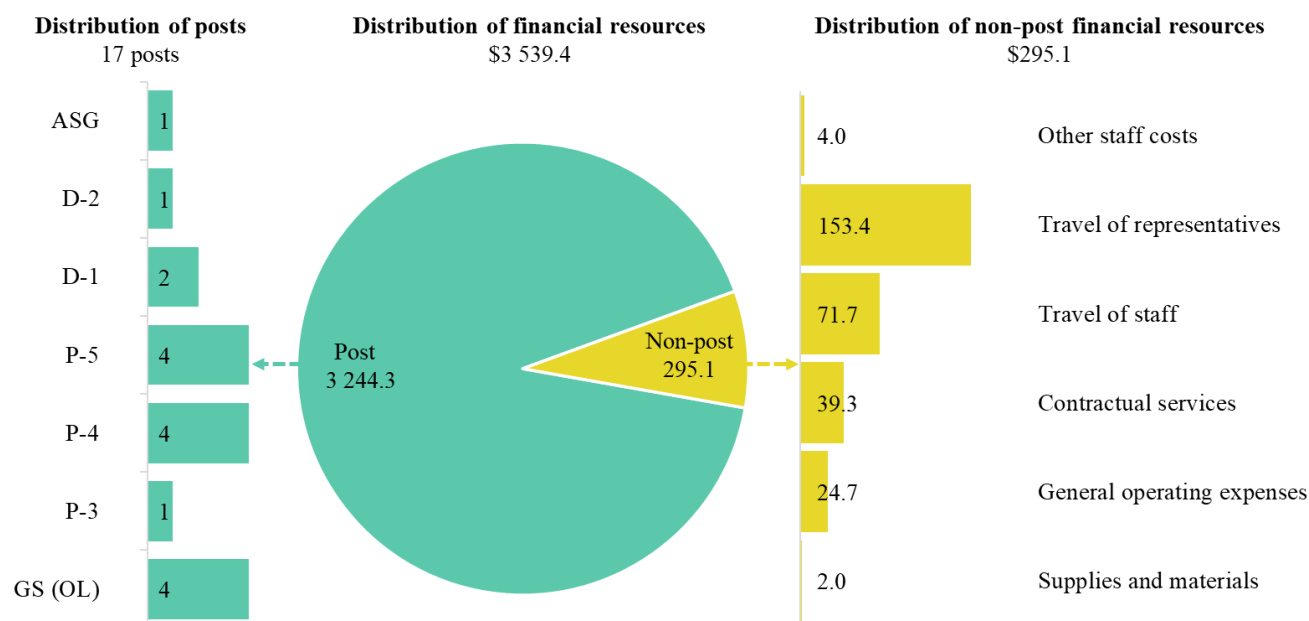
(Thousands of United States dollars/number of posts)

|   | 2020<br>expenditure | 2021<br>appropriation | Changes                  |                          |        |        |            | 2022 estimate<br>(before<br>recosting) |
|---|---------------------|-----------------------|--------------------------|--------------------------|--------|--------|------------|--|
|   |                     |                       | Technical<br>adjustments | New/expanded<br>mandates | Other  | Total  | Percentage |  |
| Financial resources by main category of expenditure |                     |                       |                          |                          |        |        |            |  |
| Post  | 3 111.1             | 3 244.3               | —                        | —                        | —      | —      | —          | 3 244.3                                |
| Non-post  | 219.8               | 312.1                 | —                        | —                        | (17.0) | (17.0) | (5.4)      | 295.1                                  |
| Total   | 3 330.8             | 3 556.4               | —                        | —                        | (17.0) | (17.0) | (0.5)      | 3 539.4                                |
| Post resources by category                          |                     |                       |                          |                          |        |        |            |  |
| Professional and higher                             |                     | 13                    | —                        | —                        | —      | —      | —          | 13                                     |
| General Service and related                         |                     | 4                     | —                        | —                        | —      | —      | —          | 4                                      |
| Total   |                     | 17                    | —                        | —                        | —      | —      | —          | 17                                     |

Figure 3.XXI

**Subprogramme 6: distribution of proposed resources for 2022 (before recosting)**

(Number of posts/thousands of United States dollars)


**Extrabudgetary resources**

- 3.206 Extrabudgetary resources for the subprogramme are estimated at \$2,409,500 and would provide for 10 posts (1 D-1, 2 P-5, 3 P-4, 1 P-3, 1 General Service (Principal level) and 2 General Service (Other level)), as well as non-post resources. The resources would support the Financing for Peacebuilding Branch staff and its operational costs in the overall management of the Peacebuilding Fund, including setting the direction and guiding the use of Fund resources and monitoring and reporting on Fund activities, which span more than 34 countries and 186 projects. The Branch ensures that the funds focus on empowering women and young people.

## Subprogramme 7

### Cooperation between the United Nations and the League of Arab States

3.207 The proposed regular budget resources for 2022 amount to \$298,100 and reflect a decrease of \$12,000 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 3.42 and figure 3.XXII.

Table 3.42

#### Subprogramme 7: evolution of financial and post resources

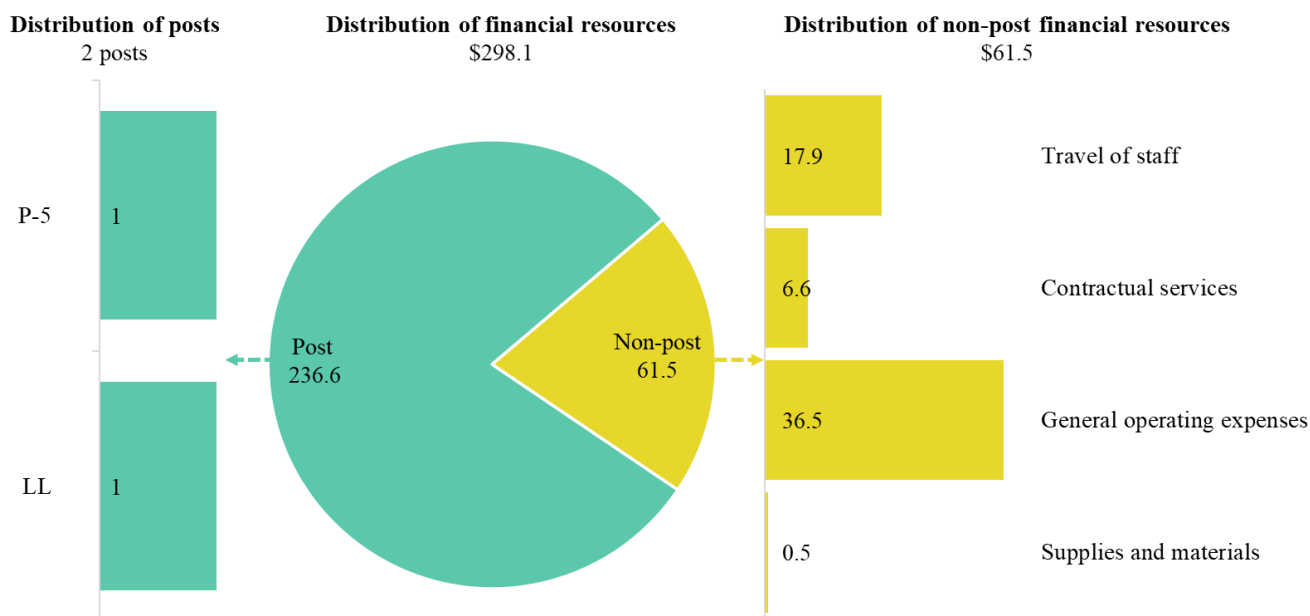
(Thousands of United States dollars/number of posts)

|   | 2020<br>expenditure | 2021<br>appropriation | Changes                  |                          |        |        |            | 2022 estimate<br>(before<br>recosting) |
|---|---------------------|-----------------------|--------------------------|--------------------------|--------|--------|------------|--|
|   |                     |                       | Technical<br>adjustments | New/expanded<br>mandates | Other  | Total  | Percentage |  |
| Financial resources by main category of expenditure |                     |                       |                          |                          |        |        |            |  |
| Post  | 207.9               | 236.6                 | —                        | —                        | —      | —      | —          | 236.6                                  |
| Non-post  | 23.6                | 73.5                  | —                        | —                        | (12.0) | (12.0) | (16.3)     | 61.5                                   |
| Total   | 231.5               | 310.1                 | —                        | —                        | (12.0) | (12.0) | (3.9)      | 298.1                                  |
| Post resources by category                          |                     |                       |                          |                          |        |        |            |  |
| Professional and higher                             |                     | 1                     | —                        | —                        | —      | —      | —          | 1                                      |
| General Service and related                         |                     | 1                     | —                        | —                        | —      | —      | —          | 1                                      |
| Total   |                     | 2                     | —                        | —                        | —      | —      | —          | 2                                      |

Figure 3.XXII

#### Subprogramme 7: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



## Programme support

- 3.208 The programme support component comprises the Executive Office of the Department. The Executive Office provides central administrative and programme support functions necessary for the implementation of the mandated activities of the Department. It assists the Under-Secretary-General in the preparation of the programme plans, the preparation and monitoring of the implementation of the programme budget, the management of trust funds and extrabudgetary resources, relevant support services for the efficient utilization of human resources and the planning, control and coordination of requirements related to general office administration. In addition, it provides administrative and logistical support to a number of special representatives and envoys of the Secretary-General, including some special political missions grouped under thematic clusters I and II. The Executive Office also provides logistical support to the Department, including on property management, office space management and user applications.
- 3.209 The proposed regular budget resources for 2022 amount to \$2,776,200 and reflect an increase of \$188,000 compared with the appropriation for 2021. The proposed increase is explained in paragraph 3.184 (c) above. Additional details on the distribution of the proposed resources for 2022 are reflected in table 3.43 and figure 3.XXIII.

Table 3.43

### Programme support: evolution of financial and post resources

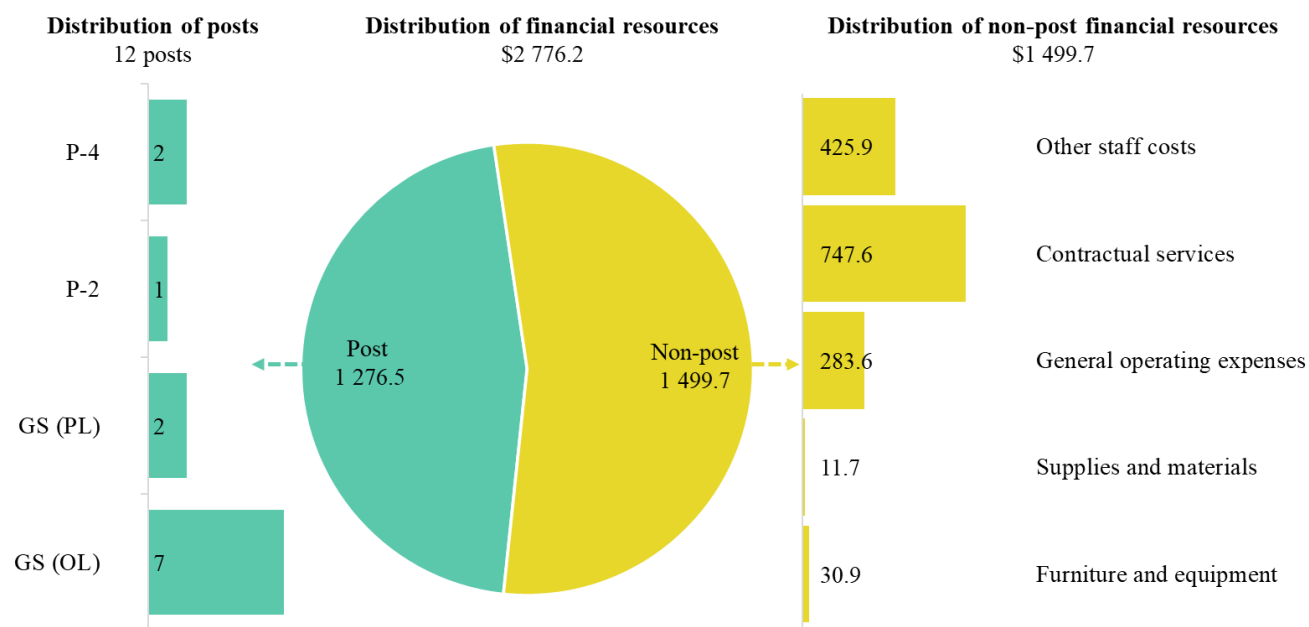
(Thousands of United States dollars/number of posts)

|   | 2020<br>expenditure | 2021<br>appropriation | Changes                  |                          |       |       |            | 2022 estimate<br>(before<br>recosting) |
|---|---------------------|-----------------------|--------------------------|--------------------------|-------|-------|------------|--|
|   |                     |                       | Technical<br>adjustments | New/expanded<br>mandates | Other | Total | Percentage |  |
| Financial resources by main category of expenditure |                     |                       |                          |                          |       |       |            |  |
| Post  | 1 146.9             | 1 276.5               | —                        | —                        | —     | —     | —          | 1 276.5                                |
| Non-post  | 1 616.3             | 1 311.7               | —                        | —                        | 188.0 | 188.0 | 14.3       | 1 499.7                                |
| Total   | 2 763.2             | 2 588.2               | —                        | —                        | 188.0 | 188.0 | 7.3        | 2 776.2                                |
| Post resources by category                          |                     |                       |                          |                          |       |       |            |  |
| Professional and higher                             |                     | 3                     | —                        | —                        | —     | —     | —          | 3                                      |
| General Service and related                         |                     | 9                     | —                        | —                        | —     | —     | —          | 9                                      |
| Total   |                     | 12                    | —                        | —                        | —     | —     | —          | 12                                     |

Figure 3.XXIII

**Programme support: distribution of proposed resources for 2022 (before recosting)**

(Number of posts/thousands of United States dollars)


**Extrabudgetary resources**

- 3.210 Extrabudgetary resources for programme support are estimated at \$2,637,800 and would provide for 15 posts (1 P-5, 1 P-4, 3 P-3, 2 General Service (Principal level) and 8 General Service (Other level)), as well as non-post resources. The resources would enable the Executive Office to provide administrative support to projects funded by extrabudgetary resources.

## II. Special political missions

*Resource requirements: \$730,666,300*

- 3.211 The proposed resource requirements for the 38 special political missions for 2022 amount to \$730,666,300, which would be supplemented by extrabudgetary resources, estimated at \$11,241,400. These resources would allow for the full, efficient and effective implementation of the mandates of the special political missions. Further details on the proposed resources for 2022 are contained in the relevant reports of the Secretary-General on the special political missions ([A/76/6 \(Sect. 3\)/Add.1–6](#)).



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### **III. Office of the United Nations Special Coordinator for the Middle East Peace Process**

#### **Foreword**

The Office of the United Nations Special Coordinator for the Middle East Peace Process is mandated to support negotiations to achieve a comprehensive peace based on the vision of a region where two democratic States, Israel and Palestine, live side by side in peace with secure and recognized borders. The Office also ensures the coordinated work of the United Nations system for an adequate response to the needs of the Palestinian people and for mobilizing financial, technical and economic assistance.

The context remains deeply challenging amid daily violence, settlement expansion, demolitions and seizures of Palestinian-owned structures, ongoing militant activity, continued intra-Palestinian division and a humanitarian, socioeconomic and health crisis in Gaza, which destroy hope and push the prospect for a political solution to the conflict further away.

Given that the viability of the two-State solution based on relevant United Nations resolutions, international law and bilateral agreements has been under immense pressure and the parties have remained far apart, the Office has focused on upholding the international consensus on the goal of a two-State solution, engaging the parties to avoid unilateral actions that would endanger the prospect for peace and preventing further escalation of tensions in Gaza, all the while working to establish the enabling conditions for a return to meaningful negotiations. The Office pursues this goal through preventive diplomacy and mediation efforts with parties and through active participation in the Middle East Quartet and engagement with regional and international partners, including Arab States.

Support for Palestinian institutions, including the holding of elections, along with promoting intra-Palestinian reconciliation efforts, remain important priorities for the Office's efforts to support Palestinians in realizing their legitimate right to self-determination and sovereignty.

The impact of the coronavirus disease (COVID-19), amid increased donor fatigue and the financial crisis at the United Nations Relief and Works Agency for Palestine Refugees in the Near East, further deteriorated the economic and social well-being of the Palestinian people, negatively affected Palestinian institutions and exacerbated regional insecurity. The Office coordinated a concerted United Nations response to support Palestinians in combating the pandemic and mitigating its negative impact across sectors, including leading efforts to raise donor funds to implement urgent humanitarian and economic projects in order to keep crucial services functioning and improve people's lives in the occupied West Bank, including East Jerusalem, and Gaza. The Office also led efforts to support conditions for a post-pandemic recovery that could create the conditions for a better future.

Our shared goal remains to alleviate suffering, restore hope and trust, overcome the current political impasse and continue to focus on returning the parties to meaningful negotiations with the goal of a just, lasting and comprehensive resolution to the Israeli-Palestinian conflict.

*(Signed)* **Tor Wennesland**  
United Nations Special Coordinator for the Middle East Peace Process

## **A. Proposed programme plan for 2022 and programme performance for 2020**

### **Overall orientation**

#### **Mandates and background**

- 3.212 The Office of the United Nations Special Coordinator for the Middle East Peace Process is responsible for serving as the Organization's focal point for the Middle East peace process, for ensuring the coordinated work of the United Nations system for an adequate response to the needs of the Palestinian people and for mobilizing financial, technical and economic assistance. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including Assembly resolutions [48/213](#) and [49/88](#) and Security Council resolutions [1860 \(2009\)](#) and [2334 \(2016\)](#). The unresolved Israeli-Palestinian conflict adds to the prevalent instability in the Middle East and continues to threaten international peace and security. As violence and tensions continue to simmer in Gaza and the rest of the Occupied Palestinian Territory, the Office continues to engage diplomatically to mitigate tangible security threats and prevent armed conflict, address the humanitarian and development challenges and engage the parties and the international community with a view to making political progress towards a two-State solution.

### **Programme of work**

#### **Objective**

- 3.213 The objective, to which the Office contributes, is to achieve a comprehensive, just and lasting resolution to the Israeli-Palestinian conflict based on the two-State solution and to improve the socioeconomic conditions of the Palestinian people.

#### **Strategy**

- 3.214 To contribute to the objective, the Office will intensify engagement with regional and international actors, including through the Middle East Quartet. It will also increase its engagement with the parties to take specific steps to improve their economic relations, to facilitate critical infrastructure and assistance projects on the ground and avoid unilateral actions that could undermine the resumption of negotiations. The Office will also continue its preventive diplomacy efforts, in particular in Gaza. It will continue to urge the parties to uphold their obligations under United Nations resolutions and international law, including reporting to the Security Council on resolution [2334 \(2016\)](#), in which the Council called for the cessation of all settlement-related activities by Israel. The Office will also continue to advocate improved relations between Israel and the Palestinian Authority with respect to economic cooperation and policy changes in Area C of the occupied West Bank. The Office will further engage all parties to reduce movement and access restrictions to Gaza and work with political, religious and community leaders to prevent violence, incitement to violence and other provocative actions and rhetoric on the ground.
- 3.215 The Office will support efforts to re-establish Palestinian national unity and encourage Palestinian parties to overcome outstanding differences in line with Egyptian-led intra-Palestinian reconciliation efforts. The Office will support the Palestinian Authority in advancing its State-building agenda and strengthening its institutions, including the Palestinian Legislative Council, its economy and public service delivery. The Office will also encourage both the Government of Israel and the Palestinian Authority to update their economic relations. The Office will continue to coordinate the delivery of assistance programmes that respond to short-, medium- and long-term development needs in the West Bank and Gaza. The Office will also continue to engage with relevant international and regional development institutions to coordinate fundraising and priority-setting, and improve humanitarian



and economic conditions, including through interventions endorsed by the Ad Hoc Liaison Committee for the Coordination of the International Assistance to Palestinians.

- 3.216 For 2022, the Office's planned deliverables and activities reflect the known and anticipated challenges related to COVID-19 that are being faced by Member States. Such planned deliverables and activities include working with the Palestinian and Israeli authorities, the United Nations country team, international partners, civil society and all relevant interlocutors to support the recovery from the socioeconomic consequences of COVID-19 in the West Bank and Gaza, including through strengthening health systems, improving social protection and supporting small- and medium-sized enterprises.
- 3.217 The above-mentioned work is expected to result in:
- (a) Advancing meaningful negotiations aimed at resolving the Israeli-Palestinian conflict on the basis of the two-State solution and internationally recognized parameters on the final status issues;
  - (b) Preventing armed conflict and the continued implementation of a comprehensive conflict prevention package;
  - (c) Easing the impact of the closures of Gaza on its inhabitants;
  - (d) Reducing future Palestinian humanitarian needs and accelerating sustainable development outcomes, including the recovery from COVID-19;
  - (e) Advancing intra-Palestinian reconciliation and reuniting Gaza and the occupied West Bank under a single, legitimate and democratic Palestinian national authority;
  - (f) Advancing effective Palestinian governance based on the rule of law, notwithstanding political and fiscal constraints.

### **External factors for 2022**

- 3.218 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:
- (a) The two-State solution remains viable, in line with relevant United Nations resolutions and bilateral agreements;
  - (b) All parties retain the political will to maintain a ceasefire in Gaza and support de-escalation efforts led by the Office;
  - (c) Israeli and Palestinian interlocutors and regional and international stakeholders continue to engage in meaningful dialogue and cooperation with the Office and the United Nations country team in the performance of their functions;
  - (d) There is adequate political support from Member States and financial support from donors;
  - (e) The security situation in the area is favourable, including in Gaza, to allow for the implementation of humanitarian and development programmes;
  - (f) There is positive progress towards Palestinian national unity and reconciliation;
  - (g) The parties begin to take tangible steps to improve the situation on the ground, as outlined in the recommendations of the Quartet report of 1 July 2016 ([S/2016/595](#), annex).
- 3.219 With regard to the COVID-19 pandemic, the programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to further have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.

- 3.220 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the Office continues to strive to engage more systemically with women and youth groups in its outreach to civil society, in order to support the integration of a gender perspective in peacebuilding and development efforts at the grassroots level and in support of the implementation of Security Council resolution [1325 \(2000\)](#). The Office encourages and supports greater membership, contribution and participation of women in Palestinian institutions.
- 3.221 With regard to cooperation with other entities at the global, regional, national and local levels, as the only Quartet envoy based on the ground, the Special Coordinator represents the Secretary-General in the Quartet, promoting greater information-sharing and coordination among international and regional partners. The Office will continue to promote the Quartet's role in helping to re-establish meaningful negotiations on final status issues, in line with relevant United Nations resolutions and bilateral agreements. The Office will remain an active participant in the Ad Hoc Liaison Committee and will continue to coordinate with other Committee members, including the International Monetary Fund and the World Bank, to ensure the efficacy of the forum in recommending tangible actions to both parties. Lastly, the Office will strive to maintain the multilateral cooperation established with other international partners in its coordination of the response to the COVID-19 pandemic in the West Bank and Gaza.
- 3.222 With regard to inter-agency coordination and liaison, the Office leads the coordination of the more than 20 United Nations resident and non-resident agencies, funds and programmes in responding to the development and humanitarian needs of the Palestinian people. This leading role encompasses facilitating inter-agency collaboration to maximize impact through meetings of the United Nations country team, identifying opportunities for joint programming and actively promoting and participating in sectoral and thematic working groups. The Office coordinates with regional United Nations entities, for example, the regional Development Coordination Office, the regional offices of United Nations agencies, funds, and programmes, and the Economic and Social Commission for Western Asia, to leverage available expertise and identify opportunities for collaboration.

### **Evaluation activities**

- 3.223 A self-evaluation to assess the effectiveness and relevance of the Office's consultations with the relevant parties in its efforts to establish an environment conducive to the return to negotiations to resolve the Israeli-Palestinian conflict, including the associated management controls, is planned for 2022.

### **Programme performance in 2020**

- 3.224 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

#### **Reduced humanitarian and socioeconomic impact of the COVID-19 pandemic in the Occupied Palestinian Territory**

- 3.225 The COVID-19 pandemic created a public health emergency for Palestinians, which resulted in a sharp erosion in their humanitarian and development situations. This emergency was further compounded by a breakdown in Israeli-Palestinian coordination from May through November 2020, which threatened both the viability of Palestinian institutions and the progress on socioeconomic development achieved in the past two decades. The Office worked intensively to create the conditions necessary for an effective international and national response to the pandemic.
- 3.226 The Office also met continuously with Palestinian and Israeli authorities to facilitate deliveries of medical and humanitarian items to Gaza and the West Bank, including with the relevant authorities in Gaza, to strengthen the Palestinian Government's overall response to the pandemic. During the halt in Israeli and Palestinian coordination from May to November 2020, efforts intensified as the

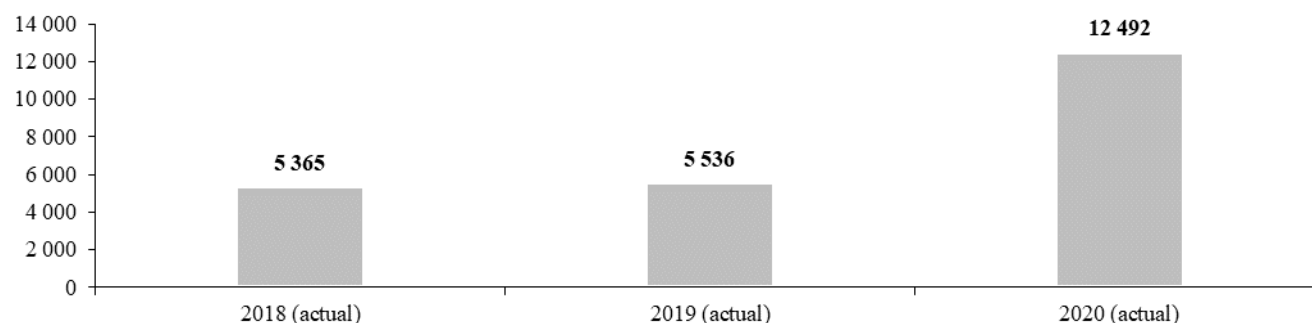
Office helped the United Nations country team to assume responsibility for facilitating the importation of critical health and humanitarian items into the Occupied Palestinian Territory, as well as for processing patient referrals out of Gaza. The Office, through the Special Coordinator and Deputy Special Coordinator, also met regularly with and briefed donors in order to mobilize emergency support. Through its good offices and consultations with regional and local actors, the Office advocated the resumption of coordination between Israel and the Palestinian Authority in private meetings, public statements and written reports. For example, the need for the resumption of coordination was a key message of the report submitted to the Ad Hoc Liaison Committee in June 2020 and of the socioeconomic report issued in November 2020. The Office also worked to maintain calm in Gaza. Both the resumption of coordination and calm in Gaza were necessary conditions for effectively addressing the pandemic and its socioeconomic impact. The Office also reoriented its analytic reports to the Ad Hoc Liaison Committee and quarterly socioeconomic reports to include the socioeconomic impact of COVID-19 on the State of Palestine. Those reports provided the United Nations and its national, regional and international partners with detailed and precise policy options for responding to the emergency.

*Progress towards the attainment of the objective, and performance measure*

- 3.227 The above-mentioned work contributed to the objective, as demonstrated by the increase in the number of truckloads of humanitarian deliveries into Gaza. In 2020, these included medical supplies of more than 171,000 COVID-19 polymerase chain reaction tests; approximately 7 million infection protection and control items; 95 ventilators; 40 oxygen concentrators; 75 patient monitors; and 37 intensive care unit beds and 86 other patient beds, distributed across both the West Bank, including East Jerusalem, and Gaza (see figure 3.XXIV). The Office's contribution toward its objectives was also evidenced by the resumption of coordination between Israel and the State of Palestine and the subsequent transfer of \$1.1 billion in revenue to the Palestinian Authority in December 2020, compared with none during the period from May to November 2020, which have and will continue to improve the Palestinian public health response to COVID-19 and accelerate the socioeconomic recovery across the Occupied Palestinian Territory.

Figure 3.XXIV

**Performance measure: humanitarian deliveries (number of truckloads) into Gaza (annual)**



**Impact of COVID-19 on programme delivery**

- 3.228 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Office. The Special Coordinator was unable to engage in face-to-face discussions with fellow members of the Middle East Quartet and other regional and international partners, including for the Ad Hoc Liaison Committee, which moved to a virtual format. While the Office could not conduct in person two planned civil society workshops focused on peacebuilding, the workshops were held virtually. Moreover, the Office's planned social media campaign had to be suspended owing to the shift in focus from political to health and COVID-19-related matters. Overall, owing to the changing circumstances resulting from COVID-19, in-person political outreach and coordination were drastically scaled down and engagement was conducted predominantly by telephone or by virtual

means. Given the complexity of much of the subject matters discussed with interlocutors, changing to a virtual format presented numerous challenges. The Office's role in coordinating the delivery of assistance and critical support to the Palestinian people and Palestinian authorities increased significantly. The assistance included mobilizing international and donor support to respond to the pandemic; negotiating continued access to the West Bank and Gaza; ensuring coordination between Israeli and Palestinian authorities and international agencies to support COVID-19 response measures; and supporting the Palestinian Government in mitigating and recovering from the longer-term socioeconomic impacts. To these ends, the Special Coordinator and Deputy Special Coordinator have continuously engaged virtually with donors and with the relevant Israeli and Palestinian authorities, including in person when conditions permitted. The Deputy Special Coordinator chaired weekly COVID-19 task force meetings, met with partners and donors multiple times per month and worked directly with the Palestinian Prime Minister's Office on the integrated response.

- 3.229 At the same time, however, the Office identified modified activities, within the overall scope of the objectives of the programme, on issues related to the COVID-19 pandemic. Reflecting the acute emergency, the Office modified its quarterly socioeconomic reports and its biannual reports to the Ad Hoc Liaison Committee to focus on the socioeconomic impact of the pandemic, and increased its meetings, donor outreach and coordination with the parties. The modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.
- 3.230 Reflecting the importance of continuous improvement and responding to evolving needs of Member States, the Office will mainstream lessons learned and best practices related to the adjustments and adaptation of its programme owing to the COVID-19 pandemic. One such lesson learned was the challenges of holding virtual meetings. While the reach of meetings and number of participants could increase owing to the use of videoconferencing technology, that advantage was offset by more limited confidentiality, a lack of critical networking opportunities for participants, and the absence of side conversations that further advance common positions. Meetings often required for delicate and complex discussions were done virtually, which were not favoured by many interlocutors in the Occupied Palestinian Territory, especially in Gaza. These challenges persist for delivering training or capacity-building, where civil society actors are sometimes less inclined to participate fully through virtual modalities. In applying the lesson, the Office will carefully assess the merits of virtual technology for specific planned activities, including hybrid delivery to leverage reach while maintaining advantages of in-person engagement.

### **Planned results for 2022**

- 3.231 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

#### **Result 1: improving the situation in Gaza and advancing peace efforts<sup>15</sup>**

##### **Programme performance in 2020**

- 3.232 The Office focused on improving the situation on the ground in Gaza and contributed to preserving a political horizon to end the Israeli-Palestinian conflict on the basis of a two-State solution. The Special Coordinator repeatedly used his good offices role to de-escalate tensions between armed groups in Gaza and Israel. The Office also supported de-escalation efforts through coordination of expanded efforts by the United Nations country team to deliver a package of critical humanitarian and economic interventions for Gaza endorsed by the Ad Hoc Liaison Committee. Furthermore, the Office, with its partners, intensified efforts to fundraise more effectively by demonstrating the link between investment in humanitarian and development interventions and sustainable long-term results. Lastly, the Office enhanced the project management capacity of the United Nations in Gaza

<sup>15</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 3)).

by providing expertise dedicated to unblocking political barriers, including the easing of movement and access restrictions.

- 3.233 The above-mentioned work contributed to the increase in the regular availability of electricity in Gaza from an average of 8 hours per day in 2019 to an average of 12.67 hours per day in 2020, which met the planned target of an increase in the availability of electricity in Gaza, reflected in the proposed programme budget for 2020.
- 3.234 The above-mentioned work also contributed to the de-escalation of tensions on several occasions and the prevention of a major outbreak of hostilities between Israel and armed groups in Gaza, while allowing for a return to calm understanding between the parties, which did not meet the target of a full return to the 2014 ceasefire arrangements between Israel and Gaza, reflected in the proposed programme budget for 2020. The planned 2020 target could not be met because the challenging dynamics that characterized the political environment did not provide an environment conducive to the return to the 2014 ceasefire arrangements, including the persistent lack of intra-Palestinian unity and measures imposed by the Palestinian Authority on Gaza, the enduring closure regime imposed by Israel on Gaza, the humanitarian situation and continued militant activity, and the energy supply remaining inadequate.

#### Proposed programme plan for 2022

- 3.235 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards this objective, the Office will continue to engage with all sides to return to the 2014 ceasefire arrangements, alleviate the suffering of the population in Gaza, protect civilians and accelerate socioeconomic recovery. The expected progress is presented in the performance measure below (see table 3.44).

Table 3.44  
Performance measure

| 2018 (actual)   | 2019 (actual)   | 2020 (actual)  | 2021 (planned) <sup>a</sup>   | 2022 (planned)   |
|---|---|--|---|--|
| Availability of electricity in Gaza for 7.3 hours per day on average; and no formal understanding reached on improving the situation in Gaza and preventing an escalation between Israel and Gaza | Increase in the availability of electricity in Gaza; and advancement of discussions with all concerned parties to return to the 2014 ceasefire arrangements between Israel and Gaza | Increase in the availability of electricity in Gaza to an average of 12.67 hours per day, de-escalation of tensions on several occasions, and prevention of a major outbreak of hostilities between Israel and armed groups in Gaza, while allowing a return to calm understanding between the parties | Consistent power supply for more than 8 hours per day; and maintenance of the 2014 ceasefire arrangements between Israel and Gaza | Consistent power supply for more than 15 hours per day; and maintenance of the 2014 ceasefire arrangements between Israel and Gaza |

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## Result 2: establish an environment conducive to the return to negotiations to resolve the Israeli-Palestinian conflict<sup>16</sup>

### Programme performance in 2020

- 3.236 The Office has carried out good offices work on behalf of the Secretary-General, including to prevent a broad escalation of conflict between Israel and armed groups in Gaza and maintain relative stability in Gaza. The Office engaged with the Palestinian Authority, Israel and key international partners to implement a package of critical humanitarian and economic interventions for Gaza endorsed by the Ad Hoc Liaison Committee.
- 3.237 The Office also supported intra-Palestinian reconciliation and continued to work to deliver its programmes throughout the Occupied Palestinian Territory, including the provision of technical assistance to the Palestinian Central Elections Commission. Furthermore, the Office continued to underscore that the continuing policy of settlement construction and expansion, the demolition and seizure of Palestinian-owned structures, continued violence, incitement and militant activity served only to impede efforts to achieve a negotiated solution to the conflict.
- 3.238 The above-mentioned work contributed to the preparedness of the Central Elections Commission for the Palestinian elections, which met the planned target, reflected in the programme budget for 2021.
- 3.239 The above-mentioned work also contributed to limiting the growth in the average unemployment rate in Gaza to 46.6 per cent in 2020, which did not meet the target to keep the unemployment rate in Gaza below 45 per cent, reflected in the programme budget for 2021. The planned 2020 target could not be met owing primarily to the economic impact of the COVID-19 pandemic and the resulting public health restrictions, including on economic activity. Additional results on the ceasefire and electricity are reflected under result 1 above.

### Proposed programme plan for 2022

- 3.240 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the Office will engage with a wide range of interlocutors, including civil society, the Middle East Quartet and at the international and regional level, to urge Israeli and Palestinian leaders to take concrete steps to create the conditions for the resumption of negotiations that will end the conflict and resolve all final status issues; strengthen its advocacy in support of the launching of negotiations between the parties to resolve the conflict; and increase the visibility of its activities. The expected progress is presented in the performance measure below (see table 3.45).

Table 3.45

#### Performance measure

| 2018 (actual) | 2019 (actual) | 2020 (actual)  | 2021 (planned) <sup>a</sup>                                   | 2022 (planned)   |
|---------------|---------------|--|---|--|
|               |               | Central Elections Commission is prepared for the Palestinian elections | Palestinian legislative and presidential elections take place | Palestinian Legislative Council and the President exercise their functions in line with their mandates |
|               |               |  | Reunification of Gaza and the West Bank                       | Gaza and the West Bank unification is strengthened under a single, democratic, national government     |

<sup>16</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

| 2018 (actual)                            | 2019 (actual)                            | 2020 (actual)                              | 2021 (planned) <sup>a</sup>                 | 2022 (planned)                              |
|--|--|--|---|---|
| Unemployment rate in Gaza at 52 per cent | Unemployment rate in Gaza at 46 per cent | Unemployment rate in Gaza at 46.6 per cent | Unemployment rate in Gaza below 42 per cent | Unemployment rate in Gaza below 42 per cent |

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: revitalization of the broader peace process and strengthening the Palestinian State-building agenda**

#### **Proposed programme plan for 2022**

- 3.241 The Israeli-Palestinian political context continues to evolve amid significant regional and international developments, some of which may positively influence the prospects for establishing a two-State solution and ending the occupation that started in 1967. The Office has been actively engaged in pursuit of these objectives through the Special Coordinator's efforts to reinvigorate the Middle East Quartet and support Palestinian State-building efforts, its institutions and economy, notwithstanding severe political and fiscal challenges. This has included, among other things, increasing the frequency of virtual Quartet envoy meetings and efforts to establish a meaningful dialogue between Israelis, Palestinians and regional partners.

#### *Lessons learned and planned change*

- 3.242 The lesson for the Office was that the Office must remain strongly engaged in Middle East Quartet efforts to facilitate negotiations, including by adjusting to the evolving regional developments. In applying the lesson, the Office will enhance its engagement with Quartet members and key regional partners, including through virtual and in-person meetings, and promote proposals that stimulate progress towards the goal of a negotiated resolution of the conflict. In support of the Palestinian State-building agenda, the Office will continue to deliver its programmes throughout the Occupied Palestinian Territory, through its engagement with the donor community, the Palestinian Authority, the Government of Israel, the international community and local authorities, as well as civil society. Furthermore, the Office will continue to engage with Israeli, Palestinian and international actors on ways to mitigate the impact of the COVID-19 crisis on Palestinian households and accelerate the socioeconomic recovery.

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

- 3.243 This work is expected to contribute to the objective, as demonstrated by joint proposals from the Quartet and the formulation of strategies, together with Arab and international partners, in conjunction with the parties, aimed at establishing a meaningful political process that will achieve a negotiated two-State solution based on United Nations resolutions, international law and prior agreements (see table 3.46).

Table 3.46  
Performance measure

| 2018 (actual) | 2019 (actual) | 2020 (actual)  | 2021 (planned)  | 2022 (planned)  |
|---------------|---------------|--|---|---|
| —             | —             | Envoys of the Middle East Quartet explore the possibilities of advancing Israeli-Palestinian peace and discussing the most recent developments on the ground | Envoys of the Middle East Quartet and Arab and international partners identify concrete steps to address socioeconomic challenges and bring the parties back to the path of meaningful negotiations | Formulation of joint proposals from the Quartet and the formulation of strategies, together with Arab and international partners, in conjunction with the parties, aimed at establishing a meaningful political process that will achieve a negotiated two-State solution |

### Legislative mandates

3.244 The list below provides all mandates entrusted to the programme.

#### *General Assembly resolutions and decisions*

|        |  |        |                                      |
|--------|--|--------|--------------------------------------|
| 48/213 | Assistance to the Palestinian people             | 75/24  | The Syrian Golan                     |
| 49/88  | Middle East peace process                        | 75/99  | The occupied Syrian Golan            |
| 75/22  | Peaceful settlement of the question of Palestine | 75/126 | Assistance to the Palestinian people |

#### *Security Council resolutions*

|             |             |
|-------------|-------------|
| 1860 (2009) | 2334 (2016) |
|-------------|-------------|

### Deliverables

3.245 Table 3.47 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.



Table 3.47  
**Deliverables for the period 2020–2022, by category and subcategory**

| Category and subcategory  | 2020<br>planned | 2020<br>actual | 2021<br>planned | 2022<br>planned |
|---|-----------------|----------------|-----------------|-----------------|
| <b>A. Facilitation of the intergovernmental process and expert bodies</b>   |                 |                |                 |                 |
| <b>Parliamentary documentation</b> (number of documents)  | <b>1</b>        | <b>2</b>       | <b>2</b>        | <b>2</b>        |
| 1. Report of the Secretary-General on the implementation of Security Council resolution <a href="#">2334 (2016)</a>   | 1               | 2              | 2               | 2               |
| <b>Substantive services for meetings</b> (number of three-hour meetings)  | <b>15</b>       | <b>15</b>      | <b>15</b>       | <b>15</b>       |
| 2. Monthly Security Council briefings on the situation in the Middle East, including quarterly reporting on Security Council resolution <a href="#">2334 (2016)</a>   | 12              | 12             | 12              | 12              |
| 3. Meetings of the Fifth Committee  | 1               | 1              | 1               | 1               |
| 4. Meetings of the Committee for Programme and Coordination   | 1               | 1              | 1               | 1               |
| 5. Meetings of the Advisory Committee on Administrative and Budgetary Questions   | 1               | 1              | 1               | 1               |
| <b>B. Generation and transfer of knowledge</b>  |                 |                |                 |                 |
| <b>Technical materials</b> (number of materials)  | <b>7</b>        | <b>7</b>       | <b>7</b>        | <b>7</b>        |
| 6. Reports to the Ad Hoc Liaison Committee on recommended actions to bring about positive changes on the ground   | 2               | 2              | 2               | 2               |
| 7. Socioeconomic reports on the Palestinian economy   | 4               | 4              | 4               | 4               |
| 8. Monitoring and evaluation report of the implementation of the United Nations Development Assistance Framework 2018–2022  | 1               | 1              | 1               | 1               |
| <b>C. Substantive deliverables</b>  |                 |                |                 |                 |
| <b>Good offices:</b> visits to countries in the region to seek support for political initiatives.   |                 |                |                 |                 |
| <b>Consultation, advice and advocacy:</b> consultations with Governments and their accredited representatives, relevant parties, non-governmental and civil society organizations, academia and think tanks on the political, socioeconomic and humanitarian situation; consultations of the Special Coordinator and the Deputy Special Coordinator with the parties and other relevant actors on actions and measures to de-escalate tensions and mobilize resources; participation in the Middle East Quartet and its efforts to advance the negotiations and the two-State solution; advisory services to Israeli and Palestinian interlocutors on the implementation of the Gaza Reconstruction Mechanism and on the implementation of the package of humanitarian and economic interventions for Gaza approved by the Ad Hoc Liaison Committee; briefings to the international community and regional parties on the political, socioeconomic and humanitarian situation; and technical support to the Palestinian Central Elections Commission. |                 |                |                 |                 |
| <b>D. Communication deliverables</b>  |                 |                |                 |                 |
| <b>Outreach programmes, special events and information materials:</b> facilitation of the exchange of information and developing partnerships with 80 civil society organizations, as well as academic institutions and non-governmental organizations, and further outreach to civil society organizations in Israel and the Occupied Palestinian Territory to enhance their interaction with and understanding of the Office's vision and activities.   |                 |                |                 |                 |
| <b>External and media relations:</b> maintenance of a database of more than 1,100 subscribers, in addition to some 150 local, regional and international media outlets (more than 500 media personnel); press conferences in the presence of 35 key international media outlets (television, radio and print); and online public statements and press releases (UNSCO website and social media platforms) and dissemination to more than 1,500 individuals, including diplomatic missions, civil society organizations, think tanks and media personnel.  |                 |                |                 |                 |
| <b>Digital platforms and multimedia content:</b> up-to-date content for the Office's website, intranet and social media platforms, including an organizational Twitter account and a Special Coordinator Twitter account, which contain all publications and serve as key platforms for receiving and disseminating information for internal/external stakeholders, including the interested public and partners.   |                 |                |                 |                 |

## B. Proposed post and non-post resource requirements for 2022

### Overview

- 3.246 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 3.48 to 3.50.

Table 3.48

#### Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

| Object of expenditure         | 2020<br>expenditure | 2021<br>appropriation | Changes                  |                          |            |             |            | 2022<br>estimate<br>(before<br>recosting) |
|-------------------------------|---------------------|-----------------------|--------------------------|--------------------------|------------|-------------|------------|---|
|                               |                     |                       | Technical<br>adjustments | New/expanded<br>mandates | Other      | Total       | Percentage |   |
| Post                          | 7 930.1             | 8 836.5               | 88.7                     | —                        | —          | 88.7        | 1.0        | 8 925.2                                   |
| Other staff costs             | 24.1                | 45.3                  | —                        | —                        | —          | —           | —          | 45.3                                      |
| Hospitality                   | 0.2                 | 2.8                   | —                        | —                        | —          | —           | —          | 2.8                                       |
| Travel of staff               | 44.3                | 130.7                 | —                        | —                        | 32.3       | 32.3        | 24.7       | 163.0                                     |
| Contractual services          | 136.5               | 212.7                 | —                        | —                        | (4.6)      | (4.6)       | (2.2)      | 208.1                                     |
| General operating<br>expenses | 505.1               | 543.0                 | —                        | —                        | (31.1)     | (31.1)      | (5.7)      | 511.9                                     |
| Supplies and materials        | 47.4                | 57.2                  | —                        | —                        | 5.3        | 5.3         | 9.3        | 62.5                                      |
| Furniture and equipment       | 110.8               | 95.3                  | —                        | —                        | 4.4        | 4.4         | 4.6        | 99.7                                      |
| Improvement of premises       | 80.8                | —                     | —                        | —                        | —          | —           | —          | —   |
| Other                         | (2.5)               | —                     | —                        | —                        | —          | —           | —          | —   |
| <b>Total</b>                  | <b>8 876.9</b>      | <b>9 923.5</b>        | <b>88.7</b>              | <b>—</b>                 | <b>6.3</b> | <b>95.0</b> | <b>1.0</b> | <b>10 018.5</b>                           |

Table 3.49

#### Overall: proposed posts and post changes for 2022

(Number of posts)

|                   | Number | Details  |
|-------------------|--------|--|
| Approved for 2021 | 66     | 1 USG, 1 ASG, 4 P-5, 4 P-4, 8 P-3, 13 FS, 30 LL, 5 NPO |
| Post changes      | —      |  |
| Proposed for 2022 | 66     | 1 USG, 1 ASG, 4 P-5, 4 P-4, 8 P-3, 13 FS, 30 LL, 5 NPO |

*Note:* The following abbreviations are used in tables and figures: ASG, Assistant-Secretary-General; FS, Field Service; LL, Local Level; NPO, National Professional Officer; USG, Under-Secretary-General.

Table 3.50

**Overall: proposed posts by category and grade**

(Number of posts)

| Category and grade                 | Changes                       |                          |                          |          |          | 2022<br>proposed <sup>d</sup> |
|------------------------------------|-------------------------------|--------------------------|--------------------------|----------|----------|-------------------------------|
|                                    | 2021<br>approved <sup>a</sup> | Technical<br>adjustments | New/expanded<br>mandates | Other    | Total    |                               |
| <b>Professional and higher</b>     |                               |                          |                          |          |          |                               |
| USG                                | 1                             | —                        | —                        | —        | —        | 1                             |
| ASG                                | 1                             | —                        | —                        | —        | —        | 1                             |
| P-5                                | 4                             | —                        | —                        | —        | —        | 4                             |
| P-4                                | 4                             | —                        | —                        | —        | —        | 4                             |
| P-3                                | 8                             | —                        | —                        | —        | —        | 8                             |
| <b>Subtotal</b>                    | <b>18</b>                     | <b>—</b>                 | <b>—</b>                 | <b>—</b> | <b>—</b> | <b>18</b>                     |
| <b>General service and related</b> |                               |                          |                          |          |          |                               |
| LL                                 | 30                            | —                        | —                        | —        | —        | 30                            |
| FS                                 | 13                            | —                        | —                        | —        | —        | 13                            |
| NPO                                | 5                             | —                        | —                        | —        | —        | 5                             |
| <b>Subtotal</b>                    | <b>48</b>                     | <b>—</b>                 | <b>—</b>                 | <b>—</b> | <b>—</b> | <b>48</b>                     |
| <b>Total</b>                       | <b>66</b>                     | <b>—</b>                 | <b>—</b>                 | <b>—</b> | <b>—</b> | <b>66</b>                     |

<sup>a</sup> All posts of the Office are temporary posts.

3.247 Additional details on the distribution of the proposed resources for 2022 are reflected in table 3.51 and figure 3.XXV.

3.248 As reflected in table 3.51, the overall resources proposed for 2022 amount to \$10,018,500 before recosting, reflecting an increase of \$95,000 (or 1.0 per cent) compared with the appropriation for 2021. Resource changes result from two factors, namely: (a) technical adjustments; and (b) other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

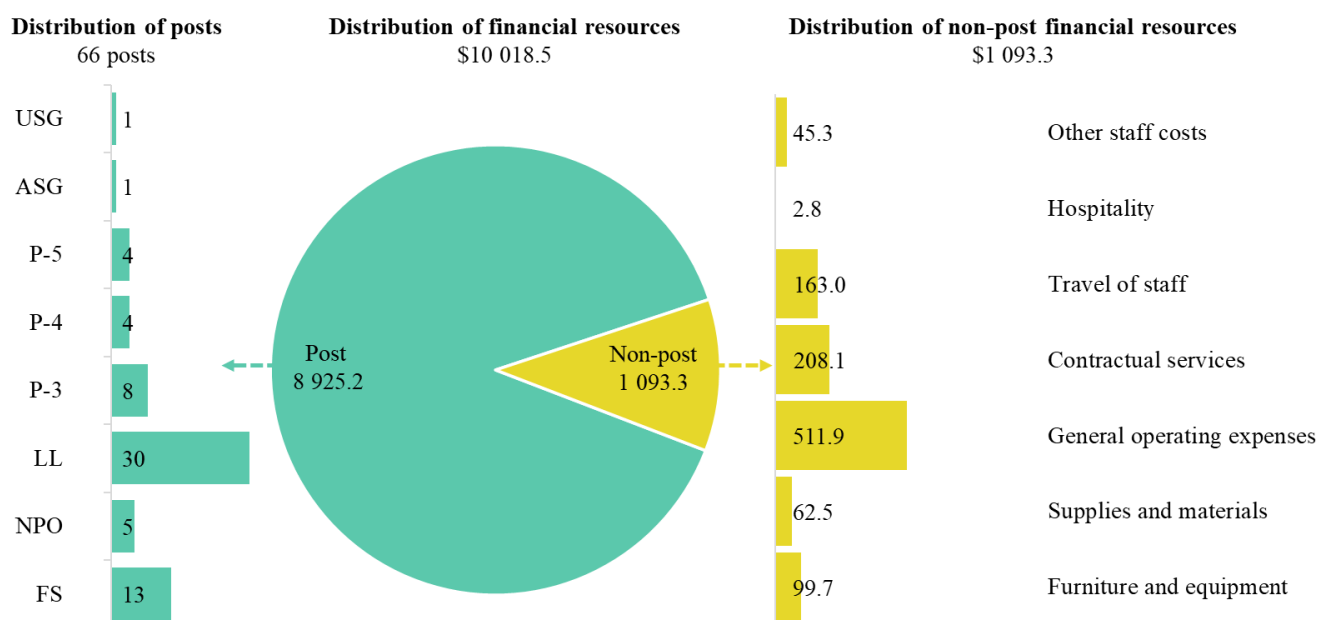
Table 3.51

**Overall: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

|   | Changes             |                       |                          |                              |       |       |            | 2022<br>estimate<br>(before<br>recosting) |
|---|---------------------|-----------------------|--------------------------|------------------------------|-------|-------|------------|---|
|   | 2020<br>expenditure | 2021<br>appropriation | Technical<br>adjustments | New/<br>expanded<br>mandates | Other | Total | Percentage |   |
| Financial resources by main category of expenditure |                     |                       |                          |                              |       |       |            |   |
| Post  | 7 930.1             | 8 836.5               | 88.7                     | —                            | —     | 88.7  | 1.0        | 8 925.2                                   |
| Non-post  | 946.8               | 1 087.0               | —                        | —                            | 6.3   | 6.3   | 0.6        | 1 093.3                                   |
| Total   | 8 876.9             | 9 923.5               | 88.7                     | —                            | 6.3   | 95.0  | 1.0        | 10 018.5                                  |
| Post resources by category                          |                     |                       |                          |                              |       |       |            |   |
| Professional and higher                             |                     | 18                    | —                        | —                            | —     | —     | —          | 18  |
| General Service and related                         |                     | 48                    | —                        | —                            | —     | —     | —          | 48  |
| Total   |                     | 66                    | —                        | —                            | —     | —     | —          | 66  |

Figure 3.XXV  
**Distribution of proposed resources for 2022 (before recosting)**  
 (Number of posts/thousands of United States dollars)



## Explanation of variances by factor

### Overall resource changes

#### Technical adjustments

- 3.249 As reflected in table 3.48, resource changes reflect an increase of \$88,700 which relates to the delayed impact for the newly established post of Close Protection Officer (Field Service) approved pursuant to General Assembly resolution [75/252](#), which was subject to a 50 per cent vacancy rate in accordance with the established practice for new posts.

#### Other changes

- 3.250 As reflected in table 3.48, resource changes reflect a net increase of \$6,300 under non-posts, as follows:
- (a) **Travel of staff.** The increase of \$32,300 relates mainly to travel of the Special Coordinator and Deputy Special Coordinator to conduct more consultations, advocacy meetings and activities with regional and international partners, including consultation with Quartet members to improve the situation in Gaza, sustain the calm and support the Palestinian institutions, along with the promotion of intra-Palestinian reconciliation efforts. The increase would also support the Office's efforts to reverse negative trends on the ground that threaten the viability of the two-State solution, to revitalize the peace process and to promote a return to meaningful negotiations. Notwithstanding, the proposed resource for travel also take into account efforts to sustain the new working methods and practices undertaken during the COVID-19 pandemic, including the conduct of online and/or hybrid workshops, training and meetings, where feasible;
  - (b) **Supplies and materials.** A net increase of \$5,300 under supplies due mainly to an increase in medical supplies in the light of the experience with COVID-19 and in data-processing and communication supplies. These increases are offset in part by reductions under stationery and

other expendable supplies, which reflect build-back-better efforts to sustain the new working methods and practices undertaken during the COVID-19 pandemic;

- (c) **Furniture and equipment.** An increase of \$4,400 under furniture and equipment reflects mainly the replacement of obsolete office automation equipment;
- (d) These increases are offset in part by the decrease of \$35,700 under general operating expenses (\$31,100) and contractual services (\$4,600), which takes into account expenditure experience and efforts to sustain the new working methods and practices undertaken during the COVID-19 pandemic. Such efforts include the continuation of virtual and hybrid meetings, where feasible, the reduced use of printed documents and the rental of conference facilities, in addition to revised provisions of some facilities' services. The decrease also includes reductions under miscellaneous services and utilities and the planned reduction under maintenance of equipment and vehicles.

### Other information

- 3.251 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, 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 of the Special Coordinator is integrating environmental management practices into its operations. In 2019 and 2020, a highlight was the reduction in the use of photocopy paper as a result of changes in printing habits and the reduction in its carbon footprint and fossil fuel usage through the use of lower-capacity generators and the installation of light-emitting diode lights. In 2021, the Office is implementing projects to further reduce its use of photocopy paper, fuel consumption (solar system infrastructure installation) and plastic generation through the installation of an in-line drinking water dispenser system at the offices of the Office of the Special Coordinator. In 2022, the Office is planning to finalize the installation and the commissioning of hybrid solar system (operating mostly in the daytime) and the installation of a monitoring system to be able to capture the actual savings (United Nations global field remote infrastructure monitoring system).
- 3.252 Information on compliance with the advance booking for air travel is reflected in table 3.52. The actual compliance for advance booking for air travel reflects the challenges relating to official travel being subject mostly to the availability of high-level officials and interlocutors for meetings, which are often confirmed with limited advance notice. The actual compliance for advance booking for air travel also reflects the impact of COVID-19 and related restrictions on travel in 2020, which limited the ability of the Office to comply with the requirement for advance booking for air travel.

Table 3.52  
**Compliance rate**  
(Percentage)

|  | <i>Actual 2019</i> | <i>Actual 2020</i> | <i>Planned 2021</i> | <i>Planned 2022</i> |
|--|--------------------|--------------------|---------------------|---------------------|
| Air tickets purchased at least 2 weeks before the commencement of travel | 38                 | 29                 | 100                 | 100                 |



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

### Foreword

I am pleased to state that the United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory has made significant progress in the implementation of its mandate, notwithstanding the challenges that it faced in 2020 owing to the COVID-19 pandemic. Progress was made possible by adapting the focus of its work to the constraints and restrictions caused by the pandemic and the continued constructive cooperation by both the Palestinian and the Israeli sides.

In 2022, the Office of the Register of Damage will continue to focus on the processing and review of the previously collected claims. A small presence of the Register of Damage in the Occupied Palestinian Territory will also continue to collect public resource claims and residual claims presented by natural persons, in line with General Assembly resolution [ES-10/17](#).

In addition to the main purpose of the Register of Damage, which is to record the material damage caused by the construction of the wall, the huge volume of meticulously collected and verified information may also serve as a catalyst in support of the Israeli-Palestinian peace process. The information contained in the Register may be useful in the search for solutions to the most contentious problems, such as land and the border.

*(Signed)* Grit-Maren **Beer**<sup>a</sup>  
Officer-in-Charge, Office of the United Nations Register of Damage Caused  
by the Construction of the Wall in the Occupied Palestinian Territory

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<sup>a</sup> An Executive Director was appointed in April 2021, with expected onboarding in May 2021.

## **A. Proposed programme plan for 2022 and programme performance for 2020**

### **Overall orientation**

#### **Mandates and background**

- 3.253 The United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory is responsible for recording, in documentary form, the damage caused to all natural and legal persons concerned as a result of the construction of the wall by Israel in the Occupied Palestinian Territory, including in and around East Jerusalem. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution [ES-10/17](#).
- 3.254 Since 2008, when the Office of the Register of Damage became operational and commenced outreach and claim intake in the Occupied Palestinian Territory, work has been completed in 267 of 271 communities located along the completed constructed section of the wall, touching the lives of more than 1.5 million Palestinians in the West Bank, and work is in progress in the remaining communities. More than two terabytes of impartial and verified information documents the material losses sustained by the Palestinian people. Once completed, the Register of Damage may serve as a catalyst in support of the Israeli-Palestinian peace process.

### **Programme of work**

#### **Objective**

- 3.255 The objective, to which the Office of the Register of Damage contributes, is to establish and maintain a Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory, thus contributing to the protection of the legal rights of the Palestinian people affected by the construction of the wall.

#### **Strategy**

- 3.256 To contribute to the objective, the Office will focus on the processing and review of the previously collected but not processed claims, of which there are more than 30,000. In addition, the Office will continue its outreach and claim intake activities in the Occupied Palestinian Territory in relation to public resource claims and residual claims of natural persons. The General Assembly, in its resolution [ES-10/17](#), called for the Register of Damage to remain open for registration for the duration of existence of the wall in the Occupied Palestinian Territory, including in and around East Jerusalem (para. 9). The Office will therefore continue its claim intake and outreach activities in the Occupied Palestinian Territory by maintaining a presence, and should there be additional claims owing to the continued construction and/or rerouting of the wall, the Office will address this issue in accordance with its mandate. Furthermore, the Office will continue to streamline the process of rectifications of incomplete and deficient claims. The work of the Office will help Member States to make progress towards achieving Sustainable Development Goal 16, through promoting the rule of law at the national and international levels and ensuring equal access to justice for all.
- 3.257 The above-mentioned work is expected to result in:
- (a) Increased number of and continued efficiency in processing of claims, leading to a reduction in the gap between collected and unprocessed claims;
  - (b) Increased number of institutional, residual and potential new claimants;
  - (c) Reduced turnaround time in obtaining rectifications of incomplete or deficient claims.



### External factors for 2022

- 3.258 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:
- (a) There is political will and cooperation on the part of all parties concerned;
  - (b) Extrabudgetary resources are available for maintaining a needed presence on the ground;
  - (c) The overall security situation in the West Bank and the region does not adversely affect stability, thus rendering it impossible to carry out the mandate of the Register of Damage.
- 3.259 With regard to the COVID-19 pandemic, the programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to continue to have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.
- 3.260 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, in the course of the outreach campaign, all female mayors and Chairs of local councils are invited to training events organized by the Office. In addition, consultations will be conducted with local women's committees in all communities in which outreach and claim intake activities are planned. The Office will continue to pay special attention to informing potential female claimants of the possibility of and requirements for submitting claim forms and will provide them with assistance and guidance in the preparation of their claims.
- 3.261 With regard to disability inclusion, in line with the United Nations Disability Inclusion Strategy, the Register of Damage will continue to make special arrangements for the intake of claims from claimants with disabilities. These arrangements include on-site support of claimants, which allows claimants with disabilities to file their claims without having to travel.
- 3.262 With regard to inter-agency coordination and liaison, the Office cooperates closely with the United Nations Office for Project Services, which is the key provider of logistical, human and financial resources services in the implementation of outreach and claims collection activities funded by extrabudgetary resources. In addition, the Office benefits from close cooperation with the Department of Political and Peacebuilding Affairs and the Office for the Coordination of Humanitarian Affairs.

### Programme performance in 2020

- 3.263 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

#### Enhanced rectification process to complete deficient collected claims

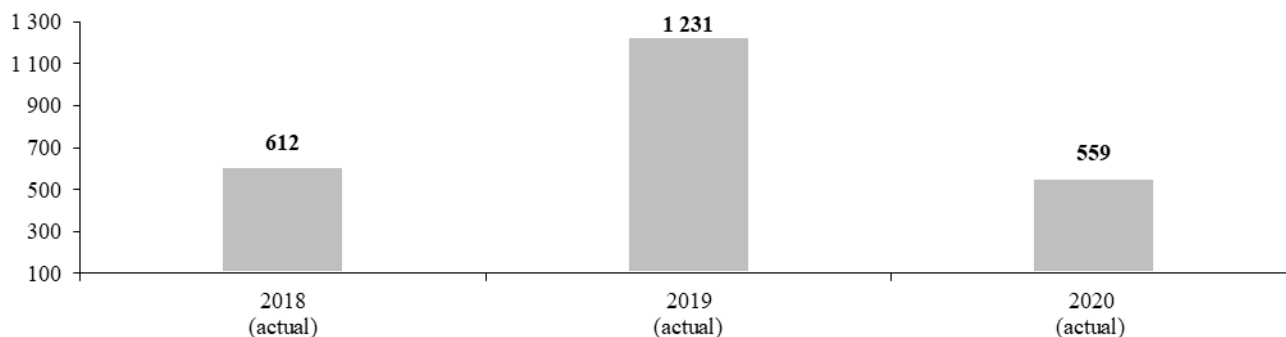
- 3.264 As at 31 December 2020, 72,218 claim forms had been collected. The Office put a strong emphasis on resolving outstanding rectifications of deficient or incomplete claims received. That process included contacting claimants or local authorities by telephone and encrypted e-mail and advising on missing information and outstanding documentation and data, whereby a major part of the rectification work is now performed from the Register of Damage office in Vienna. While that activity was also affected by the reduced ability to conduct rectifications on the ground owing to repeated lockdowns relating to the COVID-19 pandemic, it contributed to achieving the objective of the Office by ensuring that claims were complete and met all formal requirements.

#### *Progress towards the attainment of the objective, and performance measure*

- 3.265 The above-mentioned work contributed to the objective, as demonstrated by the number of rectifications conducted by the Office (see figure 3.XXVI).

Figure 3.XXVI

Performance measure: total number of claims rectified (annual)



### Impact of COVID-19 on programme delivery

- 3.266 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Office. The impact included the Office not being able to hold meetings of the Board of the Register of Damage in Vienna in view of travel restrictions. The Board meets in person owing to confidentiality requirements. Hence, while virtual meetings with the Board were held to discuss strategy and its annual progress report to the General Assembly, the Board was unable to review claims and decide on the inclusion of processed damage claims into the Register. In addition, the impact of COVID-19 and the ensuing restrictions in the Occupied Palestinian Territory resulted in fewer claims being collected. Scanning of claim forms and including them into the database of the Register could take place only at a reduced level owing to the lockdown. The translation and review of claims was temporarily affected owing to the need to set up for the first time a secure and confidential offline system that would allow the staff of the Office to process the least complex claims remotely during the lockdown, as a business continuity measure. Outreach activities continued through alternative means such as by telephone and videoconference. Lastly, the planned training of mayors and other officials of affected communities had to be postponed owing to travel restrictions. In lieu of planned in-person training of mayors and other officials of affected communities in the Occupied Palestinian Territory, the Office has been developing virtual training for mayors and other officials with a focus on potential claimants of public claims. This one-on-one training was rolled out as a pilot initiative in the fourth quarter of 2020.
- 3.267 New ways of claims processing were identified and successfully operationalized, where feasible. In full consideration of confidentiality requirements, the Office developed and rolled out offline solutions where confidential data are stored in a physical, encrypted data carrier, which enabled its staff to process claims remotely in the most secure manner. The exchange of data is a physical direct transfer that allowed translators and reviewers to process collected claims, notwithstanding the lockdown and other COVID-19-related restrictions, thus reducing the number of unreviewed claims. In addition, the annual progress report of the Board of the Register of Damage to the General Assembly was completed on time by means of virtual meetings with the members of the Board. These changes had an impact on the programme performance in 2020, as specified in results 2 and 3 below.
- 3.268 Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, the programme will consider and mainstream lessons learned and best practices related to the adjustments and adaptation of its programme owing to the COVID-19 pandemic. Specific examples of lessons learned include leveraging videoconferencing in the context of outreach activities. Previous years' practice of the Register of Damage was to conduct capacity-building for Palestinian local Palestinian mayors and other officials to inform them of the requirements to fill in claim forms. Given the political and domestic security situation that also affects the movement of local Palestinians within the governorates in different locations, this training usually took place in Aqabah, Jordan. However, given the COVID-19 situation and the restriction on movement, as well as to ensure the continuation of providing partners with the assistance needed to complete public

resources damage claims, the Office initiated targeted virtual training, conducted from Vienna, to address each community separately. While the format may not fully replace in-person training in future, it is being considered as a complementary tool to increase the outreach and capacity-building efforts towards the Office's beneficiaries.

### **Planned results for 2022**

- 3.269 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

#### **Result 1: gradual reduction of the backlog of the unreviewed collected claims<sup>17</sup>**

##### **Programme performance in 2020**

- 3.270 As at 31 December 2020, 72,218 claim forms had been collected. In line with General Assembly resolution [ES-10/17](#), the Board of the Register of Damage is to meet at least four times annually in Vienna to review and decide on the inclusion of claims into the Register. The physical presence of the Board members ensures that the confidentiality requirements are being met and that the integrity of the process is maintained. Owing to the travel restrictions caused by the COVID-19 pandemic, physical Board meetings were not possible. Virtual Board meetings to decide on the inclusion of processed claims could not be held, given that a process to maintain the confidentiality and safety of data still has to be developed.
- 3.271 However, the review and processing of claims by the Office of the Register of Damage continued throughout the reporting period. Consequently, a substantial number of claims are ready for the Board to decide on.
- 3.272 The above-mentioned circumstances contributed to no claims being decided, which did not meet the planned target of 4000 claims, reflected in the proposed programme budget for 2020.

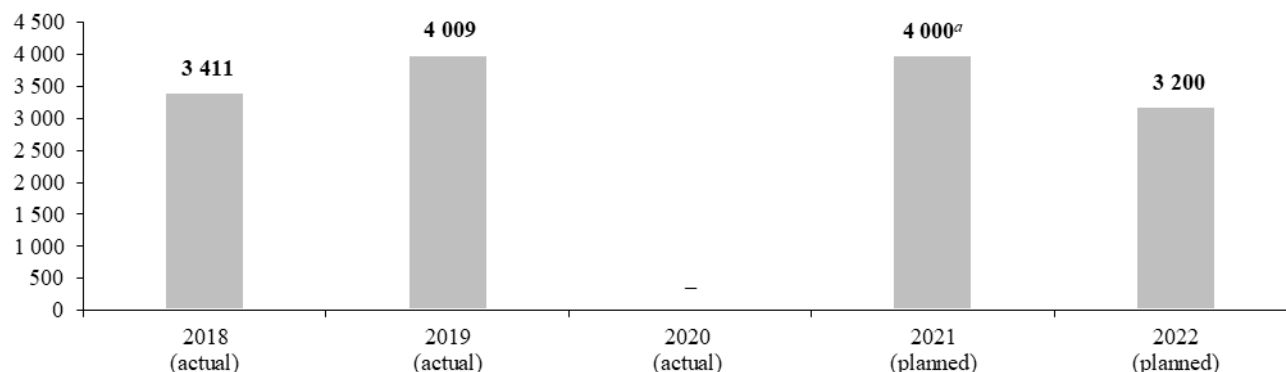
##### **Proposed programme plan for 2022**

- 3.273 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the Office and the Board of the Register of Damage will resume the processing and review of and the taking of a decision on at least 3,200 damage claims in 2022. The reason for the expected decrease in decided claims by the Board is the increased complexity of claims, as further shown in result 3 below. The expected progress is presented in the performance measure below (see figure 3.XXVII).

<sup>17</sup> As reflected in the proposed programme budget for 2020 ([A/74/6 \(Sect. 3\)](#)).

Figure 3.XXVII

**Performance measure: number of claims decided upon by the Board of the Register of Damage, 2018–2022**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## **Result 2: reduction of the backlog of the unreviewed collected claims<sup>18</sup>**

### **Programme performance in 2020**

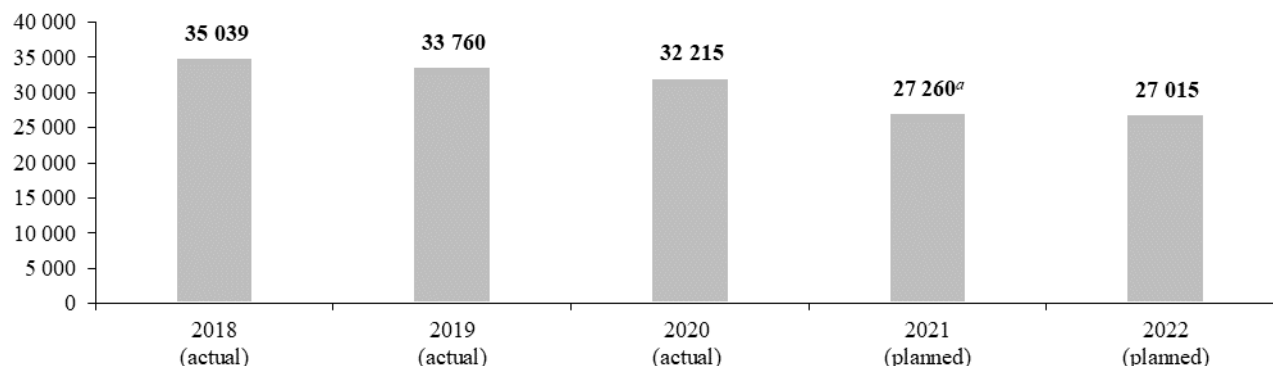
- 3.274 The Office has, notwithstanding the restrictions resulting from the COVID-19 pandemic, continued with the processing and legal review of claims, thus decreasing the number of unreviewed claims and reducing the gap between collected and unreviewed claims.
- 3.275 The above-mentioned work contributed to a reduction in the gap between unreviewed and collected claims to 32,215, which did not meet the target of reducing the number of unprocessed claims to 30,760, reflected in the programme budget for 2021. The higher number of claims to be reviewed by the Office is attributable to the lockdown and ensuing restrictions, which disrupted the work of the Office substantially, and a larger number of claims collected in 2020 (1,201 claims) than projected (1,000 claims).

### **Proposed programme plan for 2022**

- 3.276 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the Office will undertake the processing of at least 3,200 claims in 2022, which will reduce the number of unreviewed claims to 27,015, which takes into consideration an estimated 500 new claims collected in 2021 and 2022. The expected progress is presented in the performance measure below (see figure 3.XXVIII).

<sup>18</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

Figure 3.XXVIII

**Performance measure: Register of Damage number of unreviewed claims**

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: enhanced process for complex claims considered**

#### **Proposed programme plan for 2022**

- 3.277 The Office of the Register of Damage increased the focus on processing of more complex claims, including on stand-alone claims and complex public resource and employment claims, which require a lengthier review than needed for, for example, claims by several heirs for the same loss(es). The process included the scanning, translation, rectification and legal review of collected claims for further submission to the Board for final decision on the inclusion in the Register. By reviewing a larger group of employment claims (tripling the number of employment claims reviewed in 2020, compared with 2019), for example, the Office identifies claim scenarios that require further decisions by the Board on eligibility and evidence and the development of related guidelines. As noted in paragraph 3.270 above, owing to the travel restrictions caused by the COVID-19 pandemic, in-person Board meetings were not possible in 2020, resulting in no claims being decided.

#### *Lessons learned and planned change*

- 3.278 The lesson for the Office was that, owing to the increased complexity of claims that the Office received and the additional time needed for the processing and review of such claims, the previously projected target of 4,000 claims per year is no longer sustainable. In applying the lesson, the Office will channel existing capacities within the Register of Damage towards the processing of claims. For example, other staff in the Office will, in addition to performing their regular duties, provide regular assistance in claims-processing, translation, preliminary review, filing and other duties. Furthermore, the Office will enhance database features related to complex claims, to facilitate decision-making by the Board. Notwithstanding the above strategy and the fact that the Office is seeking further ways to optimize the process while safeguarding its integrity, the Register will need to revise the number of claims processed by the Office annually to 3,200 claims, as from 2022.

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

- 3.279 This work is expected to contribute to the objective, as demonstrated by approval of improved guidelines by the Board covering 80 per cent of the employment loss scenarios identified to date (see table 3.53).

Table 3.53  
Performance measure<sup>a</sup>

| 2018 (actual) | 2019 (actual)                              | 2020 (actual) | 2021 (planned)   | 2022 (planned)  |
|---------------|--|---------------|--|---|
| –             | 204 employment claims decided by the Board | –             | The Board will decide on 80 per cent of employment claims presented for its decision | Approval of improved guidelines by the Board covering 80 per cent of the employment loss scenarios identified to date |

<sup>a</sup> Using employment claims as an example.

## Legislative mandates

3.280 The list below provides all mandates entrusted to the programme.

### General Assembly resolution

ES-10/17 Establishment of the United Nations Register of Damage of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory

## Deliverables

3.281 Table 3.54 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.54  
Deliverables for the period 2020–2022, by category and subcategory

| Category and subcategory  | 2020 planned | 2020 actual | 2021 planned | 2022 planned |
|---|--------------|-------------|--------------|--------------|
| <b>A. Facilitation of the intergovernmental process and expert bodies</b>   |              |             |              |              |
| <b>Parliamentary documentation</b> (number of documents)  | <b>1</b>     | <b>1</b>    | <b>1</b>     | <b>1</b>     |
| 1. Progress report of the Board of the United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory for the General Assembly                        | 1            | 1           | 1            | 1            |
| <b>Substantive services for meetings</b> (number of three-hour meetings)  | <b>3</b>     | <b>3</b>    | <b>3</b>     | <b>3</b>     |
| 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>B. Generation and transfer of knowledge</b>  |              |             |              |              |
| <b>Seminars, workshops and training events</b> (number of days)   | <b>4</b>     | <b>1</b>    | <b>4</b>     | <b>4</b>     |
| 5. Training of mayors, community leaders and other Palestinian officials on the purpose, organizational details and requirements of claim intake activities, with a particular focus on public claims | 4            | 1           | 4            | 4            |

**Section 3 Political affairs**

| <i>Category and subcategory</i>  | <i>2020<br/>planned</i> | <i>2020<br/>actual</i> | <i>2021<br/>planned</i> | <i>2022<br/>planned</i> |
|--|-------------------------|------------------------|-------------------------|-------------------------|
| <b>C. Substantive deliverables</b>   |                         |                        |                         |                         |
| <b>Databases and substantive digital materials:</b> maintenance of a database and physical records of more than 37,000 damage claims approved by the Board.  |                         |                        |                         |                         |
| <b>D. Communication deliverables</b>   |                         |                        |                         |                         |
| <b>Outreach programmes, special events and information materials:</b> public awareness programme to inform the affected Palestinian natural and legal persons of the possibility of and the requirement for filing damage claims for registration, including the production of posters and leaflets for distribution to affected Palestinians. |                         |                        |                         |                         |

## B. Proposed post and non-post resource requirements for 2022

### Overview

3.282 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 3.55 and 3.56.

Table 3.55

#### Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

| Object of expenditure         | 2020<br>expenditure | 2021<br>appropriation | Changes                  |                              |       |       |            | 2022<br>estimate<br>(before<br>recosting) |
|-------------------------------|---------------------|-----------------------|--------------------------|------------------------------|-------|-------|------------|---|
|                               |                     |                       | Technical<br>adjustments | New/<br>expanded<br>mandates | Other | Total | Percentage |   |
| Post                          | 2 619.5             | 2 848.6               | —                        | —                            | —     | —     | —          | 2 848.6                                   |
| Other staff costs             | 7.6                 | 62.8                  | —                        | —                            | —     | —     | —          | 62.8                                      |
| Consultants                   | 5.1                 | 5.4                   | —                        | —                            | —     | —     | —          | 5.4                                       |
| Travel of staff               | 5.8                 | 71.0                  | —                        | —                            | 0.1   | 0.1   | 0.1        | 71.1                                      |
| Contractual services          | 116.2               | 147.4                 | —                        | —                            | (0.1) | (0.1) | (0.1)      | 147.3                                     |
| General operating<br>expenses | 19.0                | 11.6                  | —                        | —                            | —     | —     | —          | 11.6                                      |
| Supplies and materials        | 4.6                 | 5.7                   | —                        | —                            | —     | —     | —          | 5.7                                       |
| Furniture and equipment       | 26.4                | 30.5                  | —                        | —                            | —     | —     | —          | 30.5                                      |
| Improvement of<br>premises    | 1.2                 | —                     | —                        | —                            | —     | —     | —          | —   |
| Grants and contributions      | 0.1                 | —                     | —                        | —                            | —     | —     | —          | —   |
| Other                         | (0.6)               | —                     | —                        | —                            | —     | —     | —          | —   |
| <b>Total</b>                  | <b>2 804.9</b>      | <b>3 183.0</b>        | —                        | —                            | —     | —     | —          | <b>3 183.0</b>                            |

Table 3.56

#### Overall: proposed posts and post changes for 2022

(Number of posts)

| Post changes      | Number | Details  |
|-------------------|--------|--|
| Approved for 2021 | 19     | 1 D-2, 1 P-5, 5 P-4, 2 P-3, 1 P-2/1, 9 GS (OL) |
| Posts changes     | —      |  |
| Proposed for 2022 | 19     | 1 D-2, 1 P-5, 5 P-4, 2 P-3, 1 P-2/1, 9 GS (OL) |

*Note:* The following abbreviation is used in tables and figures: GS (OL), General Service (Other level).



Table 3.57

**Overall: proposed posts by category and grade<sup>a</sup>**

(Number of posts)

| Category and grade          | Changes          |                          |                          |       | Total | 2022<br>proposed |
|-----------------------------|------------------|--------------------------|--------------------------|-------|-------|------------------|
|                             | 2021<br>approved | Technical<br>adjustments | New/expanded<br>mandates | Other |       |                  |
| Professional and higher     |                  |                          |                          |       |       |                  |
| D-2                         | 1                | —                        | —                        | —     | —     | 1                |
| P-5                         | 1                | —                        | —                        | —     | —     | 1                |
| P-4                         | 5                | —                        | —                        | —     | —     | 5                |
| P-3                         | 2                | —                        | —                        | —     | —     | 2                |
| P-2/1                       | 1                | —                        | —                        | —     | —     | 1                |
| Subtotal                    | 10               | —                        | —                        | —     | —     | 10               |
| General Service and related |                  |                          |                          |       |       |                  |
| GS (OL)                     | 9                | —                        | —                        | —     | —     | 9                |
| Subtotal                    | 9                | —                        | —                        | —     | —     | 9                |
| Total                       | 19               | —                        | —                        | —     | —     | 19               |

<sup>a</sup> All posts of the Office are temporary posts.

3.283 Additional details on the distribution of the proposed resources for 2022 are reflected in tables 3.58 and 3.59 and figure 3.XXIX.

3.284 As reflected in tables 3.58 (1) and 3.59, the overall resources proposed for 2022 amount to \$3,183,000 before recosting and reflect no change in the resource level compared with the appropriation for 2021. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 3.58

**Overall: evolution of financial resources by source of funding and component**

(Thousands of United States dollars)

(1) *Regular budget*

| Component          | 2020<br>expenditure | 2021<br>appropriation | Changes                  |                              |          |          | 2022<br>estimate<br>(before<br>recosting) |
|--------------------|---------------------|-----------------------|--------------------------|------------------------------|----------|----------|---|
|                    |                     |                       | Technical<br>adjustments | New/<br>expanded<br>mandates | Other    | Total    | Percentage                                |
| Programme of work  | 2 804.9             | 3 183.0               | —                        | —                            | —        | —        | —   |
| <b>Subtotal, 1</b> | <b>2 804.9</b>      | <b>3 183.0</b>        | <b>—</b>                 | <b>—</b>                     | <b>—</b> | <b>—</b> | <b>3 183.0</b>                            |

(2) Extrabudgetary

| Component          | 2020<br>expenditure | 2021<br>estimate |   |   |   | Change | Percentage | 2022<br>estimate |
|--------------------|---------------------|------------------|---|---|---|--------|------------|------------------|
| Programme of work  | 223.0               | 200.0            | – | – | – | –      | –          | 200.0            |
| <b>Subtotal, 2</b> | <b>223.0</b>        | <b>200.0</b>     | – | – | – | –      | –          | <b>200.0</b>     |
| <b>Total</b>       | <b>3 027.9</b>      | <b>3 383.0</b>   | – | – | – | –      | –          | <b>3 383.0</b>   |

Table 3.59

**Overall: evolution of financial and post resources**

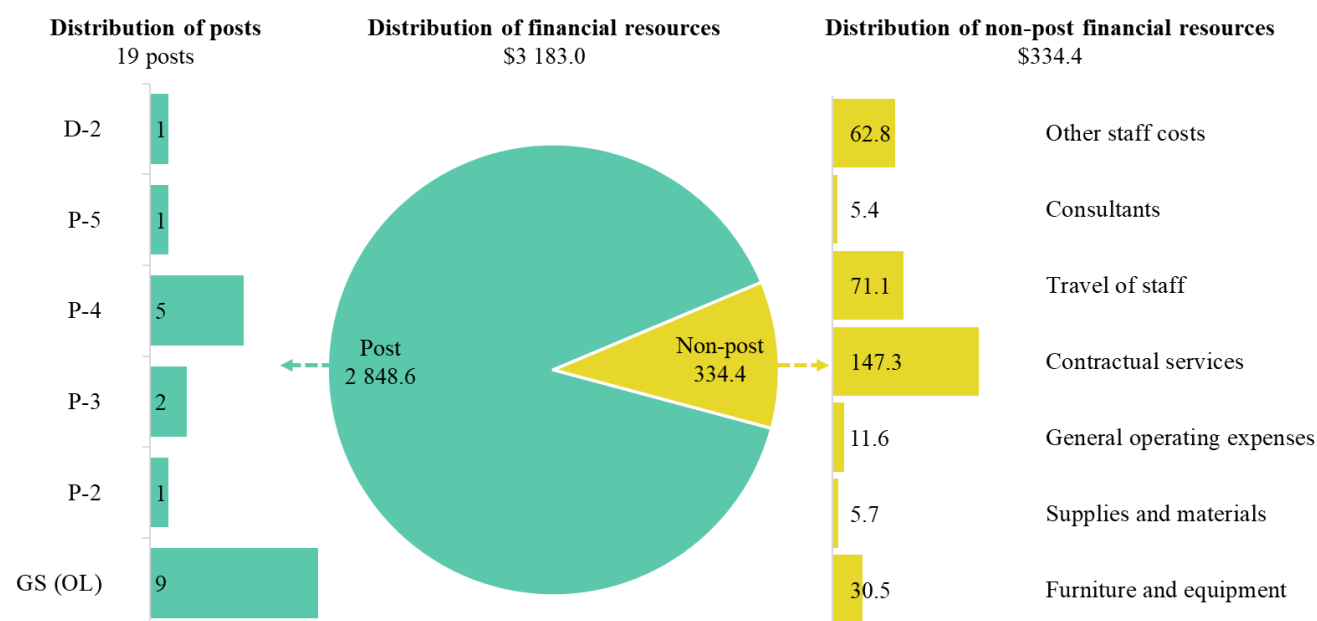
(Thousands of United States dollars/number of posts)

|   | Changes             |                       |                          |                              |       |       |            | 2022<br>estimate<br>(before<br>recosting) |
|---|---------------------|-----------------------|--------------------------|------------------------------|-------|-------|------------|---|
|   | 2020<br>expenditure | 2021<br>appropriation | Technical<br>adjustments | New/<br>expanded<br>mandates | Other | Total | Percentage |   |
| Financial resources by main category of expenditure |                     |                       |                          |                              |       |       |            |   |
| Post  | 2 619.5             | 2 848.6               | —                        | —                            | —     | —     | —          | 2 848.6                                   |
| Non-post  | 185.4               | 334.4                 | —                        | —                            | —     | —     | —          | 334.4                                     |
| Total   | 2 804.9             | 3 183.0               | —                        | —                            | —     | —     | —          | 3 183.0                                   |
| Post resources by category                          |                     |                       |                          |                              |       |       |            |   |
| Professional and higher                             |                     | 10                    | —                        | —                            | —     | —     | —          | 10  |
| General Service and related                         |                     | 9                     | —                        | —                            | —     | —     | —          | 9   |
| Total   |                     | 19                    | —                        | —                            | —     | —     | —          | 19  |

Figure 3.XXIX

**Distribution of proposed resources for 2022 (before recosting)**

(Number of posts/thousands of United States dollars)



### Extrabudgetary resources

- 3.285 As reflected in table 3.58 (2), the Office expects to continue to receive cash contributions, which would complement regular budget resources. In 2022, extrabudgetary resources are estimated at \$200,000. The resources would enable the Office to maintain a small presence in the Occupied Palestinian Territory to perform claim intake, outreach and rectification activities. A Lead Claims Intaker and two Claims Intakers, administered by the United Nations Office for Project Services, provide assistance to claimants with the completion of claims forms, outreach by informing potential claimants of the possibility of and requirements for filing a claim and follow-up with existing claimants if and when additional information is required.
- 3.286 The authority to oversee the use of extrabudgetary resources rests with the Office, in accordance with the delegation of authority from the Secretary-General.

### Other information

- 3.287 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 2020, the Office moved a step closer to becoming a paperless environment by adapting electronic signature solutions, where feasible, under the Register of Damage's strict confidentiality requirements. In addition, staff have been further made aware of individual responsibilities towards environmental responsibility. In 2022, the Office will strive to tighten environmental management practices.
- 3.288 Information on compliance with the advance booking for air travel is reflected in table 3.60. The Office ensures a high rate of compliance by planning air travel carefully and setting realistic schedules and timelines. In addition, the Office cooperates constructively with its service provider, the United Nations Office at Vienna, thus ensuring an efficient workflow in relation to official travel. No air travel was undertaken by the Office in 2020. The expenditure in 2020 under this class relates to local transportation in the Occupied Palestinian Territory.

Table 3.60  
**Compliance rate**  
(Percentage)

|  | <i>Actual 2019</i> | <i>Actual 2020</i> | <i>Planned 2021</i> | <i>Planned 2022</i> |
|--|--------------------|--------------------|---------------------|---------------------|
| Air tickets purchased at least 2 weeks before the commencement of travel | 94.4               | n/a                | 100                 | 100                 |



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## V. United Nations Office to the African Union

### Foreword

Over the course of 2022, the United Nations Office to the African Union will further strengthen the strategic partnership with the African Union, as this is essential to seeking effective solutions to the increasingly complex and dynamic peace and security challenges in Africa. The two organizations will continue to leverage their respective comparative advantages towards achieving the common objectives of enhancing peace and security, promoting human rights and good governance and implementing Agenda 2063: The Africa We Want, and the 2030 Agenda for Sustainable Development. The strategic partnership has grown in depth and scope over the past few years, especially since the signing of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security, in April 2017, and the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development, in January 2018, and is expected to be further strengthened in 2022. Both organizations will continue to prioritize the development of a systematic, predictable and strategic partnership in addressing peace and security challenges in Africa in 2022 and beyond.

The Office's efforts will include continuous political engagement with African Union organs, in particular the Permanent Representatives Committee and the Peace and Security Council; the facilitation of statutory cooperation between the Security Council and Peace and Security Council and between the United Nations Secretariat and the African Union Commission; support for joint interventions between the United Nations and African Union such as joint field visits and joint briefings to the Security Council and Peace and Security Council; facilitation and support for joint statements and messaging, including by the Secretary-General of the United Nations and the Chairperson of the African Union Commission and by special envoys on emerging and ongoing crises; joint undertakings to promote the participation of women and young people in peace, security and development initiatives; greater engagement with the African Union to operationalize an international human rights/humanitarian law compliance framework for peace support operations; and other areas of collaboration outlined in Security Council resolutions [2320 \(2016\)](#) and [2378 \(2017\)](#). The Office will continue to support the African Union in strengthening the management of its ongoing peace support operations and in the long-term strengthening of the African Standby Force, and its ongoing operations, with a particular focus on the African Union Mission in Somalia (AMISOM), the Multinational Joint Task Force against Boko Haram, the Joint Force of the Group of Five for the Sahel and the Regional Cooperation Initiative for the Elimination of the Lord's Resistance Army.

The Office will prioritize strengthening collaboration with the African Union in advancing the implementation of Security Council resolution [1325 \(2000\)](#) on women and peace and security. The Office will continue to support the strengthening of the mediation capacity of the African Union, including through the Network of African Women in Conflict Prevention and Mediation (FemWise-Africa). The Office will also prioritize the provision of support to the African Union Commission in developing the capacity of AMISOM civilian, police and military components to undertake its tasks effectively, including through joint planning and assessments and by implementing the United Nations Transition Plan for Somalia and the process towards the gradual handover of security responsibilities to Somali authorities.

Lastly, elections of the new African Union Commission leadership took place in February 2021. The broad policy priorities have been outlined in existing African Union policy documents, and any adjustments would be reflected in performance reporting. The Office remains committed to implementing its mandated responsibilities effectively and efficiently, in accordance with the relevant resolutions of the General Assembly and Security Council and the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security.

*(Signed)* Hanna **Tetteh**  
Special Representative of the Secretary-General to the African Union  
and Head of the United Nations Office to the African Union

## A. Proposed programme plan for 2022 and programme performance for 2020

### Overall orientation

#### Mandates and background

- 3.289 The United Nations Office to the African Union was established on 1 July 2010 pursuant to General Assembly resolution [64/288](#). The Office integrated the former United Nations Liaison Office at Addis Ababa, the African Union Peacekeeping Support Team and the United Nations planning team for the African Union Mission in Somalia (AMISOM), as well as the support elements of the Joint Support and Coordination Mechanism of the African Union-United Nations Hybrid Operation in Darfur.
- 3.290 The mandate of the Office is to enhance the partnership between the United Nations and the African Union in the area of peace and security; provide coordinated and consistent United Nations advice to the African Union on long-term capacity-building and short-term operational support matters; and streamline the United Nations presence in Addis Ababa to enhance coherence and efficiency in delivering United Nations assistance to the African Union. In its resolutions [2033 \(2012\)](#), [2167 \(2014\)](#), [2320 \(2016\)](#), [2378 \(2017\)](#) and [2457 \(2019\)](#), the Security Council called upon the United Nations to strengthen the cooperation between the United Nations and the African Union, including in the areas of mediation, capacity-building and, in particular, the operationalization of the African Peace and Security Architecture and implementation of the Silencing the Guns initiative.
- 3.291 The Office seeks to take effective collective measures for the prevention and removal of threats to peace and the suppression of acts of aggression or other breaches of the peace, and to achieve by peaceful means, and in conformity with the principles of justice and international law, adjustment or settlement of international disputes or situations which might lead to a breach of the peace, as stipulated in Article 1 of the Charter of the United Nations. In that connection, the Office works to strengthen collaboration with the African Union in addressing threats to peace and security, consistent with Chapter VIII of the Charter.
- 3.292 The Office's main areas of work are to: (a) further develop and implement the strategic partnership between the United Nations and the African Union in the area of peace and security; and (b) partner with the African Union in efforts to enhance capacities to jointly address challenges to peace and security in Africa. The Office provides an improved mechanism for cooperation at the regional level, primarily with the African Union and subregional organizations throughout Africa. The Office seeks to build a common United Nations-African Union understanding of the causes and drivers of conflicts and potential conflicts, from which collaborative initiatives to prevent, manage and resolve conflicts can be developed. The Office works closely with United Nations peacekeeping operations and special political missions on the continent and, in so doing, enhances United Nations peace and security relations with the African Union. Furthermore, the Office provides support to United Nations good offices initiatives in southern and eastern Africa, in coordination with the African Union and the respective subregional organizations. The Office works with the African Union to develop and implement joint approaches to preventing and addressing conflicts in Africa, and to ensure greater collaboration between the African Union and the various United Nations field missions throughout the continent.
- 3.293 The Office seeks to consolidate the partnership with the African Union in the planning and management of peace operations and the development of institutional capacities to strengthen the partnership in initiatives geared towards preventing, managing and resolving conflicts. To consolidate a "One United Nations" approach in the partnership with the African Union in peace and security, the Office coordinates its work with other United Nations entities, in particular through opportunities and interest-based coalitions. The Office also participates in the mechanisms based in Addis Ababa that coordinate donors and other partners.

## Programme of work

### Objective

- 3.294 The objective to which the office contributes is to strengthen the United Nations-African Union partnership for peace and security in Africa.

### Strategy

- 3.295 To contribute to the objective, the Office will support the implementation of the priorities of the African Peace and Security Architecture, including its linkages with the African Governance Architecture, namely: conflict prevention; crisis/conflict management; post-conflict reconstruction and peacebuilding; strategic security issues; and coordination and partnership. As part of its overall strategy, the Office builds on a strong existing relationship between the United Nations and the African Union and on continued consultation with key partners on important political and operational priorities. As part of its strategic and operational plans, the Office will engage with the African Union at the senior and operational levels through the United Nations-African Union annual conference, the United Nations-African Union Joint Task Force on Peace and Security and desk-to-desk meetings, in order to ensure coordination and coherence between the two organizations and to review and monitor progress on the implementation of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security. The Office will also continue to support the Secretary-General, the Deputy Secretary-General and the Special Representative of the Secretary-General to the African Union and Head of the United Nations Office to the African Union in their participation in African Union summits so that they can engage with African Union member States and articulate United Nations positions in the context of the Joint Framework. The Office will continue to facilitate consultations, including as Co-Chair with the African Union, in the biannual meeting of the Peace and Security Cluster of the Regional Coordination Mechanism for Africa on the renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017–2027. In addition, the Office will support engagements by Member States, including the annual joint consultative meeting of the Security Council and the African Union Peace and Security Council and the meetings of the political counsellors of the Committee of Experts of the two Councils. The Office will regularly engage the policy organs of the African Union, including the Peace and Security Council and the Permanent Representatives Committee, through both formal and informal interactions. The Office will also maintain regular interactions on thematic and country-specific situations and seek to develop a common understanding and, where possible, a common position, so as to build on mutual interests. The Office will work to strengthen coordination mechanisms among United Nations entities and other key partners, such as the regional economic communities, regional mechanisms and the European Union.
- 3.296 It is recognized that threats to peace and security in Africa are evolving and have become more complex. It is therefore essential that collaboration extend to the regional economic communities and regional mechanisms. The areas of focus for the Office are to strengthen strategic coherence throughout the conflict cycle in tandem with the African Union, the regional economic communities and the regional mechanisms; strengthen strategic coordination and partnership throughout the conflict cycle; increase operational synergies; and provide support in addressing ongoing conflicts in Africa. Actions will include operationalizing components of the African Peace and Security Architecture through activities carried out primarily with the African Union Commission, including African Union-authorized operations such as the Multinational Joint Task Force on Boko Haram, the Joint Force of the Group of Five for the Sahel, the Regional Cooperation Initiative for the Elimination of the Lord's Resistance Army and AMISOM. With the support of United Nations Headquarters, the Office will continue to work towards strengthening the capacities of the African Union in critical areas of expertise, thus enabling the African Union to plan and manage its ongoing and future peace operations. In the process, the Office will work closely with various other partners and United Nations entities, while participating in relevant coordination mechanisms to enhance

cohesion in efforts to support and collaborate with the African Union. The Office will continue to contribute to implementing the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security, as agreed by the Secretary-General of the United Nations and the Chairperson of the African Union Commission. The action plans for the Office are focused on support for the following strategic priorities, as set out in the Joint Framework: preventing and mediating conflict and sustaining peace; responding to conflict, including through peace support operations; addressing root causes of conflict; enhancing the partnership between the United Nations, the African Union, the regional economic communities and the regional mechanisms; and ensuring continuous partnership review. Those areas are all implemented within the context of, and with a special focus on, strengthening human rights compliance.

- 3.297 In addition, the Office will continue to lead or support coordination mechanisms with United Nations entities and other key partners to ensure synergy and coherence in delivering assistance to the African Union. The Office will also prioritize strengthening collaboration with the African Union in advancing the implementation of Security Council resolution [1325 \(2000\)](#) on women and peace and security. The Office will continue to support the strengthening of the mediation capacity of the African Union, including through support for the deployment of mediation experts of the Network of African Women in Conflict Prevention and Mediation (FemWise-Africa) to Côte d'Ivoire, Libya and Mali. Efforts would also be focused on the inclusion of women in all aspects of conflict prevention, conflict management and conflict resolution, including support for training and rostering of female officers in peace support operations and in addressing root causes of conflict.
- 3.298 Furthermore, the Office will undertake various initiatives to build the institutional capacities of the African Union Commission to prevent, manage and respond to conflicts affecting the African continent, as well as to address root causes perpetuating conflicts. To that end, the Office will provide technical expertise and strategic advice and support to address threats to peace and security. Collaboration with all African Union entities will take into consideration the terms of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security, Agenda 2063: The Africa We Want and other policy documents.
- 3.299 The Office plans to work with the African Union and the regional economic communities and regional mechanisms to support States members of the African Union on issues related to the coronavirus disease (COVID-19) pandemic by enhancing efforts to address the peace and security impact of the pandemic through conflict prevention, mediation and good offices initiatives.
- 3.300 The above-mentioned work is expected to result in:
- (a) Strengthened capacity of the African Union, the African Union Commission, the regional economic commissions and the regional mechanisms with regard to conflict prevention, management and resolution;
  - (b) Synergized collaboration in addressing threats to peace and security and the root causes of conflicts in the region and on the continent.

## External factors for 2022

- 3.301 With regard to external factors, the overall programme plan for 2022 is based on the following assumptions:
- (a) There is continued political will and commitment among the United Nations and the African Union in promoting cooperation with regional and subregional organizations in peace and security;
  - (b) Extrabudgetary funding is available;
  - (c) The African Union has the necessary human and financial capacity to effectively deliver on mandates to address peace and security challenges in Africa.



- 3.302 With regard to the COVID-19 pandemic, the programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to continue to have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.
- 3.303 The Office integrates gender and youth perspectives in its operational activities, deliverables and results, as appropriate. For example, the Office will support the integration of gender in all areas of its work; assist with harmonizing and streamlining United Nations and African Union efforts to institutionalize gender-responsive policymaking and programming; increase the equal participation, representation and full involvement of women in preventive diplomacy, mediation and sustaining peace, including through the provision of support to FemWise-Africa and the African Women Leaders Network; enhance the mainstreaming of the women and peace and security agenda in joint activities with the African Union Commission and the Intergovernmental Authority on Development in preventing and addressing conflict and peacebuilding, including through conducting capacity-building activities; set up a gender focal point system; and develop a standardized gender mainstreaming manual for the African Union. The Office will also support the efforts of the African Union and the regional economic communities and regional mechanisms to mainstream gender in sustaining peace initiatives through capacity-building in the rule of law sector, principally in security sector reform, in disarmament, demobilization and reintegration and in mine action. The Office will also work with the African Union, regional economic communities, regional mechanisms and Member States to build the capacity of women leaders in countries emerging from conflict or in transition, through training and mentorship programmes. The Office will also support the implementation of the Continental Framework for Youth, Peace and Security of the African Union, including the priority activities identified in the ten-year implementation plan for the Continental Framework (2020–2029). The Continental Framework is the outcome of six subregional consultations that were supported by the Office in 2019.
- 3.304 With regard to cooperation with other entities, in its support to the African Union, the Office will engage as necessary with various issue-based coalition working groups to promote a coordinated United Nations approach in the partnership with the African Union Commission. The Office will continue to maintain effective relationships with a variety of partners, including external partners and stakeholders, while providing technical and expert advice and support in peace and security on the continent. Collaboration with all entities will take into consideration the context of Agenda 2063 of the African Union and other African policy documents, as well as the 2030 Agenda for Sustainable Development. The Office will maintain effective relationships, interaction and coordination with the Commission and the African Union Peace and Security Council, as well as all other structures within the African Peace and Security Architecture. Furthermore, as part of efforts to support continental unity, integration and goals, the Office will continue collaborating with the regional economic communities and regional mechanisms on a continual basis, while providing technical and expert advice. In cooperation with partners, the Office will further maintain regular interactions on thematic and country-specific situations and will seek common positions for the United Nations and the African Union to build on mutual interests, while ensuring that coordination mechanisms between United Nations entities and other key partners such as the European Union, regional economic communities and regional mechanisms are enhanced, so as to ensure synergy in collaboration and in supporting the Commission.

### **Evaluation activities**

- 3.305 The evaluation of the Norwegian project (2017–2020), completed in 2020, has guided the programme plan for 2022.
- 3.306 The findings of the evaluation referenced above have been taken into account for the proposed programme plan for 2022. For example, because of its relevance to the United Nations, the African Union and other stakeholders, the Norwegian project was extended for the period 2020–2022. In view of the capacity-related challenges at the African Union Commission, it was recommended that,

for the subsequent phases of the project, one dedicated focal point at the operational level be embedded at the Department of Political Affairs, Peace and Security of the Commission, to facilitate the effective and efficient implementation of project activities, including the writing and keeping of project reports for the main beneficiary of the project.

- 3.307 A self-evaluation of extrabudgetary projects managed by the Office is planned for 2022.

### Programme performance in 2020

- 3.308 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

#### Strengthened political engagement between the United Nations and the African Union

- 3.309 The Office works to further strengthen the strategic partnership with the African Union to seek solutions to the increasingly complex and dynamic peace and security challenges in Africa. The United Nations and the African Union have comparative advantages and leverage that are more effective when deployed in a complementary and mutually reinforcing manner.
- 3.310 The Office has strengthened political engagements with African Union organs; supported closer collaboration between the Security Council and the Peace and Security Council and between the United Nations Secretariat and African Union Commission; supported joint conflict prevention and mediation initiatives and provided a range of capacity-building support to the African Union. The Office also briefed the Peace and Security Council, thus facilitating opportunities for frequent interactions between the two organizations, and supported joint field missions conducted by senior officials from the Commission and the Secretariat.

#### *Progress towards the attainment of the objective, and performance measure*

- 3.311 The above-mentioned work contributed to the objective, as demonstrated by a strengthened African Union-United Nations partnership to promote the peace and security agenda in Africa (see table 3.61).

Table 3.61

#### Performance measure

| 2018 (actual)  | 2019 (actual)   | 2020 (actual)  |
|--|---|--|
| Expanded scope of the African Union-United Nations partnership to address peace, security and development challenges | Enhanced support in conflict prevention and mediation and support for the youth and peace and security agenda | Strengthened African Union-United Nations partnership through the joint implementation of the Silencing the Guns initiative, the African Union theme of the year and the women and peace and security agenda |

#### Impact of COVID-19 on programme delivery in 2020

- 3.312 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Office. The impact included fewer formal briefings and informal interactions between the Office and African Union organs, such as the Peace and Security Council, due to limitations of working virtually. The annual desk-to-desk meeting was postponed to 2021. Scheduled joint assessment missions with the African Union for AMISOM in Somalia and the Multinational Joint Task Force in the Lake Chad Basin could not take place due to COVID-19 travel restrictions. Because of the public health challenge, the Office engaged in more frequent virtual joint horizon scanning meetings with the African Union to support early warning and conflict prevention, as well as virtual meetings to promote engagement for policy development. However, virtual interactions have limitations with

regard to building working relationships, and technological challenges due to internet connectivity interruptions in Ethiopia and other countries on the continent further affected programme delivery. In addition, certain aspects for which personal interaction is essential, such as joint assessments and some operational activities, could not be finalized online. These changes had an impact on the programme performance in 2020, as specified under results 1 and 2 below.

- 3.313 At the same time, however, the Office identified activities to support Member States on issues related to COVID-19 within the overall scope of its objectives, namely, the provision of advice and support to the African Union Commission in developing security plans for implementing the COVID-19 joint continental strategy and assistance with the formulation of guidelines for troop- and police-contributing countries participating in peace support operations to ensure protection from COVID-19 transmission.

### **Planned results for 2022**

- 3.314 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

#### **Result 1: strengthening the African Peace and Security Architecture<sup>19</sup>**

##### **Programme performance in 2020**

- 3.315 The Office has continued to support the strengthening of the African Peace and Security Architecture pillars. This includes support for the work of the Peace and Security Council through regular engagement in its formal meetings and informal discussions, the facilitation of engagements with other United Nations field presences and Headquarters and the facilitation of coordination meetings with the Security Council. The Office also supported the mediation capacity of the African Union through the Panel of the Wise, FemWise-Africa and the African Union Mediation Support Unit. The Office also supported the operationalization of the Peace Fund by participating in the meetings and retreats as an ex officio member of the Board of Trustees and by providing technical advice on the implementation of the rules and regulations for the governance of the Fund. The Office also continued to work closely with the Peace and Security Council, including by providing briefings at formal meetings and engaging in informal discussions and by facilitating monthly coordination meetings with the Security Council. The Office supported the African Union in developing the capacity of the civilian, police and military standby capabilities of the African Standby Force by enabling them to deploy in operations on the continent. Technical advice and expertise to the African Union Commission was provided virtually, while some joint predeployment assessments continued, as permitted, in between COVID-19 lockdowns. The Office also played a lead role in the development of standing operating procedures and directives on the deployment and management of resources and assets in African Union peace support operations.
- 3.316 The above-mentioned work contributed to the strengthening of African Peace and Security Architecture mechanisms, including: the adoption by the Board of Trustees of the Peace Fund of the rules and regulations for the governance of the Fund; the adoption of the peace support operations doctrine by the Specialized Technical Committee on Defence, Safety and Security; the approval by the African Union Commission of a standardized police predeployment training package and enhanced capabilities of African Union personnel deployed and/or preparing to deploy to field missions, which exceeded the planned target reflected in the proposed programme budget for 2020.

##### **Proposed programme plan for 2022**

- 3.317 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, and in response to recent developments, the Office will continue to support the work of the Peace and Security Council by facilitating the monthly

<sup>19</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 3)).

coordination meetings with the Security Council, participation in its meetings and capacity-building to support the subsidiary committees of the Peace and Security Council. The Office will also work to strengthen African Union early warning and mediation capacity and provide technical advice for the effective management and operation of the Peace Fund, in addition to participating in meetings of the Board of Trustees as an ex officio member. The Office is committed to continue providing required technical advice and expertise to the African Union Commission to strengthen its mechanisms so it can manage all authorized African Union peace support operations, including financing through the Peace Fund. The expected progress is presented in the performance measure below (see table 3.62).

Table 3.62

**Performance measure**

| <i>2018 (actual)</i>                                       | <i>2019 (actual)</i>                                | <i>2020 (actual)</i>  | <i>2021 (planned)<sup>a</sup></i>   | <i>2022 (planned)</i>  |
|--|---|---|---|--|
| Joint declaration signed, paving the way to the Peace Fund | Operationalization of modalities for the Peace Fund | <p>Rules and regulations for the governance of the Peace Fund adopted by the Board of Trustees of the Fund</p> <p>Peace support operations doctrine adopted by the Specialized Technical Committee on Defence, Safety and Security</p> <p>Standardized police predeployment training package approved by the African Union Commission</p> <p>Enhanced capabilities of African Union personnel deployed or preparing to deploy to field missions</p> | Fully operational governance architecture of the Peace Fund, in line with adopted rules and regulations | <p>Implementation of projects funded by the Peace Fund, in line with adopted rules and regulation</p> <p>Mediation services of the African Union fully operational and further deployments of FemWise-Africa mediators</p> |

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## Result 2: enhanced capacity of the African Union Mission in Somalia, leveraging a new coordination mechanism<sup>20</sup>

### Programme performance in 2020

- 3.318 The Office supported the African Union Commission in developing the capacity of AMISOM civilian, police and military components to undertake their mandate successfully. The Office helped the African Union to undertake four police predeployment verification and/or assessment missions and participated in two AMISOM quarterly assessment missions and three capacity-building coordinating meetings and/or workshops.
- 3.319 The above-mentioned work contributed to the advancement of the Somalia transition plan, geared towards the handing over of security responsibilities to the Somali security forces, which met the planned target of the finalization of security arrangements for elections and the further reduction of insurgencies in population centres, reflected in the programme budget for 2021.

### Proposed programme plan for 2022

- 3.320 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the Office will continue supporting the African Union in implementing the Somalia transition plan and the process towards the handover of greater security responsibilities to Somali authorities. The Office will also contribute to efforts to enhance AMISOM operational capability in further degrading Al-Shabaab and with regard to post-elections security requirements and any other State-building activities in Somalia. The expected progress is presented in the performance measure below (see table 3.63).

Table 3.63  
Performance measure

| 2018 (actual)   | 2019 (actual)  | 2020 (actual)   | 2021 (planned) <sup>a</sup>  | 2022 (planned)   |
|---|--|---|--|--|
| Ongoing development of the Transition Plan that led to the 2018–2021 concept of operations review | Implementation of phase I of the Transition Plan and reconfiguration of AMISOM, including the drawdown | Finalization of security arrangements for elections to be overseen by Somali security forces, with insurgencies further reduced in population centres | Effective AMISOM assistance towards successful elections in Somalia, leveraging the new coordination mechanism | Election security is maintained and a government elected, with post-election security maintained |

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## Result 3: strengthened African Governance Architecture

### Proposed programme plan for 2022

- 3.321 The African Governance Architecture is the overarching African Union framework for promoting and sustaining democracy, governance and human rights in Africa. It is the overall political and institutional coordination framework that complements the African Peace and Security Architecture, which addresses the peace and security agenda of the African Union. Through the two frameworks, the African Union acknowledges that democratic governance, peace and security are interrelated and mutually reinforcing imperatives. The Office has been working with the African Union, the regional economic communities and regional mechanisms and Member States to promote and sustain

<sup>20</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

democracy, good governance and human rights in Africa. The Office has also worked with other United Nations entities to establish a human rights framework with the African Union and will continue to support work in this area.

*Lessons learned and planned change*

- 3.322 The lesson for the Office was that there is increased demand to strengthen collaboration with the African Union in conflict prevention, governance and the strengthening of State institutions and in initiatives to sustain peace through capacity building. In applying the lesson learned, the Office will strengthen its support for the African Governance Architecture through joint analysis, programmes and initiatives and by facilitating closer collaboration between policy organs, so that those initiatives are able to support conflict prevention, provide assistance to countries emerging from conflict and address the root causes of conflict. In addition, the Office will strengthen coordination with other United Nations entities that work with the African Union on peace and security matters, through the Regional Coordination Platform and opportunities and interest-based coalitions.

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

- 3.323 This work is expected to contribute to the objective, as demonstrated by the implementation of African Union governance, democratization and human rights instruments at the regional and national levels (see table 3.64)

Table 3.64  
Performance measure

| 2018 (actual)   | 2019 (actual)  | 2020 (actual)  | 2021 (planned)   | 2022 (planned)   |
|---|--|--|--|--|
| Strengthened African Union-United Nations collaboration through support for African Governance Architecture instruments | Enhanced triangular cooperation between the African Union, the United Nations and the regional economic communities and regional mechanisms in peace, security, governance and human rights issues | Conclusion of an African Union-United Nations human rights framework | Strengthened African Union capacity on governance, democratization and human rights, in particular related to human security, greater continental solidarity and collective action in responding to such common challenges as pandemics or epidemics, natural disasters and climate change | Implementation of African Union governance, democratization and human rights instruments at the regional and national levels |

## Legislative mandates

- 3.324 The list below provides all mandates entrusted to the Office.

*General Assembly resolutions*

|        |  |                |  |
|--------|--|----------------|--|
| 52/220 | Questions relating to the proposed programme budget for the biennium 1998–1999 | 65/274; 67/302 | Cooperation between the United Nations and the African Union |
| 60/268 | Support account for peacekeeping operations                                    | 71/270         | Review of the United Nations Office to the African Union     |
| 64/288 | Financing of the United Nations Office to the African Union                    |                |  |

### Security Council resolutions

|             |             |
|-------------|-------------|
| 1744 (2007) | 2167 (2014) |
| 1769 (2007) | 2320 (2016) |
| 1772 (2007) | 2378 (2017) |
| 1863 (2009) | 2457 (2019) |
| 2033 (2012) |             |

## Deliverables

3.325 Table 3.65 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.65

### United Nations Office to the African Union: deliverables for the period 2020–2022, by category and subcategory

| Category and subcategory  | 2020<br>planned | 2020<br>actual | 2021<br>planned | 2022<br>planned |
|---|-----------------|----------------|-----------------|-----------------|
| <b>A. Facilitation of the intergovernmental process and expert bodies</b>   |                 |                |                 |                 |
| <b>Parliamentary documentation</b> (number of documents)  | <b>1</b>        | <b>1</b>       | <b>1</b>        | <b>1</b>        |
| 1. Report of the Secretary-General to the Security Council on strengthening the partnership between the United Nations and the African Union on issues of peace and security in Africa, including the work of the United Nations Office to the African Union                | 1               | 1              | 1               | 1               |
| <b>Substantive services for meetings</b> (number of three-hour meetings)  | <b>11</b>       | <b>11</b>      | <b>15</b>       | <b>15</b>       |
| 2. Annual joint consultative meeting of the Security Council and the African Union Peace and Security Council   | 2               | 2              | 2               | 2               |
| 3. Periodic coordination meetings of the Security Council and the African Union Peace and Security Council  | 6               | 6              | 10              | 10              |
| 4. Meetings of the Fifth Committee  | 1               | 1              | 1               | 1               |
| 5. Meetings of the Committee for Programme and Coordination   | 1               | 1              | 1               | 1               |
| 6. Meetings of the Advisory Committee on Administrative and Budgetary Questions   | 1               | 1              | 1               | 1               |
| <b>B. Generation and transfer of knowledge</b>  |                 |                |                 |                 |
| <b>Seminars, workshops and training events</b> (number of days)   | <b>29</b>       | <b>83</b>      | <b>58</b>       | <b>103</b>      |
| 7. United Nations-African Union training course on conflict analysis and mediation  | 5               | 20             | 5               | 26              |
| 8. Capacity-building event for the African Union Mediation Support Unit on current methods and trends in mediation  | 2               | 3              | 5               | 7               |
| 9. Capacity-building event for the secretariat of the African Union Peace and Security Council on current issues and trends in peace and security   | 2               | 4              | 5               | 5               |
| 10. Media workshop on the Peace and Security Framework for press attaches and local/regional/international media practitioners  | 1               | 2              | 1               | 6               |
| 11. Capacity-building events for African Union peace support operations on military, police and civilian strategic support concepts   | 15              | 48             | 28              | 40              |
| 12. Seminars and workshops for experts and officials of African Union member States on mediation, post-conflict reconstruction and development, security sector reform, disarmament, demobilization and reintegration, election, and border programmes of the African Union | 4               | 6              | 14              | 19              |
| <b>Technical materials</b> (number of materials)  | <b>11</b>       | <b>10</b>      | <b>9</b>        | <b>13</b>       |
| 13. Joint United Nations-African Union technical review of and assessment reports on African Union peace support operations   | 5               | 4              | 3               | 6               |

| Category and subcategory  | 2020<br>planned | 2020<br>actual | 2021<br>planned | 2022<br>planned |
|---|-----------------|----------------|-----------------|-----------------|
| 14. Policies and guidance documents in support of the African-led peace support operations  | 4               | 3              | 4               | 5               |
| 15. Peace and security-related policies and guidelines in support of the implementation of the African Peace and Security Architecture and conflict prevention, management and resolution | 2               | 3              | 2               | 2               |

#### C. Substantive deliverables

**Consultation, advice and advocacy:** good offices, information and advice, in collaboration with the African Union Commission, provided to five regional economic communities and regional mechanisms on the development and harmonization of the African Peace and Security Architecture; technical advice, expertise and support, including on human rights, provided to the African Union and/or three regional economic communities and regional mechanisms in areas relating to the planning, management and sustainment of peace support operations; interaction with and advice provided to the African Union and/or five regional economic communities and regional mechanisms on the concepts and guidance documents in relation to the African Standby Force; support provided to the African Union Commission in the promotion of common training standards for the African Union and three regional economic communities, including advice on best practices and lessons learned; advice provided to the African Union Partners Group to develop a strategy for multidimensional support by the partners for African Union initiatives; consultation and advice on country and regional early warning contexts to the United Nations-African Union horizon scanning teams; advice provided to African Union civilian and force generation processes on the implementation of the mandate of the peace support operations of the African Union and the regional economic communities and regional mechanisms; and advice and advocacy services provided to the Open-ended Group of Friends of the United Nations-African Union partnership.

**Fact-finding, monitoring and investigation missions:** support for the African Union in terms of mediation, good offices and conflict prevention missions; and regional visits for conflict analysis and early intervention.

#### D. Communication deliverables

**Outreach programmes, special events and information materials:** International Youth Day, Africa Day, International Day of United Nations Peacekeepers and International Day of Peace; and information materials, flyers, roll-up banners, infographic documents.

**External and media relations:** publications of e-newsletter; and press conferences and press releases on the activities of the Office.

**Digital platforms and multimedia content:** up-to-date content for the website and social media platforms; curating of online photograph database showcasing United Nations-African Union partnership activities; and a twice-monthly podcast series on women and peace and security in Africa, reaching a wide audience across the continent, including partners in the African Union, the regional economic communities and regional mechanisms, academic and research institutions, continental women-led organizations, youth, media and the wider public.



## B. Proposed post and non-post resource requirements for 2022

### Overview

- 3.326 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 3.66 to 3.68.

Table 3.66

#### Overall: evolution of financial resources by objects of expenditure

(Thousands of United States dollars)

| Object of expenditure      | 2020<br>expenditure appropriation | 2021           | Changes                  |                              |       |   | Total | Percentage | 2022<br>estimate<br>(before<br>recosting) |
|----------------------------|-----------------------------------|----------------|--------------------------|------------------------------|-------|---|-------|------------|---|
|                            |                                   |                | Technical<br>adjustments | New/<br>expanded<br>mandates | Other |   |       |            |   |
| Post                       | 848.6                             | 1 026.8        | —                        | —                            | —     | — | —     | —          | 1 026.8                                   |
| Travel of staff            | —                                 | 4.8            | —                        | —                            | —     | — | —     | —          | 4.8                                       |
| Contractual services       | —                                 | 4.7            | —                        | —                            | —     | — | —     | —          | 4.7                                       |
| General operating expenses | 4.9                               | 5.8            | —                        | —                            | —     | — | —     | —          | 5.8                                       |
| Supplies and materials     | —                                 | 3.9            | —                        | —                            | —     | — | —     | —          | 3.9                                       |
| <b>Total</b>               | <b>853.5</b>                      | <b>1 046.0</b> | —                        | —                            | —     | — | —     | —          | <b>1 046.0</b>                            |

Table 3.67

#### Overall: proposed posts and post changes for 2022

(Number of posts)

| Post changes      | Number | Details                          |
|-------------------|--------|----------------------------------|
| Approved for 2021 | 6      | 1 USG, 1 D-2, 1 P-5, 1 P-4, 2 LL |
| Post changes      | —      |                                  |
| Proposed for 2022 | 6      | 1 USG, 1 D-2, 1 P-5, 1 P-4, 2 LL |

Table 3.68

#### Overall: proposed posts by category and grade

(Number of posts)

| Category and grade             | 2021<br>approved | Changes                  |                          |       |   | Total | 2022<br>proposed |
|--------------------------------|------------------|--------------------------|--------------------------|-------|---|-------|------------------|
|                                |                  | Technical<br>adjustments | New/expanded<br>mandates | Other |   |       |                  |
| <b>Professional and higher</b> |                  |                          |                          |       |   |       |                  |
| USG                            | 1                | —                        | —                        | —     | — | —     | 1                |
| D-2                            | 1                | —                        | —                        | —     | — | —     | 1                |
| P-5                            | 1                | —                        | —                        | —     | — | —     | 1                |
| P-4                            | 1                | —                        | —                        | —     | — | —     | 1                |
| <b>Subtotal</b>                | <b>4</b>         | —                        | —                        | —     | — | —     | <b>4</b>         |

*Note:* The following abbreviations are used in tables and figures: LL, Local level; USG, Under-Secretary-General.

**Part II Political affairs**

| Category and grade                 | 2021<br>approved | Changes                  |                          |       |       | 2022<br>proposed |
|------------------------------------|------------------|--------------------------|--------------------------|-------|-------|------------------|
|                                    |                  | Technical<br>adjustments | New/expanded<br>mandates | Other | Total |                  |
| <b>General Service and related</b> |                  | –                        | –                        | –     | –     |                  |
| LL                                 | 2                | –                        | –                        | –     | –     | 2                |
| <b>Subtotal</b>                    | <b>2</b>         | –                        | –                        | –     | –     | <b>2</b>         |
| <b>Total</b>                       | <b>6</b>         | –                        | –                        | –     | –     | <b>6</b>         |

3.327 Additional details on the distribution of the proposed resources for 2022 are reflected in tables 3.69 to 3.71 and figure 3.XXX.

3.328 As reflected in tables 3.69 (1) and 3.70 (1), the overall resources proposed for 2022 amount to \$1,046,000 before recosting and reflect no change in the resource level compared with the appropriation for 2021. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 3.69

**Overall: evolution of financial resources by source of funding and component**

(Thousands of United States dollars)

(1) *Regular budget*

| Component          | 2020<br>expenditure | 2021<br>appropriation | Changes                  |                              |       |       | 2022<br>estimate<br>(before<br>recosting) |
|--------------------|---------------------|-----------------------|--------------------------|------------------------------|-------|-------|---|
|                    |                     |                       | Technical<br>adjustments | New/<br>expanded<br>mandates | Other | Total |   |
| Programme of work  | 853.5               | 1 046.0               | –                        | –                            | –     | –     | 1 046.0                                   |
| <b>Subtotal, 1</b> | <b>853.5</b>        | <b>1 046.0</b>        | –                        | –                            | –     | –     | <b>1 046.0</b>                            |

(2) *Other assessed*

| Component          | 2020<br>expenditure | 2021<br>estimate | Change       | Percentage | 2022<br>estimate |
|--------------------|---------------------|------------------|--------------|------------|------------------|
| Programme of work  | 8 752.6             | 8 458.7          | 218.7        | 2.6        | 8 677.4          |
| <b>Subtotal, 2</b> | <b>8 752.6</b>      | <b>8 458.7</b>   | <b>218.7</b> | <b>2.6</b> | <b>8 677.4</b>   |

(3) *Extrabudgetary*

| Component          | 2020<br>expenditure | 2021<br>estimate | Change         | Percentage    | 2022<br>estimate |
|--------------------|---------------------|------------------|----------------|---------------|------------------|
| Programme of work  | 628.2               | 652.1            | (197.2)        | (30.2)        | 454.9            |
| <b>Subtotal, 3</b> | <b>628.2</b>        | <b>652.1</b>     | <b>(197.2)</b> | <b>(30.2)</b> | <b>454.9</b>     |
| <b>Total</b>       | <b>10 234.3</b>     | <b>10 156.8</b>  | <b>21.5</b>    | <b>0.2</b>    | <b>10 178.3</b>  |

Table 3.70

**Overall: proposed posts for 2022 by source of funding and component**

(Number of posts)

**(1) Regular budget**

| Component          | 2021<br>approved | Changes                  |                          |          |          | 2022<br>proposed |
|--------------------|------------------|--------------------------|--------------------------|----------|----------|------------------|
|                    |                  | Technical<br>adjustments | New/expanded<br>mandates | Other    | Total    |                  |
| Programme of work  | 6                | –                        | –                        | –        | –        | 6                |
| <b>Subtotal, 1</b> | <b>6</b>         | <b>–</b>                 | <b>–</b>                 | <b>–</b> | <b>–</b> | <b>6</b>         |

**(2) Other assessed**

| Component          | 2021<br>estimate | Change   | 2022<br>estimate |
|--------------------|------------------|----------|------------------|
| Programme of work  | 50               | –        | 50               |
| <b>Subtotal, 2</b> | <b>50</b>        | <b>–</b> | <b>50</b>        |

**(3) Extrabudgetary**

| Component          | 2021<br>estimate | Change     | 2022<br>estimate |
|--------------------|------------------|------------|------------------|
| Programme of work  | 3                | (2)        | 1                |
| <b>Subtotal, 3</b> | <b>3</b>         | <b>(2)</b> | <b>1</b>         |
| <b>Total</b>       | <b>59</b>        | <b>(2)</b> | <b>57</b>        |

Table 3.71

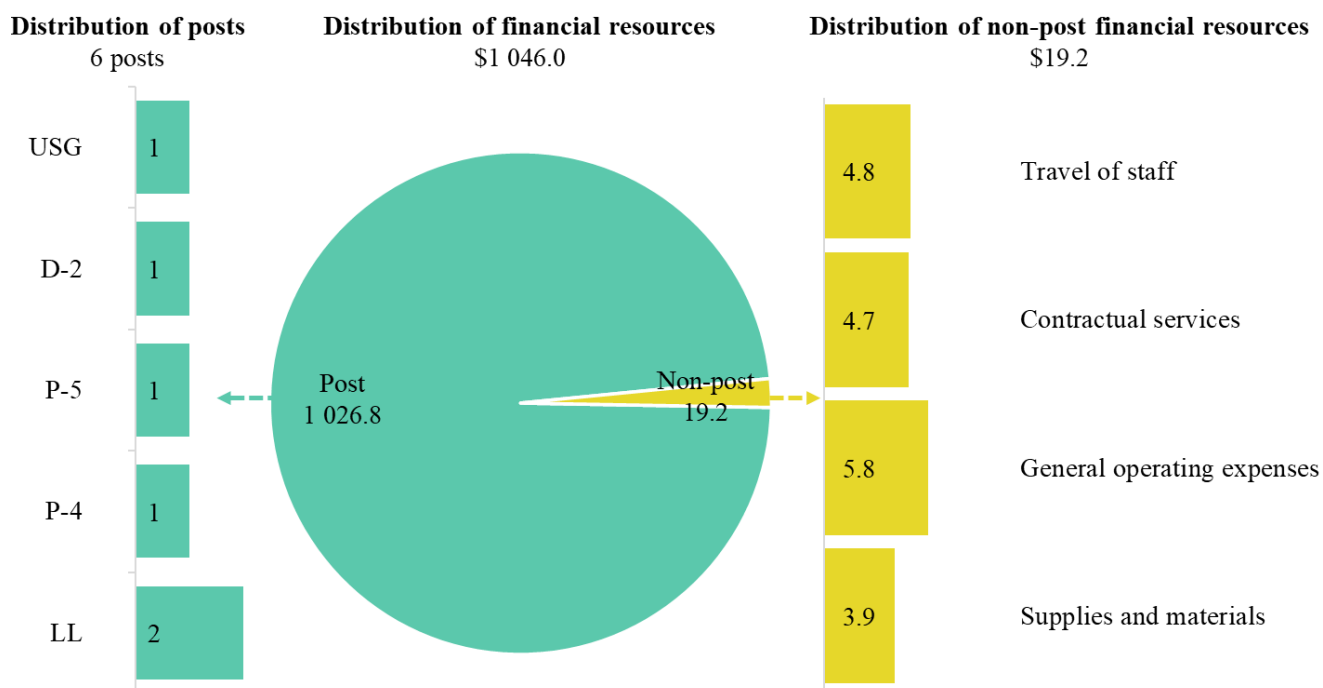
**Overall: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

|   | Changes             |                       |                          |                              |          |          |            | 2022<br>estimate<br>(before<br>recosting) |
|---|---------------------|-----------------------|--------------------------|------------------------------|----------|----------|------------|---|
|   | 2020<br>expenditure | 2021<br>appropriation | Technical<br>adjustments | New/<br>expanded<br>mandates | Other    | Total    | Percentage |   |
| Financial resources by main category of expenditure |                     |                       |                          |                              |          |          |            |   |
| Post  | 848.6               | 1 026.8               | —                        | —                            | —        | —        | —          | 1 026.8                                   |
| Non-post  | 4.9                 | 19.2                  | —                        | —                            | —        | —        | —          | 19.2                                      |
| <b>Total</b>  | <b>853.5</b>        | <b>1 046.0</b>        | <b>—</b>                 | <b>—</b>                     | <b>—</b> | <b>—</b> | <b>—</b>   | <b>1 046.0</b>                            |
| Post resources by category                          |                     |                       |                          |                              |          |          |            |   |
| Professional and higher                             |                     | 4                     | —                        | —                            | —        | —        | —          | 4   |
| General Service and related                         |                     | 2                     | —                        | —                            | —        | —        | —          | 2   |
| <b>Total</b>  |                     | <b>6</b>              | <b>—</b>                 | <b>—</b>                     | <b>—</b> | <b>—</b> | <b>—</b>   | <b>6</b>                                  |

Figure 3.XXX  
**Distribution of proposed resources for 2022 (before recosting)**

(Number of posts/thousands of United States dollars)



#### Other assessed resources

- 3.329 As reflected in tables 3.69 (2) and 3.70 (2), projected other assessed resources for 2022 of \$8,677,400, including 50 posts, would be utilized to support the activities of the Office in carrying out its mandate. The increase of \$218,700 mainly reflects increased provisions for posts due to updated salary costs. Further details are provided in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2021 to 30 June 2022 ([A/75/785](#)). Other assessed resources represent 85.2 per cent of the total resources for the Office.

#### Extrabudgetary resources

- 3.330 As reflected in tables 3.69 (3) and 3.70 (3), the Office expects to receive cash contributions, which would complement regular budget resources. For 2022, projected extrabudgetary resources (cash contributions) of \$454,900, including for 1 post (LL), would provide support for the United Nations-African Union partnership in peace and security. The net decrease of \$197,200 under extrabudgetary resources reflects the lower level of funding anticipated for the implementation of the advancement of the women and peace and security project in 2021. Extrabudgetary resources represent 4.5 per cent of the total resources for the Office.
- 3.331 The authority to oversee the use of extrabudgetary resources rests with the Office, in accordance with the delegation of authority from the Secretary-General.

#### Other information

- 3.332 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 2022, the Office will continue to integrate environment-friendly management

practices by continuing to deploy printers comprising energy-efficient technological capacity and levels, thus providing a low energy footprint, and by installing software on printers for monitoring printing levels.

- 3.333 Information on compliance with the advance booking for air travel is reflected in table 3.72. The majority of official travel by the Office is in support of joint initiatives with the African Union, the regional economic communities and other partners. Notification or approval of such travel is often not received within time frames that would comply with the United Nations stipulations on travel. The Office will continue to endeavour to ensure that notification or approval of travel in support of joint activities with strategic partners is received within timelines that would comply with the stipulated requirements.

Table 3.72

**Compliance rate**

(Percentage)

|  | <i>Actual 2019</i> | <i>Actual 2020</i> | <i>Planned 2021</i> | <i>Planned 2022</i> |
|--|--------------------|--------------------|---------------------|---------------------|
| Air tickets purchased at least 2 weeks before the commencement of travel | 12                 | 19                 | 100                 | 100                 |



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## VI. Office of Counter-Terrorism

### Foreword

Terrorist activity in 2020, in the midst of the coronavirus disease (COVID-19) pandemic, was a stark reminder that terrorism remains a major global threat. Terrorists have taken advantage of the pandemic to intensify their attacks, challenge State authority and invigorate their propaganda efforts to radicalize and recruit new followers, targeting people who have been spending more time online. They have sought to benefit from the pandemic by exploiting the disruption and the negative socioeconomic and political fallout from the crisis, which could fuel conditions conducive to terrorism. This situation has led to an upsurge in terrorist attacks by Islamic State in Iraq and the Levant (ISIL, also known as Da'esh), Al-Qaida and their regional affiliates in parts of Africa and the Middle East, undermining the complex efforts required to combat the virus. The pandemic has also impeded already limited efforts to repatriate from the Syrian Arab Republic and Iraq individuals with suspected links to terrorist groups, including women and children living in destitute conditions. Meanwhile, vital services for victims of terrorism, such as criminal justice processes and psychological support, have been interrupted, delayed or ended while Governments focus attention and resources on fighting the virus.

The pandemic has also highlighted vulnerabilities to new and emerging forms of terrorism, such as bioterrorism, the misuse of digital technology and cyberattacks against critical infrastructure. A surge in cybercrime and new patterns in fraud, trafficking and counterfeiting could, in turn, have an impact on the linkages between terrorism and organized crime. The transnational threat from neo-Nazis, white supremacists and other hate groups resorting to terrorist tactics has come to the fore, something several States now consider to be the fastest-growing or even the most prominent security threat they face. Homegrown terrorism is often perpetrated through low-cost, low-tech, copy-cat attacks by terrorist-inspired but otherwise unaffiliated individuals or small groups, targeting soft and symbolic targets, such as places of worship. Such attacks are difficult to prevent. This threat also continues to be fuelled by terrorist radicalization in prisons, and challenges remain to ensure effective rehabilitation and reintegration of terrorism offenders.

In face of the persistent, diversifying and rapidly evolving terrorist threat, it is vital that the international community remains vigilant, united and focused, despite the strains resulting from fighting the COVID-19 virus. International counter-terrorism cooperation needs to be not only sustained but reinvigorated through an inclusive approach, a strategic and comprehensive investment in prevention and cooperative efforts to rise to the challenges and opportunities of new technologies. Deterring, disrupting and foiling terrorist attacks, bringing suspected terrorism offenders to justice and supporting victims of terrorism will have to remain priorities during and after the pandemic, in order to break the cycle of terrorist violence. The spread of hate speech, conspiracy theories and terrorist narratives on the Internet and social media must be met through greater engagement with the private sector and civil society for reinvigorated whole-of-society efforts to build resilient communities. If success is to be achieved, all of those efforts must be firmly reanchored into the rule of law, human rights and gender equality.

Four years after its establishment, the Office of Counter-Terrorism will move from the consolidation phase to a sustainability model, so as to deliver on its multifaceted functions in the most agile and results-oriented manner, including through field presences that help bring programmes closer to, and provide greater impact for, their beneficiaries. It will sustain the gains resulting from an expanded toolbox, developed during the pandemic to ensure business continuity through innovative and virtual solutions, to engage and partner with Member States, lead the United Nations Global Counter-Terrorism Coordination Compact and provide efficient support to requesting Member States, through integrated and global capacity-building programmes in partnership with its Compact partners, in order to address the most urgent counter-terrorism challenges. As cross-cutting priorities to best support Member States, the Office will continue to cultivate partnerships with regional organizations, strengthen its engagement with civil society, ramp up its engagement with the private sector and redouble its efforts to promote respect for human rights and gender equality in its own activities and through the Compact.

*(Signed)* Vladimir Voronkov  
Under-Secretary-General, Office of Counter-Terrorism

## **A. Proposed programme plan for 2022 and programme performance for 2020**

### **Overall orientation**

#### **Mandates and background**

- 3.334 Pursuant to General Assembly resolution [71/291](#), the Office of Counter-Terrorism is responsible for five main functions: providing leadership for the General Assembly counter-terrorism mandates entrusted to the Secretary-General for action across the United Nations system; enhancing coordination and coherence across the United Nations system to ensure the balanced implementation of the four pillars of the United Nations Global Counter-Terrorism Strategy; strengthening delivery of United Nations counter-terrorism capacity-building assistance to Member States; improving the visibility of, and advocacy and resource mobilization for, United Nations counter-terrorism efforts; and ensuring that due emphasis is placed on counter-terrorism across the United Nations system and that the work on preventing violent extremism is firmly rooted in the Strategy. The General Assembly also recognized the important work of the United Nations Counter-Terrorism Centre within the Office.
- 3.335 The United Nations Global Counter-Terrorism Strategy (General Assembly resolution [60/288](#)) is composed of four pillars, in the form of measures to: address the conditions conducive to the spread of terrorism; prevent and combat terrorism; build States' capacity to prevent and combat terrorism and to strengthen the role of the United Nations system in that regard; and ensure respect for human rights for all and the rule of law as the fundamental basis of the fight against terrorism. The mandate of the Office derives from the priorities established in the Strategy and subsequent review resolutions adopted by the General Assembly, including resolution [72/284](#), and other relevant General Assembly and Security Council resolutions, including Security Council resolution [2395 \(2017\)](#).
- 3.336 To complete the reform of the United Nations counter-terrorism architecture and further strengthen coherence and coordination in the counter-terrorism work of the Organization, in December 2018, the Secretary-General launched the United Nations Global Counter-Terrorism Coordination Compact, for which the Office acts as secretariat. The Compact has been signed by 40 United Nations entities, as well as the International Criminal Police Organization (INTERPOL), the World Customs Organization and the Inter-Parliamentary Union. With the Office as their secretariat, the Compact entities work jointly through a coordination committee, chaired by the Under-Secretary-General for Counter-Terrorism, and eight inter-agency working groups aligned with the four pillars of the Strategy. The Compact promotes action-oriented collaboration within the United Nations system, and serves as a platform for joint programming, coherent monitoring and evaluation, and facilitation of joint resource mobilization and outreach to donors. This enhanced cooperation and coherence supports the Secretary-General's "all-of-United Nations" approach.

### **Programme of work**

#### **Objective**

- 3.337 The objective, to which the Office contributes, is to prevent and counter terrorism in all its forms and manifestations, as well as violent extremism as and when conducive to terrorism, in compliance with international law.

#### **Strategy**

- 3.338 To contribute to the objective, the Office will continue to provide leadership for the General Assembly counter-terrorism mandates entrusted to the Secretary-General for action across the United Nations system, convene high-level regional conferences to follow up on the outcomes of



the United Nations High-level Conference of Heads of Counter-Terrorism Agencies of Member States, held in 2018, and the first United Nations Global Congress of Victims of Terrorism, to be held in 2021, and provide a platform for Member States to exchange information, expertise and resources, develop partnerships and collectively address a range of critical counter-terrorism issues.

- 3.339 In addition, the Office will continue to enhance coordination and coherence across the United Nations Global Counter-Terrorism Coordination Compact entities to promote the balanced implementation by Member States of the four pillars of the United Nations Global Counter-Terrorism Strategy and other relevant General Assembly and Security Council resolutions, including by strengthening the response to technical assistance needs identified by the Counter-Terrorism Committee Executive Directorate and to requests made by various Member States.
- 3.340 Furthermore, the Office will continue to provide technical assistance to Member States, upon request, including through knowledge transfer and the development and implementation of capacity-building assistance in an integrated manner across the four pillars of the United Nations Global Counter-Terrorism Strategy, through its United Nations Counter-Terrorism Centre, its Special Projects and Innovation Branch and its programme coordination. The Office will continue to extend its presence in the field in order to enhance coordination, facilitate the delivery of capacity-building programmes and reinforce resource mobilization activities with donors, which will result in more effective and efficient delivery of technical capacity-building assistance to Member States.
- 3.341 The Office will continue to strengthen the capacity of Member States to ensure respect for human rights and the rule of law while countering terrorism, in accordance with the fourth pillar of the United Nations Global Counter-Terrorism Strategy. The Office will also continue to support parliamentarians and strengthen its outreach to civil society organizations, including youth organizations and women's organizations, so as to promote a "whole-of-society" approach to preventing and countering terrorism and violent extremism conducive to terrorism. The Office will continue to facilitate South-South cooperation through the exchange of expertise among countries in the global South in order to respond to the specific challenges faced by those countries.
- 3.342 The above-mentioned work is expected to result in:
- (a) Multilateral cooperation, partnerships with Member States and regional organizations and the inclusion of civil society and private sector stakeholders related to countering terrorism and violent extremism conducive to terrorism;
  - (b) Enhanced capacity of Member States in implementing relevant General Assembly and Security Council resolutions related to countering terrorism and violent extremism conducive to terrorism;
  - (c) Policy leadership and enriched policy discourse on preventing and countering the evolving threat of terrorism and violent extremism conducive to terrorism;
  - (d) Better integration of human rights norms and standards in all measures taken by requesting Member States in the context of preventing and countering terrorism and violent extremism conducive to terrorism.

### External factors for 2022

- 3.343 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:
- (a) Member States will continue to request support from the United Nations in preventing and countering terrorism and violent extremism conducive to terrorism;
  - (b) Extrabudgetary resources for capacity-building support for Member States will be available;
  - (c) Member States, supported by the Office of Counter-Terrorism, will grant the necessary official approvals and access to enable implementation and delivery of this support.

- 3.344 With regard to the COVID-19 pandemic, the programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to continue to have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.
- 3.345 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. The Office completed the preparation of its gender policy and action plan, which will ensure that the appropriate mechanisms are in place to prevent and counter terrorism and violent extremism conducive to terrorism, grounded in sound gender analysis, and will ensure that the policy, programme and operational functions of the Office are gender responsive.
- 3.346 The Office is committed to the implementation of the United Nations Disability Inclusion Strategy in its programmes and operations. To promote the employment of persons with disabilities, proactive efforts will be undertaken to strengthen outreach to applicants with disabilities and to raise awareness on disability inclusion among existing staff and personnel. The Office is also considering actions to strengthen inclusion and engagement of persons with disabilities in its programmes.
- 3.347 With regard to cooperation with other entities at the global, regional, national and local levels, the Office cooperates with the Global Counterterrorism Forum, specialized international organizations and regional organizations such as the African Union, the Collective Security Treaty Organization, the Commonwealth of Independent States Anti-Terrorism Center, the Council of Arab Ministers of the Interior, the European Union, the League of Arab States, the North Atlantic Treaty Organization, the Organization for Security and Cooperation in Europe, the Organization of Islamic Cooperation and the Regional Anti-Terrorist Structure of the Shanghai Cooperation Organization. The Office has developed partnership frameworks and memorandums of understanding with various regional organizations to support joint approaches and collaboration to promote the implementation of the United Nations Global Counter-Terrorism Strategy and regional counter-terrorism strategies, in recognition of the regional drivers and enablers of terrorism.
- 3.348 With regard to inter-agency coordination and liaison, the Office leads the United Nations Global Counter-Terrorism Coordination Compact, which includes 43 member or observer entities. The Compact comprises eight working groups specialized in priority areas relating to preventing and countering terrorism and violent extremism conducive to terrorism, aligned with the four pillars of the United Nations Global Counter-Terrorism Strategy. The Office also implements its inter-agency coordination through memorandums of understanding and programmatic agreements with other United Nations entities. Its liaison officers in the field also contribute to better coordination of counter-terrorism efforts at the country level where they are located. This role contributes to strengthening the achievement of results and impact and to enhancing the efficient use of resources. Beyond its coordination role, the Office advocates an approach that prioritizes joint programming with other United Nations partners to maximize the use of resources and deliver more coherent and expert capacity-building activities, including in the field, in close coordination with the resident coordinator system.

### Evaluation activities

- 3.349 The following evaluations and self-evaluations completed in 2020 have guided the programme plan for 2022:
- (a) Self-evaluation of the project, Prevention of Violent Extremism through Youth Empowerment in Jordan, Libya, Morocco and Tunisia;
  - (b) External evaluation of the United Nations Counter-Terrorism Centre Five-Year Programme (2016–2020).
- 3.350 The findings of the evaluation and self-evaluation referenced above have been taken into account for the programme plan for 2022. The major recommendations stemming from the self-evaluation involved the need to design a sound theory of change, including performance monitoring tools, to guide the remaining duration of the project. Corrective action was undertaken through the

reconstruction of the theory of change and the establishment of a performance monitoring framework that reflected achievement against planned targets. The evaluation of the United Nations Counter-Terrorism Centre Five-Year Programme resulted in recommendations to strengthen the results culture in the Office and undertake outcome monitoring of projects and programmes. The evaluation also led to the recommendation that the next results framework should include a clear statement of the expected impact of the Centre and its contribution to the implementation of the United Nations Global Counter-Terrorism Strategy by Member States. The Centre is currently developing its programme of work and has commenced the process of developing a programme theory that will incorporate the aforementioned recommendations.

- 3.351 The following evaluations and self-evaluations are planned for 2022:
- (a) Evaluation of selected projects and programmes to assess the results and impact of the capacity-building assistance and support provided by the Office to Member States;
  - (b) Meta-synthesis of selected evaluation reports on programmes and projects implemented by United Nations entities in the field of preventing and countering terrorism and violent extremism conducive to terrorism.

### **Programme performance in 2020**

- 3.352 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

#### **Countering the financing of terrorism**

- 3.353 Security Council resolution [2462 \(2019\)](#) serves as a call by the international community on the importance of countering the financing of terrorism and provides a mandate for the Office to take a leading role in coordinating and supporting international efforts on suppressing the ways and methods by which terrorists raise, move, store and use financial resources.
- 3.354 As part of its mandated activities, and in line with Security Council resolutions, the United Nations Counter-Terrorism Centre, which serves as the main capacity-building arm of the Office, expanded its work on countering the financing of terrorism by developing the Global Programme on Detecting, Preventing and Countering the Financing of Terrorism as a direct response to the call issued in Council resolution [2462 \(2019\)](#). The Programme was built upon previous projects that were focused on specific terrorism financing topics, such as the freezing of assets, preventing kidnapping for ransom and protecting the non-profit sector from terrorist abuse.
- 3.355 In 2020, workshops and engagements were conducted in 10 different Member States in Europe, Asia and Africa, with close to 500 participants from more than 20 Member States, including representatives from national agencies, international organizations, civil society and relevant private sector entities covering a range of topics related to countering the financing of terrorism, from cryptocurrencies and financial intelligence-sharing to national risk assessments. The Global Programme on Detecting, Preventing and Countering the Financing of Terrorism brings together the mandates and expertise of key entities, including: the Counter-Terrorism Committee Executive Directorate, on national needs identification; the United Nations Office on Drugs and Crime (UNODC), on legislative and operational improvements; INTERPOL, on law enforcement; and the Office of Information and Communication Technology, on the development of technological products aimed at assisting financial intelligence units in fulfilling their responsibilities effectively and in a timely manner.
- 3.356 In one instance, building on its provision of capacity-building support, the Office worked in close partnership with a Member State to provide in-country assistance and extensive and targeted capacity-building support to identify and resolve policy, legislative and technology challenges. In particular, the support provided to the aforementioned Member State included technical advice for developing national legislation on asset freezing. The Office also supports the development of publications in local languages to strengthen coherent understanding by various national agencies going forward.

- 3.357 Furthermore, in 2020, with the onset of COVID-19, there were concomitant risks and a need to protect non-profit and civil society organizations from abuse by terrorism financiers. The pandemic caused humanitarian challenges, which increased reliance on non-profit organizations supporting communities under stress. That increased role could potentially attract the interest of terrorists, who might use non-profit organizations for fundraising. In response, the existing focus of the Global Programme on Detecting, Preventing and Countering the Financing of Terrorism with regard to protecting non-profit organizations from terrorist abuse, in line with Financial Action Task Force recommendation 8, was recalibrated to prioritize capacity-building in this area. For example, two workshops were conducted, one in May and one in August 2020, in partnership with a Member State, on the topic of protecting the non-profit sector from terrorist abuse.

*Progress towards the attainment of the objective, and performance measure*

- 3.358 The above-mentioned work contributed to the objective, as demonstrated by one Member State being removed from the “grey list” of the Financial Action Task Force, for increased monitoring, and the adoption by one Member State of national legislation on asset freezing.
- 3.359 The above-mentioned work also contributed to the objective, as demonstrated by the expansion and advancement of the capacity of 30 Member States to identify challenges and comprehensively target the safeguarding of humanitarian space and the non-profit sector from terrorist abuse (see table 3.73).

Table 3.73  
Performance measure

| 2018 (actual)   | 2019 (actual)  | 2020 (actual)  |
|---|--|--|
| Strengthened capacity of 10 Member States in Africa and Asia to identify and comprehensively target appropriate terrorist designations so as to commence asset freezing | Legislation adopted by one Member State, in accordance with agreed international practice to counter financing of terrorism  | One Member State removed from the Financial Action Task Force “grey list”, for increased monitoring  |
|   | Strengthened and enhanced capacity of 20 additional Member States in Africa, Asia and Europe in new thematic areas, targeting, in particular, the safeguarding of financial systems from terrorist abuse | Adoption of national legislation on asset freezing by one Member State   |
|   |  | Expansion and advancement of the capacity of 30 Member States in Africa, Asia and Europe, in new thematic areas, to identify challenges and comprehensively target the safeguarding of humanitarian space and the non-profit sector from terrorist abuse |

**Impact of COVID-19 on programme delivery**

- 3.360 During 2020, the COVID-19 pandemic had an impact on planned deliverables and in-person activities of the Office. The impact included the postponement of the second counter-terrorism week in New York, including the meeting of the General Assembly for the seventh biennial review of the United Nations Global Counter-Terrorism Strategy, the second United Nations High-level Conference of Heads of Counter-Terrorism Agencies of Member States and the first United Nations Global Congress of Victims of Terrorism. The Office was able to organize one regional high-level conference in February 2020 but had to postpone other such events to 2021 or 2022, subject to the evolution of the pandemic.
- 3.361 The impact also included the cancellation of a large number of in-person technical assistance workshops, conferences and technical missions. While the Office could switch to the use of virtual

platforms in many cases, doing so required a change in implementation modality. It was also found that virtual means did not allow for the same depth of engagement with beneficiaries of the Office's technical assistance. COVID-19 restrictions made the advancement of field-level country programmes very challenging. The United Nations Counter-Terrorism Centre modified its focus to establish cooperation frameworks with such key partners as the Office of the United Nations High Commissioner for Human Rights, the Office of Rule of Law and Security Institutions and the Counter-Terrorism Committee Executive Directorate.

- 3.362 The Office organized a virtual counter-terrorism week, from 6 to 10 July 2020, under the overarching theme of "Strategic and Practical Challenges of Countering Terrorism in a Global Pandemic Environment", with over 1,000 participants from 134 Member States, 40 United Nations entities, 47 international and regional organizations, 88 civil society organizations and the private sector. The Office and its partners adjusted the delivery of capacity-building programmes, such as the United Nations Countering Terrorist Travel Programme, by developing and implementing a remote assessment methodology, organizing online workshops and developing its first online training course.
- 3.363 Furthermore, the International Day of Remembrance of and Tribute to the Victims of Terrorism commemoration event was held online, which enabled more parties to attend the event, including the Secretary-General and victims of terrorism from countries that are often underrepresented at events.
- 3.364 At the same time, however, the Office identified modified activities within the overall scope of the objectives of the programme, in order to support Member States on issues related to the COVID-19 pandemic. The Office addressed the emerging impact of the pandemic in its capacity-building programmes, for instance on border security and management and strategic communications to prevent and counter violent extremism conducive to terrorism.
- 3.365 Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, the Office will mainstream lessons learned and best practices related to the adjustments to and adaptation of its programme owing to the COVID-19 pandemic. Specific examples of best practices include the use of remote assessment methodologies, which the Office is broadening across its capacity-building programmes, and the use of online platforms to facilitate information exchange, collaboration and the development of expert communities. Specific examples of lessons learned include the impacts, both technical and substantive, of planning and timelines, due to the complex nature of holding events online, and that mixed modalities of training delivery are beneficial for better engagement by participants. In applying best practices and lessons learned and in accordance with feedback from the beneficiaries, the Office will continue to transform capacity building activities including online preparatory work with beneficiaries, followed by targeted workshop delivery and with targeted coaching to be followed up which will help the learning outcomes be more sustainable.

### **Planned results for 2022**

- 3.366 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

#### **Result 1: keeping terrorists from the skies<sup>21</sup>**

##### **Programme performance in 2020**

- 3.367 The Office continued the work to prevent and counter terrorism by supporting Member States in countering the travel of terrorists and assisted countries in building their capacity to identify, monitor and investigate terrorism suspects and their movements across borders. The Office continued to lead and coordinate the implementation of the Countering Terrorist Travel Programme in collaboration with the Counter-Terrorism Committee Executive Directorate, UNODC, the Office of Information

<sup>21</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 3))

and Communications Technology, the International Civil Aviation Organization and INTERPOL. The Office undertook seven deep-dive assessments of confirmed beneficiary Member States in 2020. Deep-dive assessments are gap analysis exercises aimed at identifying areas for technical assistance in implementing the Programme. Such assessments determine a State's existing level of implementation and enable the Travel Programme to produce a road map for the Member State, in which it sets out steps for implementation. The Programme has conducted a cumulative 10 deep-dive assessments since 2019.

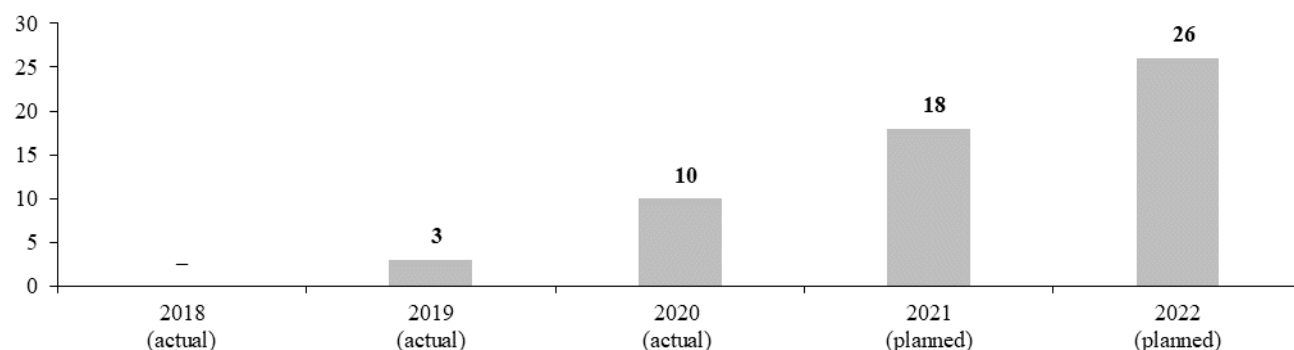
- 3.368 Reflecting a change in approach and an evolution of the planned activities, in response to emergent needs of Member States, the performance measure has been updated. The above-mentioned work contributed to Member States having access to road maps in 2020. The road maps provide Member States with a suite of tailored recommendations for implementing their national programmes, underpinned by international best practices, to identify, monitor and investigate terrorism suspects and their movements across borders.

#### **Proposed programme plan for 2022**

- 3.369 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the Office will assist countries in building their capacity to identify, monitor and investigate terrorism suspects and their movements across borders. The Office will conduct at least eight deep-dive assessments per year under the Countering Terrorist Travel Programme in 2021 and 2022. The expected progress is presented in the performance measure below (see figure 3.XXXI).

Figure 3.XXXI

**Performance measure: total number of Member States having received road maps (cumulative)**



#### **Result 2: detection and countering of terrorists' travel through the use of travel data<sup>22</sup>**

##### **Programme performance in 2020**

- 3.370 The Office has continued with ongoing implementation, in beneficiary Member States, of the four pillars of work (legal, operational, carrier engagement and technical assistance) under the Countering Terrorist Travel Programme. The Office also added a maritime component to address threats related to passengers within the maritime domain, by analysing and identifying the specific legal, operational, industry-related and technical requirements in the context of maritime transportation. Furthermore, the Office developed a suite of training materials and began online training with selected beneficiary Member States. Working with Member States, the Office has obtained official confirmation of participation in the Programme by 39 Member States, developed implementation road maps for 7 countries and signed agreements with each of the five implementing partners of the Programme.

<sup>22</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

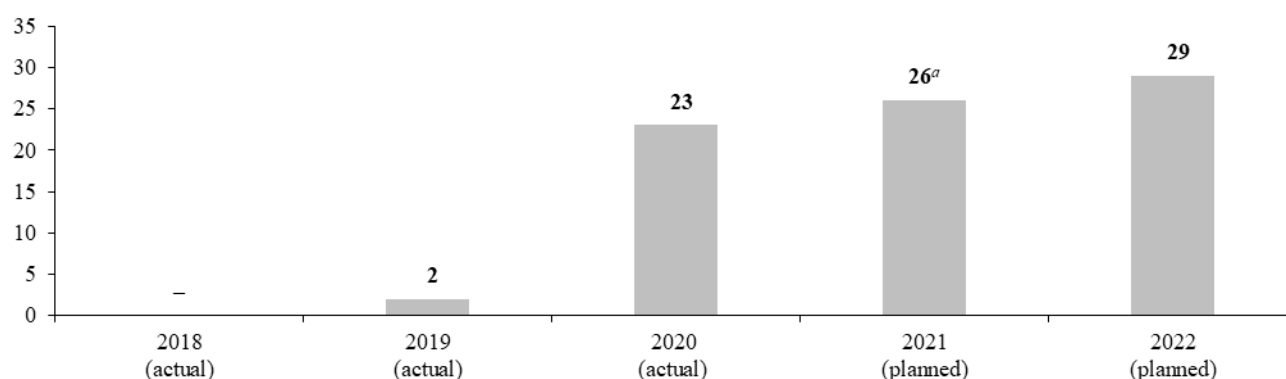
- 3.371 The above-mentioned work contributed to 8 Member States and the Caribbean Community, on behalf of its 15 member States, benefiting from the deployment of the goTravel software and starting the implementation process for the Countering Terrorist Travel Programme, which met the planned target of 23 Member States, reflected in the programme budget for 2021.

#### Proposed programme plan for 2022

- 3.372 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the Office will support expanding the number of beneficiary Member States under the Countering Terrorist Travel Programme and implementation under the four pillars, including through online training, e-learning developments, training of trainers and increased use of the Programme's pool of experts, so that by the end of 2022, tangible progress is expected, which would be demonstrated by at least 29 Member States implementing the areas of support, namely: amending legislation; establishing passenger information units; engaging with private partners, including carriers; and receiving technical support for installing and using the goTravel software. The expected progress is presented in the performance measure below (see figure 3.XXXII).

Figure 3.XXXII

**Performance measure: total number of Member States implementing the Countering Terrorist Travel Programme (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 3: improved security of major sporting events and prevention of violent extremism conducive to terrorism through sports and its values

#### Proposed programme plan for 2022

- 3.373 The Office's three-year (Jan 2020–Dec 2022) Global Programme on Security of Major Sporting Events and Promotion of Sport and Its Values as a Tool to Prevent Violent Extremism combines two distinct but complementary pillars. The Office leads and coordinates the implementation of its global sport and security programme in collaboration with the United Nations Alliance of Civilizations, the United Nations Interregional Research Institute for Crime and Justice and the International Centre for Sport Security.
- 3.374 The Office established a network of national focal points for its two programmatic pillars. The network includes representatives from the ministries of internal affairs, intelligence or public safety and/or security and the ministries of social affairs, physical education, sport or youth of Member States, forming two distinct communities of direct interlocutors for national-level engagement within programmatic activities. The national focal points actively support the exchange of good practices, information, expertise and experience across the network. The national focal points advise and orient the development, dissemination and use of technical assistance provided by the Office,

with the aim of achieving strengthened preparedness and capacity in the field of security for major sporting events and better integrating sport values-based initiatives within national and regional action plans for preventing violent extremism conducive to terrorism.

- 3.375 In addition, in November 2020, the Office launched a call for proposals aimed at awarding grants to approximately 10 civil society organizations for the implementation of community-level projects on sport values for preventing violent extremism conducive to terrorism. The initiative is aimed at awarding grants to support community-level efforts to prevent violent extremism by the third quarter of 2021, the overall goal being to strengthen United Nations engagement and cooperation with civil society, with a particular focus on youth-led organizations, while supporting the delivery of innovative projects and disseminating lessons learned on how to make full use of the power of sport and its social values as a tool to prevent violent extremism conducive to terrorism. In all, 440 civil society organizations from 51 countries submitted concept notes in applying for the grants. In January 2021, 54 shortlisted civil society organizations from 31 countries were invited to submit final project proposals by the end of March 2021. In response to the high number of applications received, the Office will seek to mobilize additional funds to launch a second call for proposals by the end of 2021. The national focal points helped to disseminate the call for proposals in 2020.

*Lessons learned and planned change*

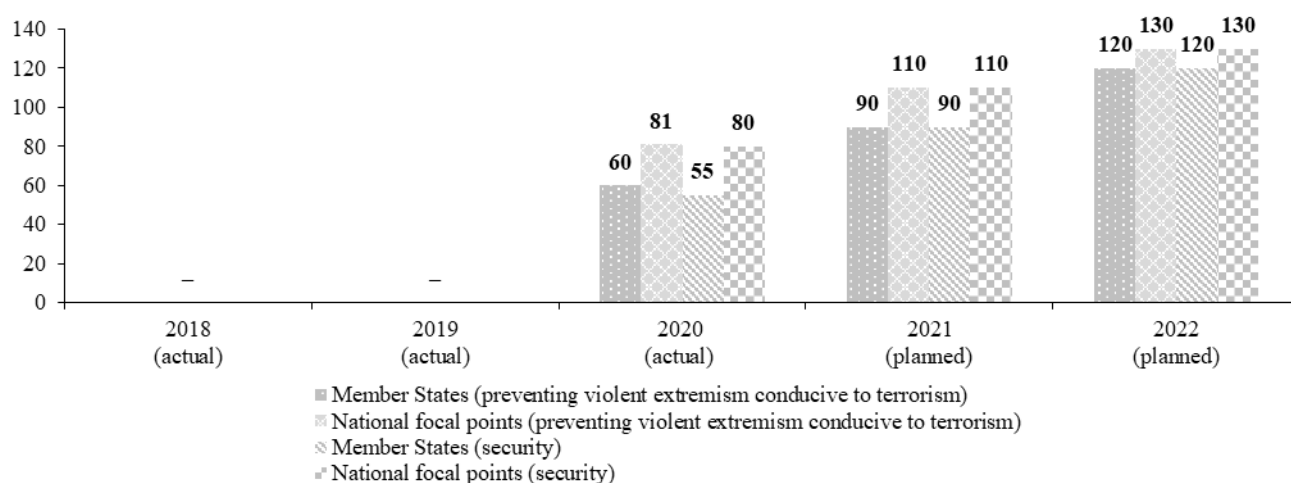
- 3.376 The lesson for the Office was that liaising with United Nations resident coordinators was important for the nomination of national focal points, the process for which was managed electronically through the permanent missions of Member States to the United Nations, so as to elicit a response in consultation with the capitals. In applying the lesson, the Office will further leverage the local support of resident coordinators in the future, in order to further support the nomination process and to achieve broad and balanced geographical representation of Member States across the network of national focal points.

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

- 3.377 This work is expected to contribute to the objective, as demonstrated by an increase in the number of national focal points nominated, which will help in orienting the development, dissemination and use of technical assistance provided by the Office and its partners (see figure 3.XXXIII).

Figure 3.XXXIII

**Performance measure: total number of Member States and national focal points for the two programmatic pillars of the global sport and security programme (cumulative)**





## Legislative mandates

3.378 The list below provides all mandates entrusted to the Office.

### General Assembly resolutions

|                                   |   |        |  |
|-----------------------------------|---|--------|--|
| 60/288; 62/272;<br>64/297         | United Nations Global Counter-Terrorism Strategy                        | 71/291 | Strengthening the capability of the United Nations system to assist Member States in implementing the United Nations Global Counter-Terrorism Strategy |
| 64/235                            | Institutionalization of the Counter-Terrorism Implementation Task Force |        |  |
| 66/10                             | United Nations Counter-Terrorism Centre                                 | 72/165 | International Day of Remembrance of and Tribute to the Victims of Terrorism  |
| 66/282; 68/276;<br>70/291; 72/284 | The United Nations Global Counter-Terrorism Strategy Review             | 73/305 | Enhancement of international cooperation to assist victims of terrorism  |
| 70/254                            | Secretary-General's Plan of Action to Prevent Violent Extremism         |        |  |

### Security Council resolutions

|             |             |
|-------------|-------------|
| 2368 (2017) | 2462 (2019) |
| 2395 (2017) | 2482 (2019) |
| 2396 (2017) |             |

## Deliverables

3.379 Table 3.74 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.74

### United Nations Office of Counter-Terrorism: deliverables for the period 2020–2022, by category and subcategory

| Category and subcategory   | 2020<br>planned | 2020<br>actual | 2021<br>planned | 2022<br>planned |
|--|-----------------|----------------|-----------------|-----------------|
| <b>A. Facilitation of the intergovernmental process and expert bodies</b>  |                 |                |                 |                 |
| <b>Parliamentary documentation</b> (number of documents)   | <b>4</b>        | <b>5</b>       | <b>3</b>        | <b>2</b>        |
| 1. Report to the General Assembly on the implementation of the United Nations Global Counter-Terrorism Strategy by the United Nations system           | 1               | 1              | –               | –               |
| 2. Report to the Security Council on the threat posed by Islamic State in Iraq and the Levant (ISIL, also known as Da'esh)                             | 2               | 2              | 2               | 2               |
| 3. Report of the Secretary-General on a world against violence and violent extremism   | –               | –              | 1               | –               |
| 4. Report to the General Assembly on progress by the United Nations system in supporting Member States in providing assistance to victims of terrorism | 1               | 1              | –               | –               |
| 5. Report to the Security Council on the linkages between terrorism and organized crime, whether transnational or domestic                             | –               | 1              | –               | –               |
| <b>Substantive services for meetings</b> (number of three-hour meetings)   | <b>13</b>       | <b>15</b>      | <b>12</b>       | <b>14</b>       |
| 6. Meeting of the General Assembly on the biennial review of the United Nations Global Counter-Terrorism Strategy                                      | 1               | –              | –               | –               |
| 7. Briefings to the General Assembly on the United Nations Global Counter-Terrorism Coordination Compact   | 4               | 3              | 4               | 4               |
| 8. Briefings to the Security Council   | 2               | 3              | 2               | 2               |

## Part II Political affairs

| Category and subcategory  | 2020<br>planned | 2020<br>actual | 2021<br>planned | 2022<br>planned |
|---|-----------------|----------------|-----------------|-----------------|
| 9. Briefings to the Security Council Committee established pursuant to resolution <a href="#">1373 (2001)</a> concerning counter-terrorism (Counter-Terrorism Committee)  | 2               | 6              | 2               | 4               |
| 10. Briefings to the Advisory Board of the United Nations Counter-Terrorism Centre  | 4               | 3              | 4               | 4               |
| <b>B. Generation and transfer of knowledge</b>  |                 |                |                 |                 |
| <b>Seminars, workshops and training events</b> (number of days)   | <b>249</b>      | <b>451</b>     | <b>257</b>      | <b>453</b>      |
| 11. High-level conference on issues relating to counter-terrorism   | 2               | —              | 2               | —               |
| 12. Regional conferences on technical issues relating to counter-terrorism  | 4               | 2              | 12              | 4               |
| 13. Capacity-building training and workshops on technical thematic issues   | 243             | 449            | 243             | 449             |
| <b>Technical materials</b> (number of materials)  | <b>5</b>        | <b>3</b>       | <b>5</b>        | <b>5</b>        |
| 14. Reports, handbooks and papers on lessons learned, best practices and thematic topics in implementing the United Nations Global Counter-Terrorism Strategy   | 5               | 3              | 5               | 5               |
| <b>C. Substantive deliverables</b>  |                 |                |                 |                 |
| <b>Consultation, advice and advocacy:</b> advocacy initiatives, including missions and other consultations with Member States on global, regional and national priorities and strategies.   |                 |                |                 |                 |
| <b>Databases and substantive digital materials:</b> maintenance of the United Nations Global Counter-Terrorism Coordination Platform, launched in March 2020 by the Office of Counter-Terrorism, to connect approximately 800 focal points from 43 United Nations Global Counter-Terrorism Coordination Compact entities and 130 Member States. |                 |                |                 |                 |
| <b>D. Communication deliverables</b>  |                 |                |                 |                 |
| <b>Outreach programmes, special events and information materials:</b> special commemorative events, promotional materials, brown bag meetings, side events and exhibitions.   |                 |                |                 |                 |
| <b>External and media relations:</b> communiqués, press statements, press conferences and other engagement with media.  |                 |                |                 |                 |
| <b>Digital platforms and multimedia content:</b> content for social media platforms, including the United Nations Office of Counter-Terrorism website and Twitter.  |                 |                |                 |                 |

## B. Proposed post and non-post resource requirements for 2022

### Overview

3.380 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 3.75 to 3.77.

Table 3.75

#### Overall: evolution of financial resources by objects of expenditure

(Thousands of United States dollars)

| Object of expenditure      | 2020<br>expenditure <sup>a</sup> | 2021<br>appropriation | Changes                  |                          |       |       |            | 2022<br>estimate<br>(before<br>recosting) |
|----------------------------|----------------------------------|-----------------------|--------------------------|--------------------------|-------|-------|------------|---|
|                            |                                  |                       | Technical<br>adjustments | New/expanded<br>mandates | Other | Total | Percentage |   |
| Post                       | 1 468.2                          | 1 509.1               | —                        | —                        | —     | —     | —          | 1 509.1                                   |
| Consultants                | 191.8                            | —                     | —                        | —                        | —     | —     | —          | -   |
| Travel of staff            | 28.2                             | 61.5                  | —                        | —                        | —     | —     | —          | 61.5                                      |
| Contractual services       | 5.7                              | 4.4                   | —                        | —                        | —     | —     | —          | 4.4                                       |
| General operating expenses | 14.3                             | 13.8                  | —                        | —                        | —     | —     | —          | 13.8                                      |
| Supplies and materials     | 0.3                              | 1.7                   | —                        | —                        | —     | —     | —          | 1.7                                       |
| <b>Total</b>               | <b>1 708.4</b>                   | <b>1 590.5</b>        | —                        | —                        | —     | —     | —          | <b>1 590.5</b>                            |

<sup>a</sup> Includes expenditures in the amount of \$191,800 incurred under the authority granted to the Secretary-General under paragraph 1 (a) of General Assembly resolution 74/265 relating to commitments for unforeseen and extraordinary expenses.

Table 3.76

#### Overall: proposed posts and post changes for 2022

(Number of posts)

| Post/changes      | Number | Details                                      |
|-------------------|--------|--|
| Approved for 2021 | 8      | 1 USG, 1 D-2, 1 P-5, 1 P-4, 2 P-3, 2 GS (OL) |
| Post changes      | —      |  |
| Proposed for 2022 | 8      | 1 USG, 1 D-2, 1 P-5, 1 P-4, 2 P-3, 2 GS (OL) |

Table 3.77

#### Overall: proposed posts by category and grade

(Number of posts)

| Category and grade             | 2021 approved | Changes                  |                          |          |          | 2022<br>proposed |
|--------------------------------|---------------|--------------------------|--------------------------|----------|----------|------------------|
|                                |               | Technical<br>adjustments | New/expanded<br>mandates | Other    | Total    |                  |
| <b>Professional and higher</b> |               |                          |                          |          |          |                  |
| USG                            | 1             | —                        | —                        | —        | —        | 1                |
| D-2                            | 1             | —                        | —                        | —        | —        | 1                |
| P-5                            | 1             | —                        | —                        | —        | —        | 1                |
| P-4                            | 1             | —                        | —                        | —        | —        | 1                |
| P-3                            | 2             | —                        | —                        | —        | —        | 2                |
| <b>Subtotal</b>                | <b>6</b>      | <b>—</b>                 | <b>—</b>                 | <b>—</b> | <b>—</b> | <b>6</b>         |

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

**Part II Political affairs**

| Category and grade          | 2021 approved | Changes               |                       |       |       | 2022 proposed |
|-----------------------------|---------------|-----------------------|-----------------------|-------|-------|---------------|
|                             |               | Technical adjustments | New/expanded mandates | Other | Total |               |
| General Service and related |               |                       |                       |       |       |               |
| GS (OL)                     | 2             | —                     | —                     | —     | —     | 2             |
| Subtotal                    | 2             | —                     | —                     | —     | —     | 2             |
| Total                       | 8             | —                     | —                     | —     | —     | 8             |

3.381 Additional details on the distribution of the proposed resources for 2022 are reflected in tables 3.76 to 3.78 and figure 3.XXXIV.

3.382 As reflected in tables 3.78 (1) and 3.79 (1), the overall resources proposed for 2022 amount to \$1,590,500 before recosting and reflect no change in the resource level compared with the appropriation for 2021. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 3.78

**Overall: evolution of financial resources by source of funding and component**

(Thousands of United States dollars)

(1) *Regular budget*

| Component          | 2020 expenditure | 2021 appropriation | Changes               |                       |          |          | 2022 estimate (before recosting) |
|--------------------|------------------|--------------------|-----------------------|-----------------------|----------|----------|----------------------------------|
|                    |                  |                    | Technical adjustments | New/expanded mandates | Other    | Total    |                                  |
| Programme of work  | 1 708.4          | 1 590.5            | –                     | –                     | –        | –        | 1 590.5                          |
| <b>Subtotal, 1</b> | <b>1 708.4</b>   | <b>1 590.5</b>     | <b>–</b>              | <b>–</b>              | <b>–</b> | <b>–</b> | <b>1 590.5</b>                   |

(2) *Extrabudgetary*

| Component          | 2020 expenditure | 2021 estimate   | Change   | Percentage | 2022 estimate   |
|--------------------|------------------|-----------------|----------|------------|-----------------|
| Programme of work  | 33 662.5         | 51 024.7        | –        | –          | 51 024.7        |
| <b>Subtotal, 2</b> | <b>33 662.5</b>  | <b>51 024.7</b> | <b>–</b> | <b>–</b>   | <b>51 024.7</b> |
| <b>Total</b>       | <b>35 370.9</b>  | <b>52 615.2</b> | <b>–</b> | <b>–</b>   | <b>52 615.2</b> |

Table 3.79

**Overall: proposed posts for 2022 by source of funding and component**

(Number of posts)

(1) *Regular budget*

| Component          | 2021 approved | Changes               |                       |          |          | 2022 proposed |
|--------------------|---------------|-----------------------|-----------------------|----------|----------|---------------|
|                    |               | Technical adjustments | New/expanded mandates | Other    | Total    |               |
| Programme of work  | 8             | –                     | –                     | –        | –        | 8             |
| <b>Subtotal, 1</b> | <b>8</b>      | <b>–</b>              | <b>–</b>              | <b>–</b> | <b>–</b> | <b>8</b>      |

## (2) Extrabudgetary

| Component          | 2021 estimate | Change   | 2022 estimate |
|--------------------|---------------|----------|---------------|
| Programme of work  | 173           | –        | 173           |
| <b>Subtotal, 2</b> | <b>173</b>    | <b>–</b> | <b>173</b>    |
| <b>Total</b>       | <b>181</b>    | <b>–</b> | <b>181</b>    |

Table 3.80

**Overall: evolution of financial and post resources**

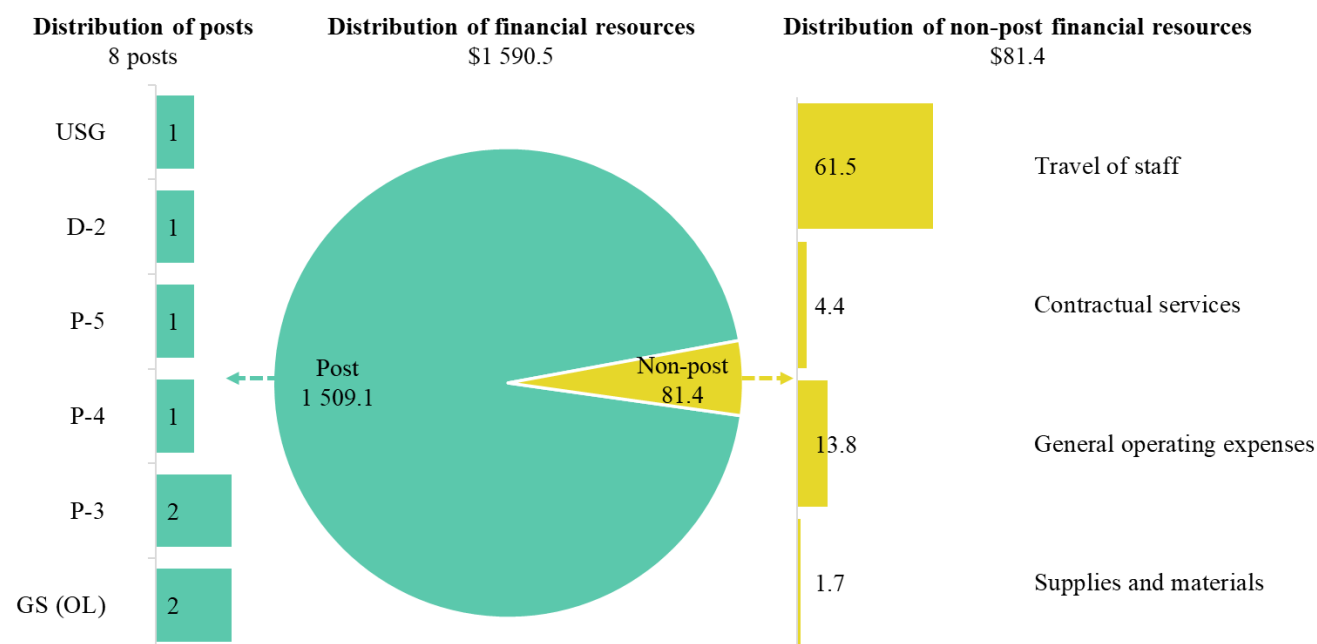
(Thousands of United States dollars/number of posts)

|   | 2020<br>expenditure | 2021<br>appropriation | Changes                  |                          |       |       |            | 2022 estimate<br>(before<br>recosting) |
|---|---------------------|-----------------------|--------------------------|--------------------------|-------|-------|------------|--|
|   |                     |                       | Technical<br>adjustments | New/expanded<br>mandates | Other | Total | Percentage |  |
| Financial resources by main category of expenditure |                     |                       |                          |                          |       |       |            |  |
| Post  | 1 468.2             | 1 509.1               | —                        | —                        | —     | —     | —          | 1 509.1                                |
| Non-post  | 240.2               | 81.4                  | —                        | —                        | —     | —     | —          | 81.4                                   |
| Total   | 1 708.4             | 1 590.5               | —                        | —                        | —     | —     | —          | 1 590.5                                |
| Post resources by category                          |                     |                       |                          |                          |       |       |            |  |
| Professional and higher                             | —                   | 6                     | —                        | —                        | —     | —     | —          | 6                                      |
| General Service and related                         | —                   | 2                     | —                        | —                        | —     | —     | —          | 2                                      |
| Total   | —                   | 8                     | —                        | —                        | —     | —     | —          | 8                                      |

Figure 3.XXXIV

**Distribution of proposed resources for 2022 (before recosting)**

(Number of posts/thousands of United States dollars)



**Extrabudgetary resources**

- 3.383 As reflected in tables 3.78 (2) and 3.79 (2), the Office receives extrabudgetary contributions, which complement regular budget resources and continue to be vital for the delivery of its mandates. For 2022, projected extrabudgetary resources of \$51,024,700, including for 173 posts, are expected to be received in support of mandated activities. Extrabudgetary resources represent 97 per cent of the total resources for the Office. The resources reflect no change compared with 2021. The Office will continue to focus on efficiently delivering its mandate, including by increasing its field presence, to yield tangible results and a sustainable impact for Member States, and by continuing to develop innovative ways to deliver capacity-building assistance to Member States.
- 3.384 The authority to oversee the use of extrabudgetary resources rests with the Office, in accordance with the delegation of authority from the Secretary-General.

**Other information**

- 3.385 In accordance with the 2030 Agenda for Sustainable Development, 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 2020, the Office continued its practice to publish online versions of its monthly review and produce a limited print run for distribution to permanent missions to the United Nations in New York. All presentations mandated by the General Assembly were produced in electronic format and made available online to Member States. The Office also adopted the use of e-signatures and transitioned to SharePoint for e-filing, significantly reducing printing and the use of paper. In addition, the Office minimized its carbon dioxide emissions due to travel by adapting its capacity-building efforts to a virtual format and made additional investments in developing e-learning tools, including a learning management system. Those efforts will continue in 2022. In addition, given the expectation of increased demand for in-person capacity-building once the COVID-19 situation allows for it, the Office will continue to move staff to field programme office locations, in order to be physically closer to beneficiaries and to reduce carbon dioxide emissions due to travel.
- 3.386 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 3.81. The Office operates in a dynamic environment that affects its ability to purchase tickets in advance. The travel compliance rate improved in 2020, to 29 per cent, compared with 16 per cent in 2019. The number of trips taken by Office staff members was affected by COVID-19 in 2020. Standard operating procedures are being prepared to ensure the continued implementation of efforts to improve travel compliance.

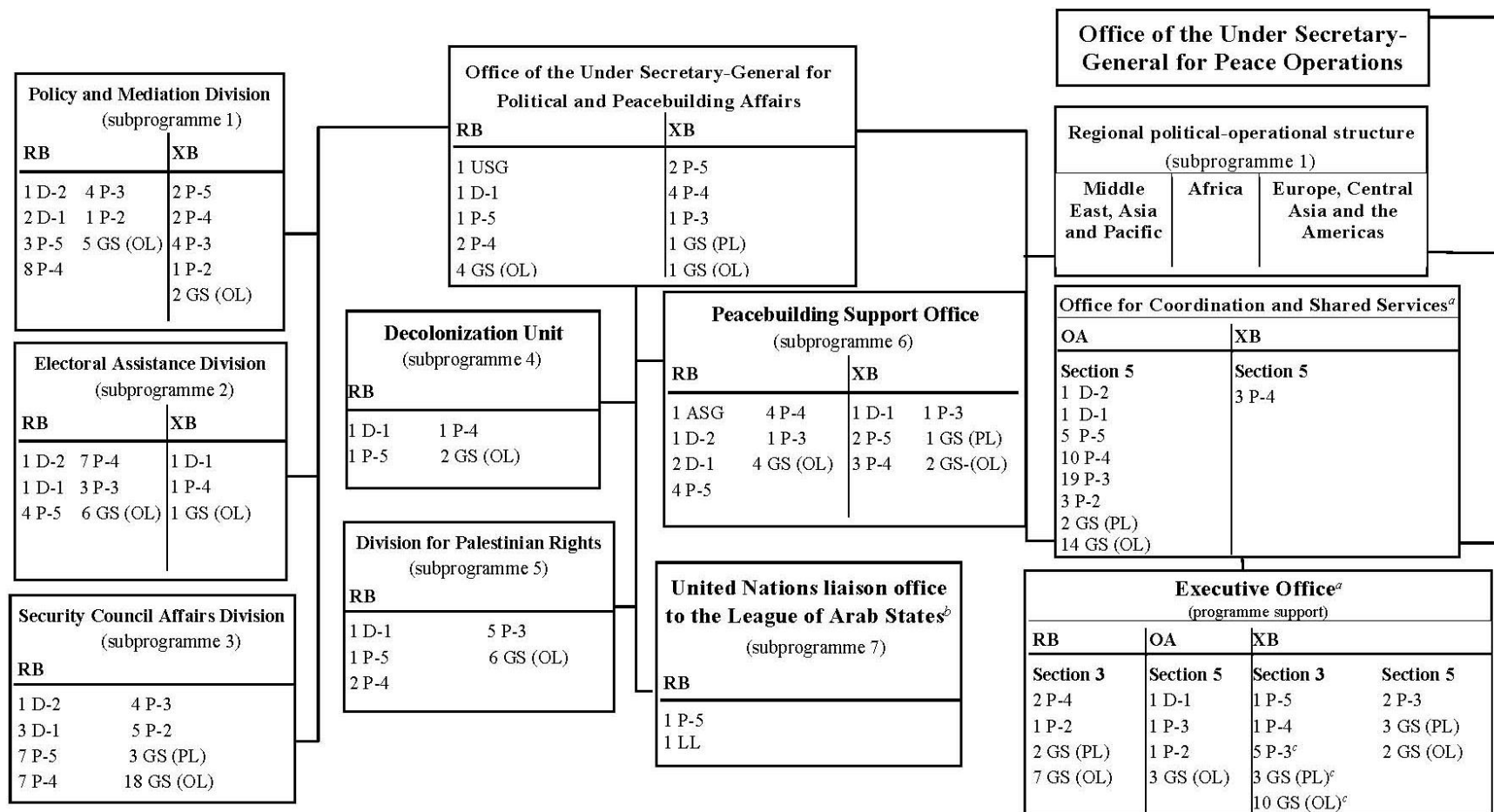
Table 3.81  
**Compliance rate**  
(Percentage)

|  | <i>Actual 2019</i> | <i>Actual 2020</i> | <i>Planned 2021</i> | <i>Planned 2022</i> |
|--|--------------------|--------------------|---------------------|---------------------|
| Timely submission of documentation                                       | 100                | 100                | 100                 | 100                 |
| Air tickets purchased at least 2 weeks before the commencement of travel | 16                 | 29                 | 100                 | 100                 |

## Annex I

## Organizational structure and post distribution for 2022

## A. Department of Political and Peacebuilding Affairs

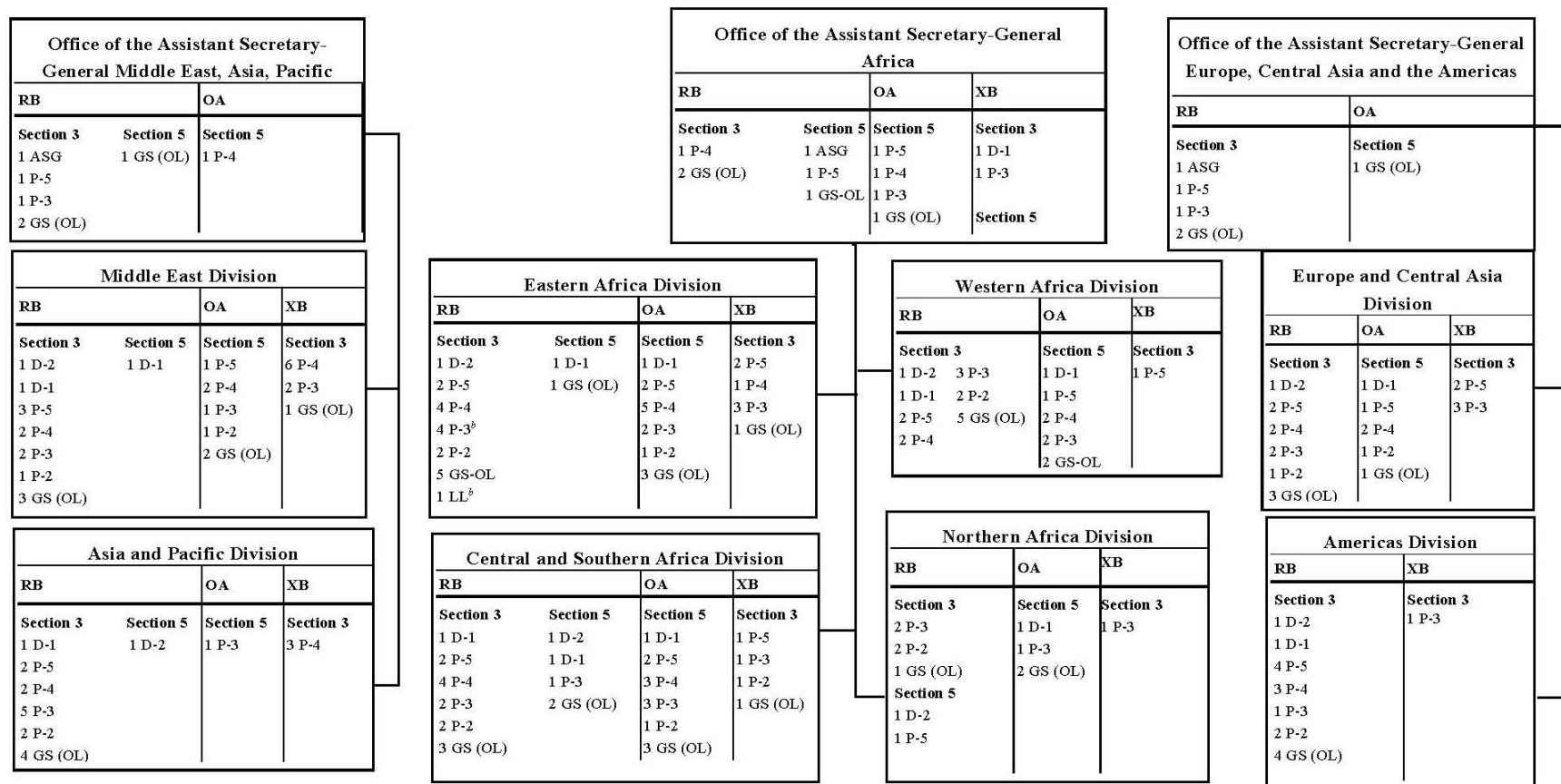


<sup>a</sup> Pursuant to General Assembly resolution 72/262 C in which the Assembly stressed that the actions to restructure the United Nations peace and security pillar should be implemented with full respect for the relevant mandates, decisions and resolutions of the Assembly and the Security Council, without changing established mandates, functions or funding sources of the peace and security pillar, information on post resources under section 5 are provided for information purposes.

<sup>b</sup> The liaison office is located in Cairo and reports to the Under-Secretary-General for Political and Peacebuilding Affairs through the Director of the Middle East Division.

<sup>c</sup> Through its extrabudgetary resources, the Office of Counter-Terrorism funds 2 P-3, 1 GS (PL) and 2 GS (OL) posts, which are located in the joint Executive Office of Department of Political and Peacebuilding Affairs and the Department of Peace Operations to support the Office of Counter-Terrorism.

## B. Regional political-operational structure<sup>a</sup>

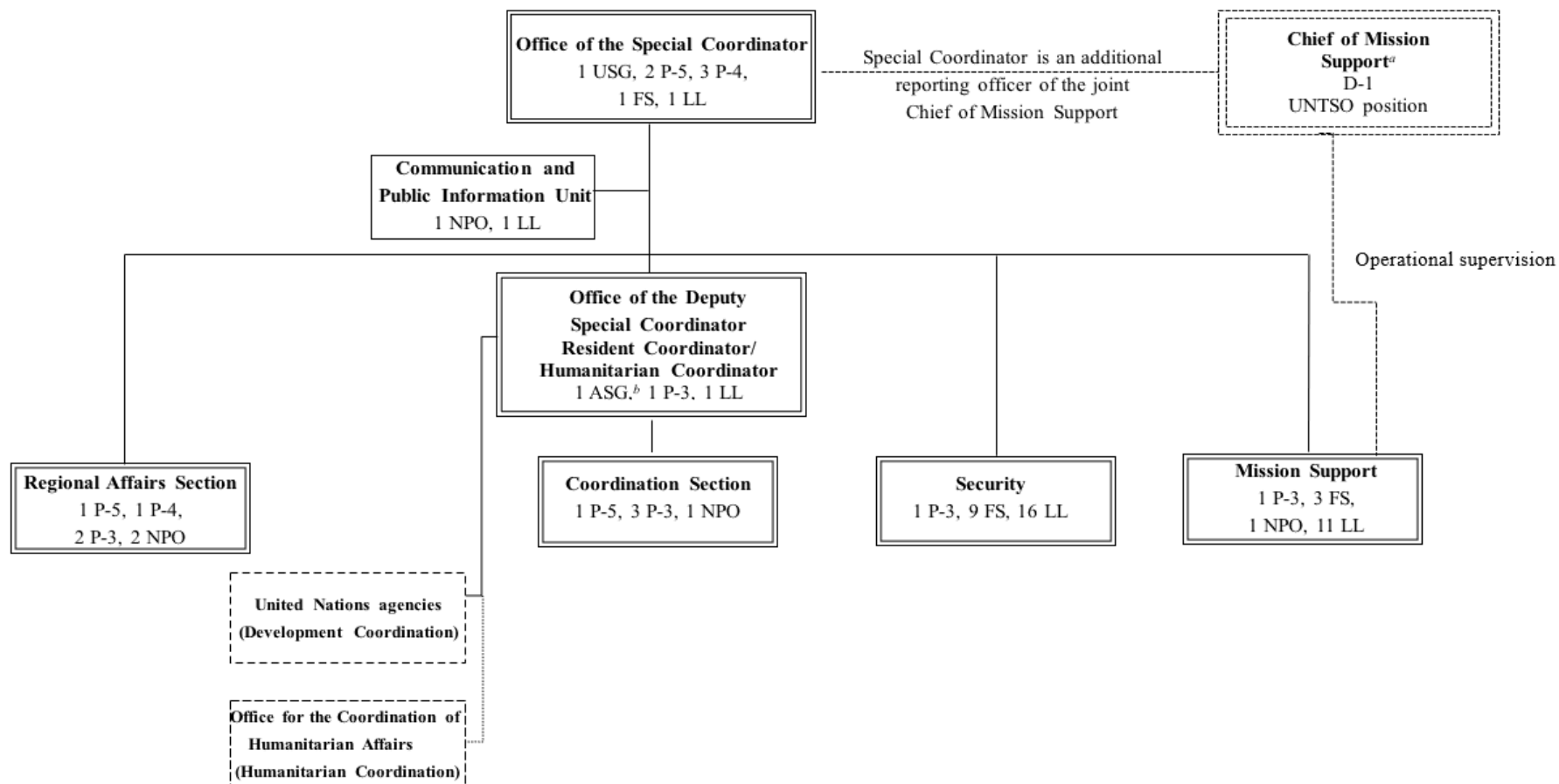


<sup>a</sup> Information on post resources under section 5 is provided for information purposes, pursuant to General Assembly resolution 72/262 C, in which the Assembly stressed that the actions to restructure the United Nations peace and security pillar should be implemented with full respect for the relevant mandates, decisions and resolutions of the Assembly and the Security Council, without changing established mandates, functions or funding sources of the peace and security pillar.

<sup>b</sup> Eastern Africa Division: 1 P-3 post and 1 LL post are based in Nairobi.



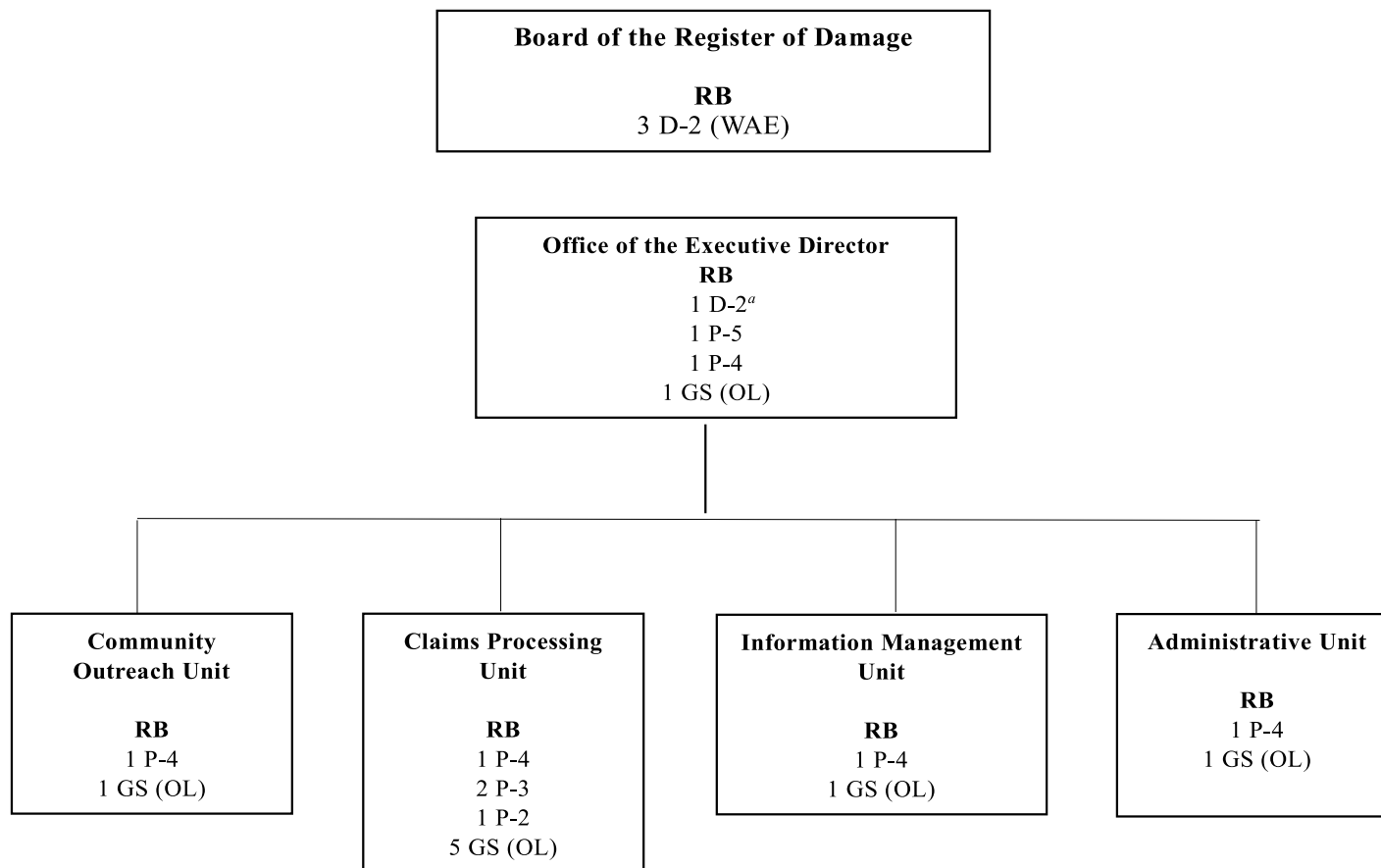
### C. Office of the United Nations Special Coordinator for the Middle East Peace Process



<sup>a</sup> The joint United Nations Truce Supervision Organization (UNTSO) and Office of the Special Coordinator Chief of Mission Support position is budgeted under the structure of UNTSO.

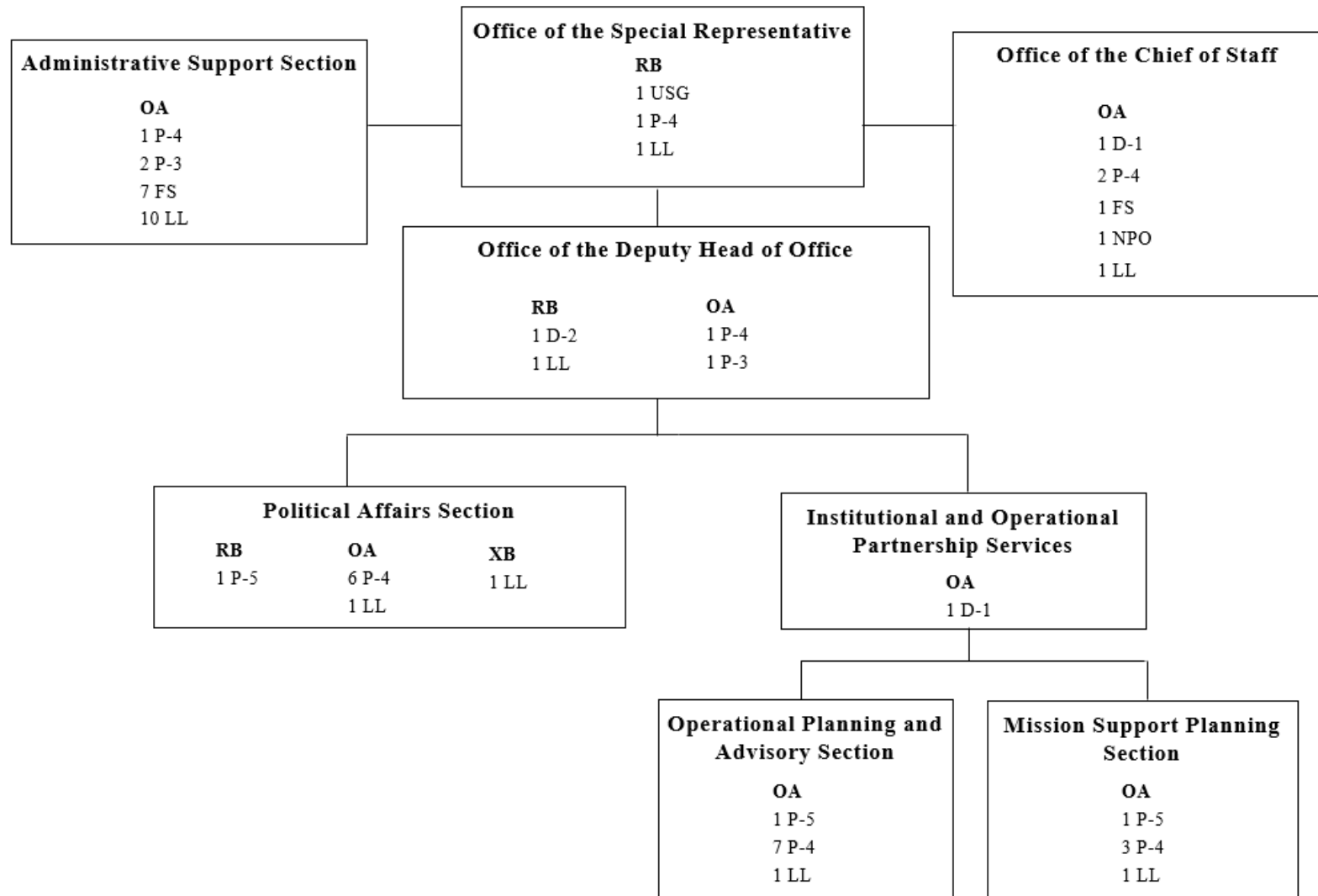
<sup>b</sup> Post is cost-shared at 50 per cent between the Office of the Special Coordinator and the Development Coordination Office.

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

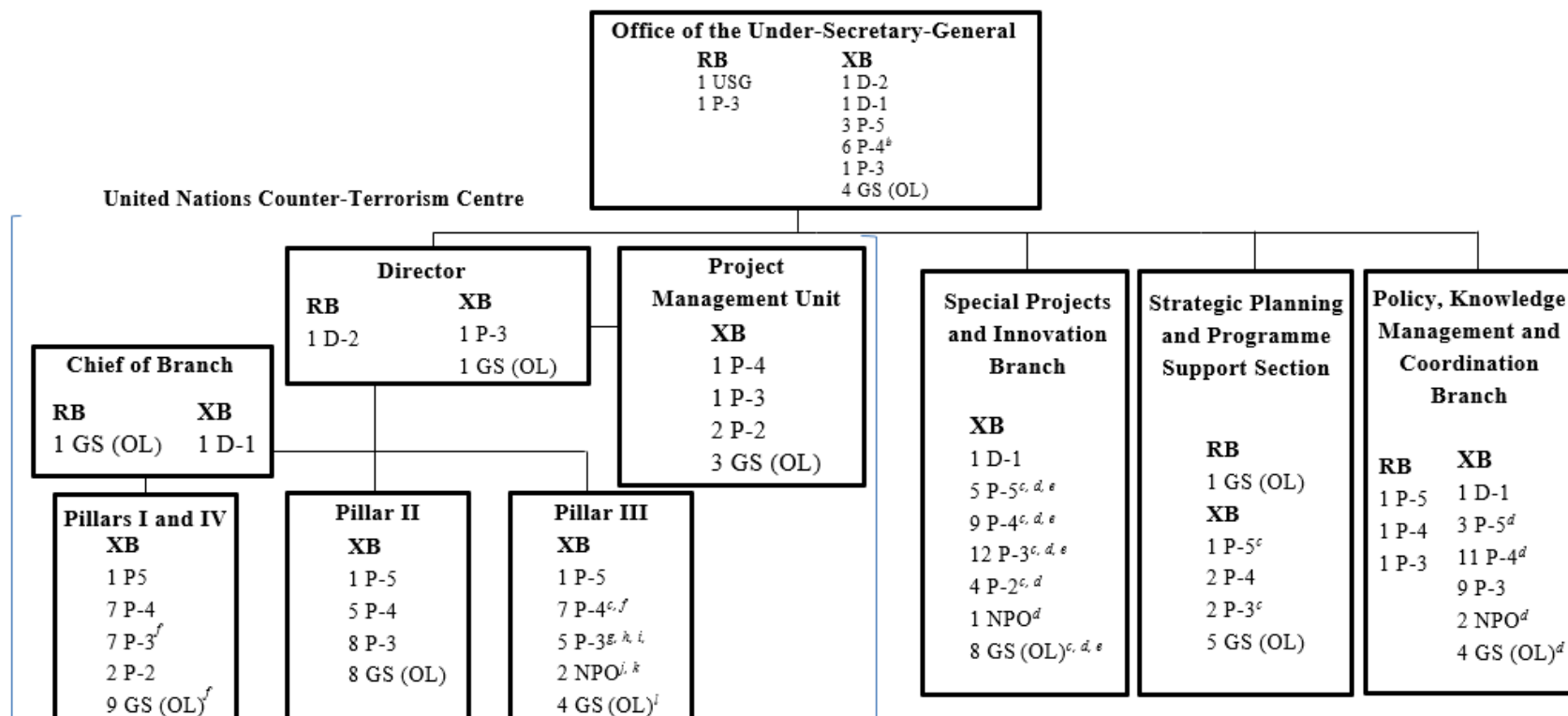


<sup>a</sup> The Executive Director of the Office of the Register of Damage acts as ex officio member of the Board.

## E. United Nations Office to the African Union



## F. Office of Counter-Terrorism<sup>a</sup>



*Abbreviations:* ASG, Assistant Secretary-General; FS, Field Service; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; NPO, National Professional Officer; OA, other assessed; OL, RB, regular budget; USG, Under-Secretary-General; WAE, when actually employed; XB, extrabudgetary.

<sup>a</sup> New York: 2 P-3, 1 GS (PL) and 2 GS (OL), funded from extrabudgetary resources of the Office of Counter-Terrorism, are located in the joint Executive Office of the Department of Political and Peacebuilding Affairs and the Department of Peace Operations to support the Office of Counter-Terrorism.

<sup>b</sup> Brussels: 1 P-4 (Office of the Under-Secretary General).

<sup>c</sup> Budapest: 1 P-5, 1 P-4, 4 P-3, 1 P-2 and 2 GS (OL) (Special Projects and Innovation Branch) and 1 P-5 and 1 P-3 (Strategic Planning and Programme Support Section).

<sup>d</sup> Doha: 1 P-5, 2 P-4, 2 NPO and 1 GS (OL) (Policy, Knowledge Management and Coordination Branch) and 1 P-5, 2 P-4, 1 P-3, 1 P-2, 1 NPO and 1 GS (OL) (Special Projects and Innovation Branch).

<sup>e</sup> Rabat: 1 P-5, 1 P-4, 2 P-3 and 1 GS (OL) (Special Projects and Innovation Branch).

<sup>f</sup> Nairobi: 1 P-4 (pillar III) and 1 P-3 and 1 GS (OL) (pillars I and IV).

<sup>g</sup> Ashgabat: 1 P-3 (pillar III).

<sup>h</sup> Bishkek: 1 P-3 (pillar III).

<sup>i</sup> Ouagadougou: 1 P-3 (pillar III).

<sup>j</sup> Jakarta: 1 NPO (pillar III).

<sup>k</sup> Manila: 1 NPO (pillar III).

<sup>l</sup> Bangkok: 1 P-4 and 1 GS (OL) (pillar III).

## Annex II

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

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

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*Brief description of the recommendation**Action taken to implement the recommendation*

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##### Office of Internal Oversight Services Report No. 2020/006

1. The United Nations Register of Damage should strengthen follow up actions on claims with pending information, including setting appropriate deadlines for following up on the additional information and clarifications required.

Implementation of this recommendation is in progress. The Register has substantially reduced the number of claims with pending information. Owing to the coronavirus disease (COVID-19) and the ensuing lockdowns and restrictions in the Occupied Palestinian Territory, full implementation and closure of the recommendation has been delayed. It is expected to be fully implemented by 31 July 2021.

2. The United Nations Register of Damage should establish a mechanism to regularly monitor the completion of mandatory training by its staff and ensure that all the mandatory training is completed without further delay.

This recommendation has been fully implemented and was closed by the Office.

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## Annex III

## Overview of financial and post resources by entity and funding source

(Thousands of United States dollars/number of posts)

|  | Regular budget        |   |              | Other assessed   |                  |              | Extrabudgetary   |                  |                   | Total            |                  |                  |
|--|-----------------------|---|--------------|------------------|------------------|--------------|------------------|------------------|-------------------|------------------|------------------|------------------|
|  | 2021<br>appropriation | 2022<br>estimate<br>(before<br>recosting) | Variance     | 2021<br>estimate | 2022<br>estimate | Variance     | 2021<br>estimate | 2022<br>estimate | Variance          | 2021<br>estimate | 2022<br>estimate | Variance         |
| <b>Financial resources</b>   |                       |   |              |                  |                  |              |                  |                  |                   |                  |                  |                  |
| Department of Political and Peacebuilding Affairs  | 46 684.9              | 46 794.1                                  | 109.2        | —                | —                | —            | 36 333.1         | 36 333.1         | —                 | 83 018.0         | 83 127.2         | 109.2            |
| Special political missions   | 730 359.8             | 730 666.3                                 | 306.5        | —                | —                | —            | 21 075.1         | 11 241.4         | (9 833.7)         | 751 434.9        | 741 907.7        | (9 527.2)        |
| Office of the United Nations Special Coordinator<br>for the Middle East Peace Process                                | 9 923.5               | 10 018.5                                  | 95.0         | —                | —                | —            | —                | —                | —                 | 9 923.5          | 10 018.5         | 95.0             |
| United Nations Register of Damage Caused by the<br>Construction of the Wall in the Occupied<br>Palestinian Territory | 3 183.0               | 3 183.0                                   | —            | —                | —                | —            | 200.0            | 200.0            | —                 | 3 383.0          | 3 383.0          | —                |
| United Nations Office to the African Union   | 1 046.0               | 1 046.0                                   | —            | 8 458.7          | 8 677.4          | 218.7        | 652.1            | 454.9            | (197.2)           | 10 156.8         | 10 178.3         | 21.5             |
| Office of Counter-Terrorism  | 1 590.5               | 1 590.5                                   | —            | —                | —                | —            | 51 024.7         | 51 024.7         | —                 | 52 615.2         | 52 615.2         | —                |
| <b>Total</b>   | <b>792 787.7</b>      | <b>793 298.4</b>                          | <b>510.7</b> | <b>8 458.7</b>   | <b>8 677.4</b>   | <b>218.7</b> | <b>109 285.0</b> | <b>99 254.1</b>  | <b>(10 030.9)</b> | <b>910 531.4</b> | <b>901 229.9</b> | <b>(9 301.5)</b> |
| <b>Post resources</b>  |                       |   |              |                  |                  |              |                  |                  |                   |                  |                  |                  |
| Department of Political and Peacebuilding Affairs  | 277                   | 277                                       | —            | —                | —                | —            | 81               | 81               | —                 | 358              | 353              | —                |
| Special political missions   | —                     | —   | —            | —                | —                | —            | —                | —                | —                 | —                | —                | —                |
| Office of the United Nations Special Coordinator<br>for the Middle East Peace Process                                | 66                    | 66  | —            | —                | —                | —            | —                | —                | —                 | 66               | 66               | —                |
| United Nations Register of Damage Caused by the<br>Construction of the Wall in the Occupied<br>Palestinian Territory | 19                    | 19  | —            | —                | —                | —            | —                | —                | —                 | 19               | 19               | —                |
| United Nations Office to the African Union   | 6                     | 6   | —            | 50               | 50               | —            | 3                | 1                | (2)               | 59               | 56               | (2)              |
| Office of Counter-Terrorism  | 8                     | 8   | —            | —                | —                | —            | 173              | 173              | —                 | 181              | 181              | —                |
| <b>Total</b>   | <b>376</b>            | <b>376</b>                                | <b>—</b>     | <b>50</b>        | <b>50</b>        | <b>—</b>     | <b>257</b>       | <b>255</b>       | <b>(2)</b>        | <b>683</b>       | <b>681</b>       | <b>(2)</b>       |