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Proposed programme budget for 2022

Programme planning

Proposed programme budget for 2022

Part IV

International cooperation for development

Section 9

Economic and social affairs

Programme 7

Economic and social 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.



Foreword

Going into 2022, I am committed to continuing the work of the Department of Economic and Social Affairs to make a meaningful impact on the lives of the people whom we serve. The Department continues to push forward action to support Member States in their efforts to implement the 2030 Agenda for Sustainable Development and achieve the Sustainable Development Goals. As this programme plan and budget proposal is put before Member States, the world faces compounded crises. Just as local, national, regional and global leaders were gearing up for accelerated action to deliver the Goals, the world's attention was seized by a deadly coronavirus as it rapidly spread across the globe. The coronavirus disease (COVID-19) pandemic has inflicted a staggering toll on our communities, tearing open the same social and economic fissures that the Goals are designed to fill. It has further offset critical efforts to achieve the Goals, undoing the achievements already made in many areas.

For the global community, the recovery phase from the pandemic will continue well into 2022 and beyond. Given the broad social and economic impacts of the pandemic, the Department will continue to guide the narrative, using timely, principled and authoritative data and information to highlight solutions and solidarity, and offer sound avenues for response and recovery so that no one is left behind. The Department will continue to set the tone of the global conversation on social and economic issues through its convening authority and thought leadership, policy advice and capacity development.

The work of the Department continues to be guided by the 10 critical action areas to which Member States committed themselves in the political declaration at the high-level political forum on sustainable development in September 2019, "Gearing up for a decade of action and delivery for sustainable development", focusing on the entry points most effective for accelerating integrated and cross-sectoral progress. Even as COVID-19 shook the world at its core, further stalling progress in some areas of development and reversing gains in others, the Department has remained steadfast, providing thought leadership and the hard-hitting analysis, data, projections, policy guidance and capacity-building that Member States need to respond today with tomorrow in mind, and fulfil the promise of the decade of action and delivery for sustainable development.

This 2022 programme plan and budget proposal reflects the mandates entrusted to the Department, outlining the Department's strategies and action to deliver its vital support to Member States.

Leading the Department's plans for 2022 are priorities to: strengthen the availability of critical social, demographic and economic data and analysis for guiding transformative policy in the context of COVID-19 recovery, to create more resilient and inclusive societies and accelerate achievement of the Sustainable Development Goals; continue to increase attention in development dialogue and policy development to the reality and impact of global population ageing and the need to effectively integrate the voices and concerns of older persons in development; strengthen synergy and an integrated and common agenda for action on climate change, biodiversity, forests, water and energy to address the planetary crises; increase the visibility of the Department's work on migration data and the contribution of this work to other work streams of the United Nations, including human rights and peace and security; support the transformation of business, finance and tax policy and administration in order to achieve the Goals, reduce risk, build resilience and strengthen country capacities to mobilize and effectively manage different forms of financing for sustainable development; provide critical space for engagement and dialogue among stakeholders for revitalizing and strengthening multilateralism to address current and future global challenges; enhance national implementation of internationally agreed objectives through its structured substantive and strategic support for the resident coordinator system and United Nations country teams; strengthen integrated analysis on the role and impact of digital technologies on the implementation of the 2030 Agenda and achievement of the Goals; and continue to strengthen support for deliberations and outcomes of intergovernmental bodies that address challenges to global sustainable development in a holistic, people-centred and planet-friendly manner.

We will continue to fulfil Department's commitment and contribution to supporting and strengthening multilateralism, and to advancing inclusive and people-centred sustainable development.

(Signed) **LIU Zhenmin**
Under-Secretary-General for Economic and Social Affairs

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

Overall orientation

Mandates and background

- 9.1 The Department of Economic and Social Affairs supports the development pillar of the United Nations Secretariat, including by ensuring international cooperation in the pursuit of sustainable development for all. The Department's responsibilities include: (a) providing substantive support to the bodies established under the Charter of the United Nations that deal with development issues, namely, the General Assembly, the Economic and Social Council and its related functional commissions, and expert bodies; (b) monitoring and analysing development trends, prospects and policy issues globally; and (c) providing assistance in translating policy frameworks developed in United Nations conferences and summits into programmes at the country level and supporting Member States in building national capacities for implementation, with specific focus on supporting the implementation of the 2030 Agenda for Sustainable Development and the achievement of the Sustainable Development Goals through, among others, the regular programme of technical cooperation and United Nations Development Account projects. The mandate derives from the proposals put forward in the 1997 report of the Secretary-General entitled "Renewing the United Nations: a programme for reform" (A/51/950). In implementing the proposals, the General Assembly, in its resolution 52/220, noted the creation of the new Department of Economic and Social Affairs.
- 9.2 The Department forms the backbone of the normative and analytical support provided by the Secretariat to intergovernmental bodies and the processes that address the economic, social and environmental dimensions of sustainable development, including spearheading numerous initiatives to advance economic and social development issues.

Strategy and external factors for 2022

- 9.3 Concern was expressed at the 2019 high-level political forum on sustainable development, convened under the auspices of the General Assembly, about the slow progress made in achieving the Sustainable Development Goals in many areas, and pledges were made at the forum to make the coming decade one of action and delivery in order to realize the Goals by 2030. With this faltering pace of progress towards achieving the Goals by 2030, a coherent and integrated approach to the work of the United Nations to support Member States in the urgent need to accelerate action on all levels and by all stakeholders, to fulfil the vision and Goals of the 2030 Agenda, remains paramount. However, the coronavirus disease (COVID-19) pandemic has further offset efforts to achieve the Goals, undoing achievements already made in many areas.
- 9.4 The COVID-19 pandemic has been devastating health systems globally and threatening already achieved health outcomes. It is pushing tens of millions of people back into extreme poverty and hunger and has kept hundreds of millions of students out of schools for prolonged periods. The livelihoods of people everywhere have been severely affected by COVID-19, with economic slowdown fuelling unemployment and underemployment, and it has caused disruptions in global value chains and the supply of products and services. Women and girls are bearing the brunt of the impact, often shouldering the increase in care work, and are facing alarming levels of violence. The pandemic is disproportionately affecting the world's poorest and most vulnerable people, which too often includes children, older persons, persons with disabilities, indigenous peoples and ethnic minorities, migrants and refugees, and informal sector workers. The most vulnerable countries, including least developed and land-locked developing countries, small island developing States and countries in fragile situations, have been particularly challenged.

- 9.5 While COVID-19 has brought new context and urgency to the work of the Department, the underlying impetus of its thought leadership, capacity development and normative support to Member States has remained constant, with the Department adapting quickly to the working constraints imposed as a result of the COVID-19 pandemic. The Department took important steps to assist Member States in their efforts to respond to the pandemic, while continuing to fulfil its commitment and contribution to supporting and strengthening multilateral action to achieve the Sustainable Development Goals. The Department's strategy remains aimed at providing support to Member States in building consensus in the areas of sustainable development and putting its array of tools, expertise and capabilities at the service of Member States.
- 9.6 The Department's support to Member States through major global conferences and summits and regular meetings in the economic, social and environmental fields continues. Furthermore, as a global thought leader, the Department will continue to forecast economic, social and population trends and generate, analyse and compile a wide range of data and statistics to inform and advise Member States and other stakeholders as they take stock of trends and policy options to address common problems. The Department will also continue to assist in translating policy frameworks developed in United Nations conferences and summits into programmes at the country level and, through technical assistance, continue to support Member States in building national capacities.
- 9.7 With attention given to least developed and land-locked developing countries, small island developing States, and Africa, the Department will continue to identify emerging trends and effective policy options for eradicating poverty, address inequalities and promote the rights of vulnerable social groups, strengthen social protection, and provide opportunities for all. It will also continue with its capacity-building activities to support those countries in special situations, including in the areas of transformational leadership and equipping public servants with the capacities to achieve the Sustainable Development Goals.
- 9.8 In 2022, the Department plans to focus on the following:
- (a) Strengthening the availability of critical social, demographic and economic data and analysis for guiding transformative policy in the context of COVID-19 recovery and building back better, to create more resilient and inclusive societies and accelerate achievement of the Sustainable Development Goals;
 - (b) Continuing to increase attention in development dialogue and policy development to the reality and impact of global population ageing and the need to effectively integrate the voice and concerns of older persons in development;
 - (c) Increasing the visibility of the Department's work on migration data and the contribution of this work to other work streams of the United Nations, including human rights and peace and security;
 - (d) Supporting the transformation of business, finance and tax policy and administration in order to achieve the Sustainable Development Goals, reduce risk and build resilience, and strengthen country capacities to mobilize and effectively manage different forms of financing for sustainable development;
 - (e) Providing critical space for engagement and dialogue among stakeholders for revitalizing, reshaping and strengthening multilateralism to address current and future global challenges;
 - (f) Enhancing national implementation of internationally agreed objectives through its structured strategic and substantive support for the resident coordinator system and United Nations country teams;
 - (g) Strengthening integrated analysis on the role and impact of digital technologies on the implementation of the 2030 Agenda and achievement of the Sustainable Development Goals;
 - (h) Continued strengthening of support for deliberations and outcomes of intergovernmental bodies that address challenges to global sustainable development in a holistic, people-centred and planet-friendly manner;

- (i) Strengthening synergy and an integrated and common agenda for action on climate change, biodiversity, forests, water and energy to address the planetary crises.
- 9.9 For 2022, the Department's planned deliverables and activities reflect known and anticipated challenges related to COVID-19 that are being faced by Member States. Such planned deliverables and activities include the Department's normative work, analytical products and capacity-building to support Member States on strengthened synergy and an integrated and common agenda for action on climate change, biodiversity, forests, water and energy to address the planetary crises and issues related to COVID-19. Specific examples of such planned deliverables and activities are provided under all nine subprogrammes of the Department. The support provided to Member States on issues related to COVID-19 is expected to contribute to planned results for 2022, as described under all nine subprogrammes of the Department.
- 9.10 With regard to cooperation with other entities at the global, regional, national and local levels, the Under-Secretary-General for Economic and Social Affairs serves as convenor of the expanded Executive Committee on Economic and Social Affairs Plus. In addition, the Department, through this Committee, works with United Nations entities to ensure that their intergovernmental bodies contribute to the work of the high-level political forum on sustainable development and enhance common approaches and synergies to support Member States in the implementation of the 2030 Agenda.
- 9.11 With regard to inter-agency coordination and liaison, the Department supports the General Assembly and the Economic and Social Council in the quadrennial comprehensive policy review of operational activities for development of the United Nations system, which helps to advance multilateral guidance for sustainable development, ranging from policy to normative mandates that are at the heart of the 2030 Agenda. The Department works closely with United Nations system entities and the United Nations Sustainable Development Group in carrying out this work. In addition, to maximize the impact of the repositioning of the United Nations development system and its ultimate objective of strengthening results on the ground, the Department established an internal coordination capacity to support the resident coordinator system and the new generation of United Nations country teams, facilitating more structured engagement between the Department and resident coordinators, through the Development Cooperation Office. This structured engagement also strengthens the Department's delivery of its capacity-building activities, assisting Member States in translating at the national level achievement of internationally agreed objectives, including for least developed and landlocked developing countries, small island developing States and countries in Africa.
- 9.12 Furthermore, the Department works closely with different agencies and stakeholders to step up its capacities for policy analysis and knowledge production. The Department continues to chair or co-chair the United Nations system inter-agency mechanisms on disability, indigenous peoples and young people, playing an integral role in ensuring coherence across these topic areas. Moreover, a United Nations economists network, led by the Assistant Secretary-General for Economic Development and Chief Economist, was established as part of the ongoing effort to strengthen the United Nations thought leadership in order to respond to the demands of the 2030 Agenda. The network acts to advance United Nations thinking and policy research on key current and emerging economic, financial and social development issues, specifically in the context of the implementation of the 2030 Agenda. The network is composed primarily of economists from the United Nations system working in the fields of development economics, macroeconomics, public and private finance, trade, the labour market, climate change and the environment, and financial and social sector policies. The designated economists in each regional commission also participate in this network. The network contributes to the guidance and policy advice on economic and social matters provided to United Nations country teams and to Member States at the global, regional and country levels.
- 9.13 The Department continues to contribute to building multi-stakeholder partnerships and capacity development in thematic areas such as natural resources, water, energy, climate, ocean, transport, and science and technology, as well as special concerns of small island developing States. The Department will also continue its important role in the Collaborative Partnership on Forests to

enhance collaboration and coordination on the sustainable management of all types of forests, and the full realization of the potential of forests to address global challenges.

- 9.14 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:
- (a) Continued cooperation with policymakers and relevant national, regional and international stakeholders and entities in the consideration of sustainable development issues in the General Assembly, the Economic and Social Council and the high-level political forum on sustainable development, as well as other intergovernmental processes serviced by the programme;
 - (b) Continued availability of up-to-date and accurate information, data and trends for the Department's analytical products;
 - (c) Governments and other stakeholders continue to collaborate with the Department in undertaking the proposed programme activities with the necessary capacity and resources.
- 9.15 With regard to the COVID-19 pandemic, the proposed 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.
- 9.16 The Department integrates a gender perspective in its normative and analytical work including in its support for intergovernmental bodies, operational activities, deliverables and results, as appropriate. As part of the Department's continuing effort to support the commitment of the Secretary-General to addressing gender issues, including gender equality, mainstreaming and parity, the Department, in 2019, established a network of gender focal points. Members of the network are assigned to act as resource persons on gender equality and mainstreaming and to ensure an effective gender dimension in the Department's programmatic and substantive operations, including through outreach activities and the sharing of experience and analytical and substantive knowledge across the Department. The overall work of the Department's network of gender focal points is overseen by the Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs. The Department's subprogrammes will continue to give due regard to gender equality and the empowerment of women in the implementation of their programme of work for 2022.
- 9.17 With regard to disability inclusion, the Department continues to engage in various joint projects and coordination groups that involve other entities of the United Nations system, including collaboration on the implementation of the United Nations Disabilities Inclusion Strategy, with a view to further advancing disability inclusion. The implementation of the Department's policy and plan of action for disability inclusion will continue in 2022.

Programme performance in 2020

Impact of COVID-19 on programme delivery

- 9.18 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Department. The impact included analytical work, intergovernmental and normative events and capacity-building activities for which the Department changed the approach from in-person to virtual, and/or were postponed (beyond 2020), and/or were cancelled as a result of COVID-19. Specific examples of the impact are provided under all nine subprogrammes of the Department. The change in approach, postponement and/or cancellation of planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance under all nine subprogrammes.
- 9.19 At the same time, however, some planned deliverables and activities were modified and some new activities were identified during 2020, 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 and new activities included providing analysis, data, projections, policy guidance and capacity-building to support Member States' responses to COVID-19, including fulfilling the promise of the decade of action and delivery for sustainable development, and convening dedicated virtual meetings to help to address the pandemic. Specific examples of the modified and new activities are provided under all subprogrammes. The modified and new deliverables and activities contributed to results in 2020, as described in the programme performance under all subprogrammes.

- 9.20 Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, the Department will mainstream lessons learned and best practices related to the adjustments and adaptation of its programme owing to the COVID-19 pandemic. Specific examples of best practices and lessons learned include the need to provide scenarios to policymakers on achieving the Sustainable Development Goals in the wake of the pandemic and illustrating pathways to build back better and reinvigoration of the decade of action, as well as the need for customization, expansion, and implementation of capacity development programme offerings to Member States to support COVID-19 response and recovery – building back better.

Legislative mandates

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

General Assembly resolutions

47/190	Report of the United Nations Conference on Environment and Development	60/265	Follow-up to the development outcome of the 2005 World Summit, including the Millennium Development Goals and the other internationally agreed development goals
47/191	Institutional arrangements to follow up the United Nations Conference on Environment and Development		
50/227	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields	62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
51/176	Implementation of the Programme of Action of the International Conference on Population and Development	66/288 69/15	The future we want SIDS Accelerated Modalities of Action (SAMOA) Pathway
51/240	Agenda for Development	69/143	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
52/220	Questions relating to the proposed programme budget for the biennium 1998–1999		
55/2	United Nations Millennium Declaration	69/151	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
55/279	Programme of Action for the Least Developed Countries for the Decade 2001–2010		
57/144	Follow-up to the outcome of the Millennium Summit	69/214	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
57/253	World Summit on Sustainable Development		
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of major United Nations conferences and summits in the economic and social fields	69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
58/220	Economic and technical cooperation among developing countries		
58/269	Strengthening of the United Nations: an agenda for further change	69/321	Revitalization of the work of the General Assembly
59/243	Integration of the economies in transition into the world economy	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
60/1	2005 World Summit Outcome	70/299	Follow-up and review of the 2030 Agenda for Sustainable Development at the global level

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72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system	74/228	Role of the United Nations in promoting development in the context of globalization and interdependence
73/246	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)	74/238	Operational activities for development of the United Nations system
73/248	Operational activities for development of the United Nations system	75/215	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for Sustainable Development of Small Island Developing States
74/4	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly		

Economic and Social Council resolutions

1998/7	Importance of population census activities for evaluation of progress in implementing the Programme of Action of the International Conference on Population and Development	2012/30	Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16
2007/2	The role of the United Nations system in providing full and productive employment and decent work for all	2019/2	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

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

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

Evaluation activities

- 9.22 The following evaluations and self-evaluations completed in 2020 have guided the programme plan for 2022:
- (a) Evaluation by the Office of Internal Oversight Services (OIOS) of the Department as a whole;
 - (b) Self-evaluation commissioned by subprogramme 2 to assess the relevance and effectiveness of its products in responding to stakeholders’ needs and to learn useful lessons to improve future products and activities;
 - (c) Self-evaluation by subprogramme 6 of forecast accuracy and the *World Economic Situation and Prospects* (2018–2020);

- (d) Self-evaluation by subprogramme 6 on the effectiveness of ePing as a tool to facilitate easy access to information regarding changes in product requirements in foreign markets among key stakeholders;
 - (e) Capacity-building evaluations.
- 9.23 The findings of the evaluations and self-evaluations referenced above have been taken into account for the proposed programme plan for 2022. For example, the findings of the OIOS evaluation of the Department underscored that, among its key strengths, the Department: (a) demonstrated its unique added value as the global convenor on development issues, including the Sustainable Development Goals, supporting a large number of multifaceted mandates; (b) effectively supported the progress made by Member States towards implementation of the 2030 Agenda through its facilitation of intergovernmental decisions; (c) improved efforts to achieve an integrated work programme to effectively support the 2030 Agenda; (d) improved collaboration across its subprogrammes and with United Nations system entities; and (e) advanced actions and took steps to implement departmental reform in support of the 2030 Agenda. There were also challenges identified by OIOS, which are opportunities to further strengthen the delivery of the Department's mandated programme of work. For example, the Department, across all its subprogrammes, will build on strengthening the alignment of existing strategic planning processes, taking into consideration shared subprogramme priorities, activities, deliverables and outcomes, including joint activities with regional economic commissions and other United Nations entities. These proposed actions will remain closely in line with the Department's mandates, including the needs and priorities of intergovernmental processes, and Secretariat-wide rules and regulations. Furthermore, the findings of the self-evaluation conducted by subprogramme 2 revealed that the subprogramme had provided a timely and adequate response to the COVID-19 pandemic that aligned with its overall mandate and objectives, by providing both tailored and non-programmed research and analysis of development issues and emerging challenges related to COVID-19 and its effects. The subprogramme's publications were relevant to the changing circumstances and appropriate to better achieve the Department's objectives. For subprogramme 6, one of its self-evaluations concluded that the forecast performance in the *World Economic Situation and Prospects* for 2018 and 2019 had been relatively accurate and comparable. This demonstrates the strength of the model and the subprogramme's forecasting approach. Given that the 2020 edition of the publication was published just before the pandemic hit, it could not anticipate the impact. In the 2020 midyear update to *World Economic Situation and Prospects*, the subprogramme responded to the difficulty in forecasting during extremely uncertain times through a scenario analysis of the potential impact of COVID-19.
- 9.24 The following evaluations and self-evaluations are planned for 2022:
- (a) Self-evaluations on selected areas of programme of work, focusing on normative support and analytical products, as appropriate;
 - (b) Evaluation of capacity-building activities.

Programme of work

Subprogramme 1

Intergovernmental support and coordination for sustainable development

Objective

- 9.25 The objective, to which this subprogramme contributes, is to advance the roles of the General Assembly, the Economic and Social Council and the high-level political forum on sustainable development in the integrated implementation of and follow-up to the 2030 Agenda for Sustainable Development and the outcomes of other United Nations conferences and summits in the economic, social, environmental and related fields.

Strategy

- 9.26 To contribute to the objective, the subprogramme will continue to provide substantive support to the Economic and Social Council to ensure that it is equipped to promote and review the integrated implementation of the 2030 Agenda and related international commitments within the context of the decade of action and delivery for sustainable development. The subprogramme also plans to advance the Council's ability to conduct an evidence-based and analysis-based policy dialogue and formulate recommendations on policy integration in support of the 2030 Agenda; coordinate the work of its subsidiary bodies and United Nations system entities; identify and address new and emerging issues on the basis of science and analysis; and reinforce linkages between its policy discussion and national sustainable development efforts, which will help Member States, including notably countries in special situations, to make progress towards achieving the Sustainable Development Goals.
- 9.27 The subprogramme will continue to ensure adequate preparations and delivery of the work of the high-level political forum on sustainable development. This will include supporting volunteering countries in preparing evidence-based, inclusive and analytical voluntary national reviews of their implementation of the 2030 Agenda and bolstering the work of the high-level political forum to provide political leadership, guidance and recommendations for accelerating progress during the decade of action. In addition, the subprogramme will further support policy discussions and negotiations of the General Assembly, notably its Second Committee (economic and financial issues). It will continue to provide Member States with the evidence and analysis necessary for reviewing and guiding the operational activities of the United Nations development system on the basis of the Assembly's 2020 quadrennial comprehensive policy review of the operational activities for development of the United Nations development system. As part of those activities, the subprogramme will provide support to the resident coordinator system through webinars and other activities to guide the support of United Nations country teams to countries conducting voluntary national reviews, as well as to enable United Nations country teams to provide their coordinated assessment of the implementation of the quadrennial comprehensive policy review. Furthermore, the subprogramme will support the engagement of non-governmental organizations (NGOs) in the work of the Economic and Social Council¹ and the participation of major groups and other stakeholders in the high-level political forum.²
- 9.28 The subprogramme plans to support Member States on COVID-19 related issues by: (a) facilitating policy dialogue and knowledge-sharing on effective response measures to address the impact of the COVID-19 pandemic on lives and livelihoods in a way that accelerates the implementation of the 2030 Agenda; (b) ensuring that Member States benefit from United Nations system expertise and advice on the COVID-19 response; and (c) mobilizing analytical capacities and country-level evidence to provide Member States with a solid basis to formulate comprehensive policy advice and guidance for a sustainable recovery from the pandemic and for addressing emerging challenges related to the crisis, including increases in poverty, inequality and hunger, and the disproportionate impact of COVID-19 on women and vulnerable groups.
- 9.29 The above-mentioned work is expected to result in:

¹ Economic and Social Council resolution 1996/31 provides the legislative mandate and outlines the modalities that govern the consultative relationship with non-governmental organizations and the Council.

² Nine major groups were first identified in Agenda 21 at the United Nations Conference on Environment and Development in Rio de Janeiro, Brazil. Those major groups and some additional stakeholder groups were identified in General Assembly resolution 66/288, entitled "The future we want", as well as in some of the subsequent resolutions of the Assembly, namely, 67/290, 70/1, 70/299 and 72/305. The Assembly, in its resolution 67/290 on the format and organizational aspects of the high-level political forum on sustainable development, stressed the need for the forum to promote transparency and implementation by further enhancing the consultative role and participation of the major groups and other relevant stakeholders at the international level and decided that the forum should be open to the major groups and other relevant stakeholders.

- (a) Enhanced policy and operational guidance by the General Assembly and the Economic and Social Council on the implementation of the 2030 Agenda at the global, regional and country levels;
 - (b) Improved understanding by the high-level political forum on sustainable development of progress towards achieving the Sustainable Development Goals, the policies that have worked, levers and entry points, as well as gaps, challenges and new and emerging issues;
 - (c) Advancing progress at the country level towards realizing the Sustainable Development Goals through strengthened support for countries presenting voluntary national reviews at the high-level political forum on sustainable development;
 - (d) More effective, efficient and coordinated United Nations development system support towards implementing the 2030 Agenda and responding to COVID-19, as well as improved and clearer guidance from Member States to the United Nations development system.
- 9.30 In addition, the above outlined support for the engagement of various stakeholders in the work of the Economic and Social Council and the high-level political forum on sustainable development is expected to result in:
- (a) The voice of young people being heard at United Nations deliberations through the Economic and Social Council Youth Forum;
 - (b) Increased guidance to NGOs on their engagement in the United Nations through the subprogramme's support for the Economic and Social Council Committee on Non-Governmental Organizations;
 - (c) Increased participation of major groups and other stakeholders in the work of the high-level political forum on sustainable development, as mandated in General Assembly resolution [67/290](#).³
- 9.31 The planned support on issues related to COVID-19 is expected to result in:
- (a) Better understanding among Members States, United Nations system organizations and other stakeholders on the effects of COVID-19 on the implementation of the 2030 Agenda, as well as policy options and practical measures for addressing the impact of the COVID-19 pandemic while accelerating Sustainable Development Goal progress within the decade of action and delivery for sustainable development;
 - (b) Greater coordination and coherence in the global response to the crisis.

Programme performance in 2020

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

Broadened engagement in policy dialogue for advancing the Sustainable Development Goals during the COVID-19 pandemic

- 9.33 Since 2016, the high-level political forum on sustainable development has established its role as the central intergovernmental platform for the integrated implementation of and follow-up to the 2030 Agenda. Monitoring progress towards achieving the Sustainable Development Goals, engaging in policy dialogue and supporting country-level action are key functions of the forum, geared towards accelerating the achievement of the Goals at the national level. Over the past five years, the forum

³ The General Assembly, in its resolution [67/290](#) on the format and organizational aspects of the high-level political forum on sustainable development, stressed the need for the forum to promote transparency and implementation by further enhancing the consultative role and participation of the major groups and other relevant stakeholders at the international level and decided that the forum shall be open to the major groups and other relevant stakeholders.

has demonstrated its value to Member States, as evidenced by sustained high levels of participation, including at the ministerial level and the overall high level of engagement by all stakeholders in the deliberations of the forum. The subprogramme is responsible for all aspects of substantive and organizational preparation and holding of the forum, working with other Department subprogrammes. In 2020, the subprogramme rapidly revised the programme of the forum to allow the Bureau to reflect the impact of COVID-19 on the achievement of the Goals in order to make the annual session relevant and impactful for Member States. It also had to make rapid adjustments to support the organization of a virtual annual session of the forum by holding eight days of substantive meetings with remote participation.

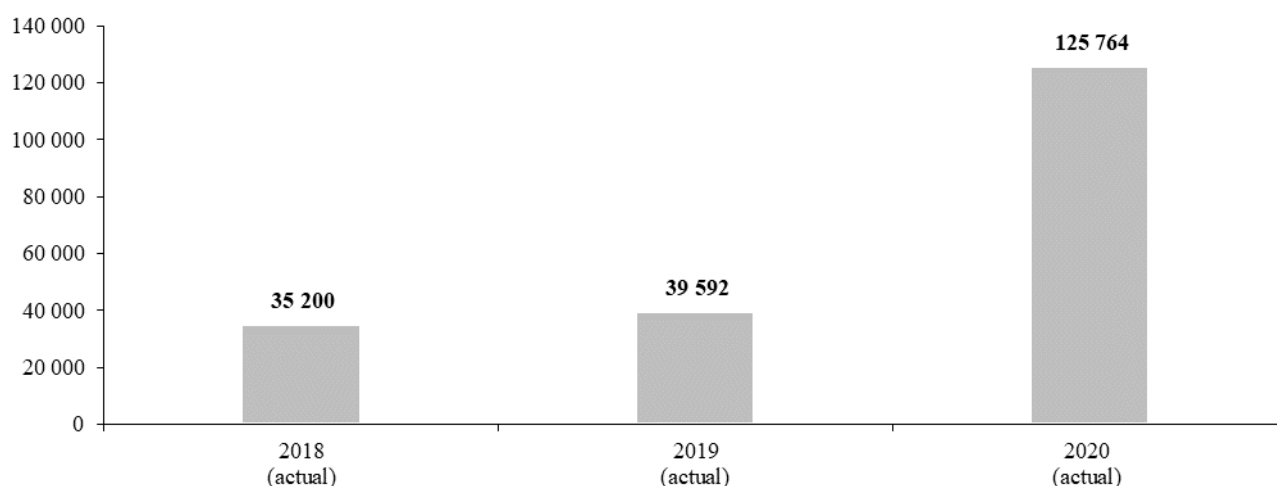
- 9.34 The subprogramme also advised Member States at the high-level political forum on sustainable development on how to systematically integrate the Sustainable Development Goals into the COVID-19 response and on the need for international solidarity and cooperation by sharing expert advice and the expertise of the United Nations system. Furthermore, the subprogramme worked closely with the Department for General Assembly and Conference Management on ensuring that the deliberations at the forum would be made available to a broad audience worldwide, and with the Department of Global Communications to communicate and publicize those opportunities widely. This provided a larger number of Member States and other stakeholders with the opportunity to engage in policy dialogue and knowledge-sharing in response to the COVID-19 pandemic.

Progress towards the attainment of the objective, and performance measure

- 9.35 The above-mentioned work contributed to the objective, as demonstrated by 125,764 participants and viewers, which attests to the high level of participation, including ministerial participation, in the virtual meeting of the high-level political forum on sustainable development. As a result of its virtual format, the forum reached a considerably larger number of viewers worldwide who followed the deliberations online, thus enhancing the forum's role in strengthening global policy dialogue on sustainable development and reviewing progress in the implementation of the 2030 Agenda (see figure 9.I).

Figure 9.I

Performance measure: total number of online participants in and viewers of the high-level political forum on sustainable development, 2018–2020



Impact of COVID-19 on subprogramme delivery

- 9.36 Owing to the impact of COVID-19 during 2020, in-person meetings of the Economic and Social Council and the high-level political forum on sustainable development were suspended and some meetings were conducted virtually. The subprogramme ensured that the Council and the high-level political forum continued to carry out their mandated functions through virtual meetings and remote

deliberations, including the holding of the Council's operational activities segment, the management meeting, the integration segment, the high-level segment and the July 2020 session of the high-level political forum with a full-fledged programme, as well as informal consultations, briefings and workshops. A number of planned activities for which the subprogramme provides substantive and organizational support were affected. The Youth Forum had to be deferred to 2021, the integration segment had to be shortened and the resumed session of the Committee on Non-Governmental Organizations had to be postponed and shortened. The increase in the number of NGOs applying for consultative status with the Council was lower owing most likely to the impact of the COVID-19 pandemic. In addition, the second and third voluntary national review workshops were held virtually. These changes had an impact on the programme performance in 2020, as specified in results 1 and 2 below.

- 9.37 At the same time, however, the subprogramme modified its planned activities to support Member States on issues related to COVID-19, within the overall scope of its objectives, namely, the organization of a virtual briefing by the President of the Economic and Social Council on the COVID-19 response that drew on the expertise of the United Nations system, and substantively supported the special session of the General Assembly in response to the COVID-19 pandemic. It prepared a policy brief on the impact of COVID-19 from the perspective of voluntary national reviews. The subprogramme supported the Council and the high-level political forum on sustainable development in shifting their focus to addressing the impact of COVID-19 on the achievement of the Sustainable Development Goals and to finding policy solutions to respond and recover from the devastating effects of COVID-19 and rebuild better. Those innovative and timely adjustments resulted in heightened global attention given to the work of the Council and the forum, and increased levels of participation in the latter. The operational activities segment also benefited from higher-than-usual participation from government and United Nations system representatives from the field. The modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

Planned results for 2022

- 9.38 The planned results for 2022 include results 1 and 2, which are updates of results presented in 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: voluntary national review process: reaching the Sustainable Development Goals faster⁴

Programme performance in 2020

- 9.39 The subprogramme has continued its work related to the voluntary national review process and supported 47 countries, including countries in special situations (least developed countries, landlocked developing countries and small island developing States) and countries in Africa, in the preparation of their reviews and the presentations of those reviews at the annual session of the high-level political forum on sustainable development. Of the 47 countries, 26 were first-time presenters, 20 were second-time presenters and 1 presented for the third time. The reviews showed the continued strong commitment by Member States to implementing the 2030 Agenda. The subprogramme also supported presenting countries in integrating a COVID-19 response into their review reports in order to draw the attention of the international community to the socioeconomic effects on sustainable development efforts and to allow for peer learning. Thirty-nine countries explicitly mentioned the impact of the COVID-19 pandemic and many devoted a separate section to the pandemic in their reports. The reports confirmed that COVID-19 had undermined or reversed progress in the achievement of the Sustainable Development Goals and disrupted development efforts. The reports also showed that small, vulnerable, highly indebted and tourism-dependent States were among the hardest hit.

⁴ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 9)).

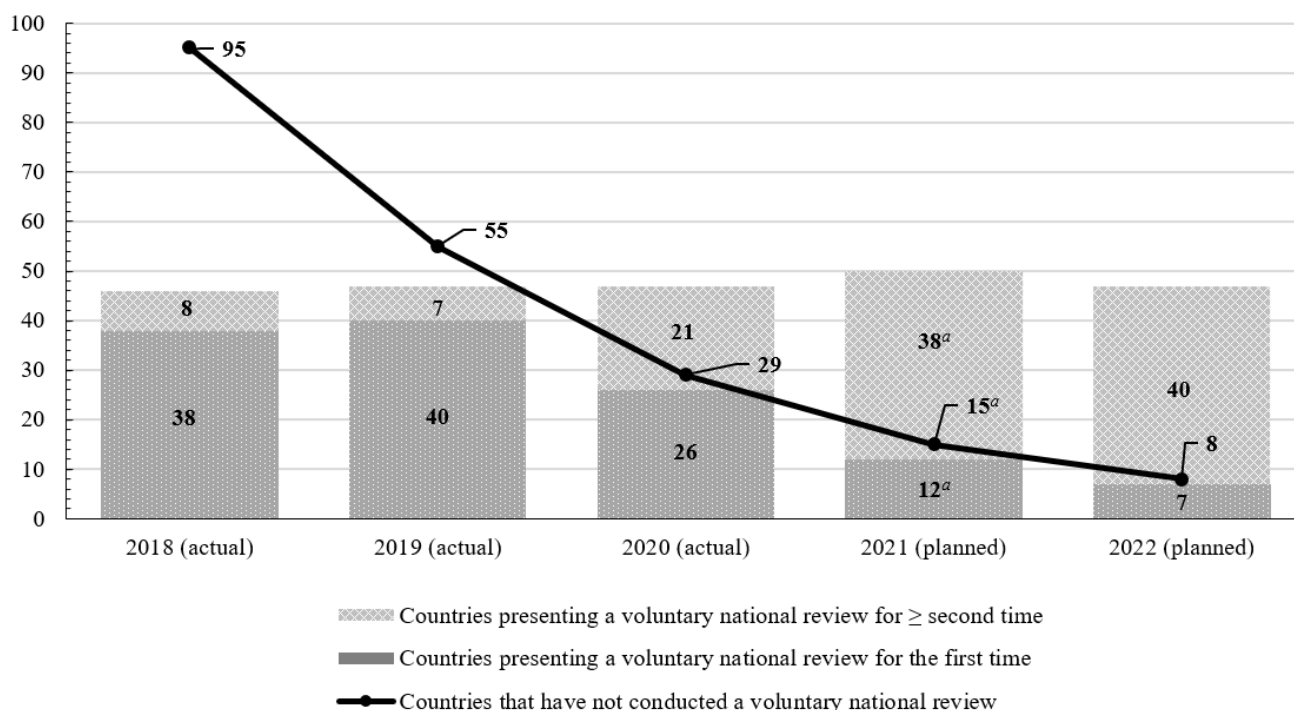
- 9.40 The above-mentioned work contributed to 47 countries presenting voluntary national reviews at the high-level political forum on sustainable development, which did not meet the target of 53 countries presenting voluntary national reviews, reflected in the proposed programme budget for 2020. Six member countries withdrew their applications ahead of the forum, citing that the impact of the COVID-19 pandemic had affected timely preparations and disrupted the consultation processes. The limited duration of the forum session also imposes a limit on the number of voluntary national reviews that can be presented.

Proposed programme plan for 2022

- 9.41 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 support countries, including countries in special situations (least developed countries, landlocked developing countries and small island developing States) and countries in Africa, in the preparation of their voluntary national reviews and the presentation of those reviews at the high-level political forum on sustainable development. The expected progress is presented in the performance measure below (see figure 9.II).

Figure 9.II

Performance measure: total number of voluntary national reviews presented at the high-level political forum



Result 2: strengthened stakeholder engagement in the decade of accelerated action and delivery⁵

Programme performance in 2020

- 9.42 The subprogramme has facilitated the engagement of an increasing number of NGOs in the work of the Economic and Social Council by supporting the process for NGOs to obtain consultative status with the Council, through the Committee on Non-Governmental Organizations, in order to broaden

⁵ As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 9)).

support for the integrated implementation of the 2030 Agenda and the outcomes of other United Nations conferences and summits in the economic, social, environmental and related fields. While the resumed session of the Committee had to be postponed and shortened owing to COVID-19, the number of applications from NGOs to obtain consultative status with the Council continued to increase compared with 2019, albeit at a slower pace. The subprogramme also continued to actively promote the engagement of young people in the work of the Council, even though the annual session of the Youth Forum had to be deferred to 2021 given COVID-19. The subprogramme modified its work and facilitated the transmission, to the high-level political forum on sustainable development, of “Voices of Youth to the 2020 high-level political forum”, a document produced by young people as a call to action on COVID-19 challenges. The subprogramme also facilitated strong engagement of major groups and other stakeholders in the forum, its virtual format notwithstanding.

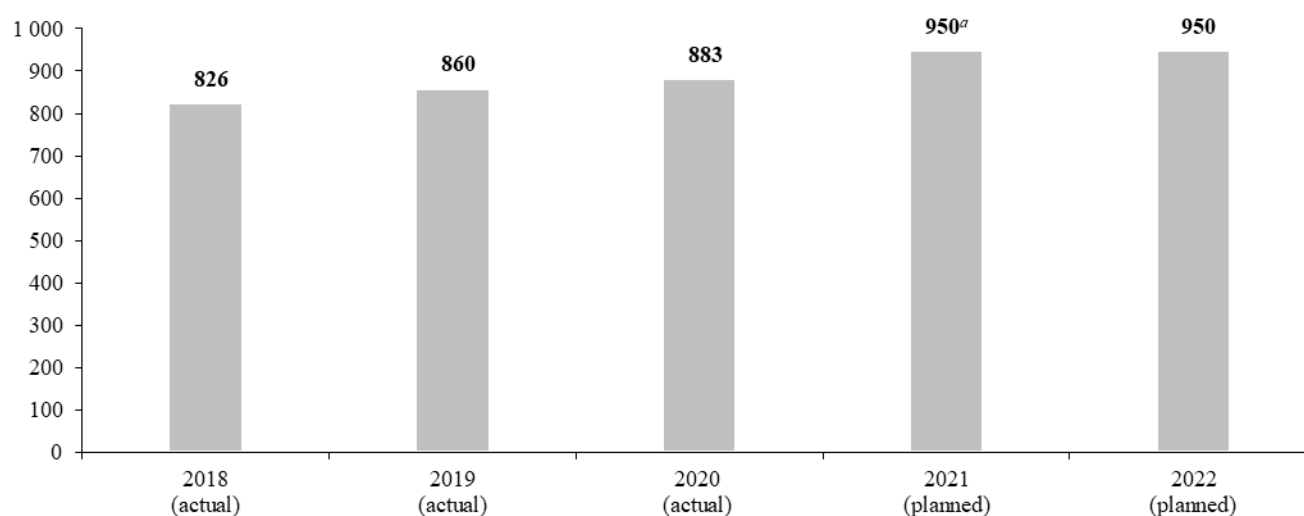
- 9.43 The above-mentioned work contributed to 883 NGOs applying for consultative status, which did not meet the target of 900 new applications from NGOs for consultative status with the Economic and Social Council, reflected in the proposed programme budget for 2020. This is perhaps due to the impact of the COVID-19 pandemic slowing the submission of new applications.

Proposed programme plan for 2022

- 9.44 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 the engagement of an increasing number of NGOs in the work of the Economic and Social Council by supporting the process for NGOs to obtain consultative status with the Council through the Committee on Non-Governmental Organizations. The expected progress is presented in the performance measure below (see figure 9.III).

Figure 9.III

Performance measure: annual number of non-governmental organizations applying for consultative status



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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: General Assembly and the Economic and Social Council mainstream COVID-19 into their guidance to and review of United Nations operational activities for development

Proposed programme plan for 2022

- 9.45 The General Assembly, in its resolution [74/306](#), recognized that the COVID-19 pandemic was one of the greatest global challenges in the history of the United Nations. It also recognized the

pandemic's disproportionately heavy impact on women and vulnerable segments of the population and noted its socioeconomic impacts, in particular on developing countries, including countries in special situations, by reversing hard-won development gains and hampering progress towards achieving the Sustainable Development Goals. The Assembly also recognized the role of the United Nations system in supporting Member States in their efforts to respond to the crisis.

- 9.46 In 2020, the subprogramme provided Member States with a preliminary analysis of the United Nations development system's response to COVID-19 through the report of the Secretary-General on the implementation of the quadrennial comprehensive policy review of United Nations system operational activities ([A/75/79-E/2020/55](#)). The report showed that the major reforms undertaken since 2018 to reposition the United Nations development system had prepared the system to provide effective and coordinated support to countries in responding to the COVID-19 pandemic. This was confirmed by the discussions held at the 2020 operational activities for development segment of the Economic and Social Council, during which Member States saw the response to the crisis as the first stress test for the reformed United Nations development system in its ability to provide effective support for programme countries and welcomed the system's efforts. The report of the Secretary-General and the debates held at the operational activities segment provided important elements for Member States to broadly assess the contribution of the United Nations development system to helping countries to respond to the pandemic in a way that also advanced the realization of the 2030 Agenda. That analysis supported Member States in the quadrennial comprehensive policy review process during the seventy-fifth session of the General Assembly.

Lessons learned and planned change

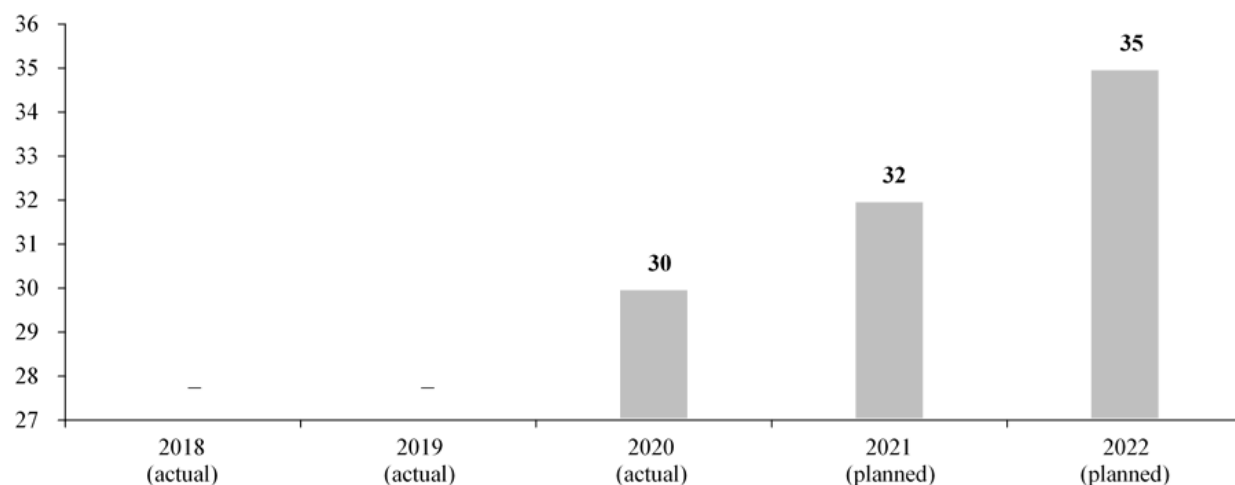
- 9.47 The lesson for the subprogramme was that focused evidence and data were needed to support an in-depth assessment of the negative effects of the COVID-19 pandemic on sustainable development efforts, and a robust analysis of the impact of United Nations development system support for countries' response to COVID-19. The subprogramme realized that those data would be essential for future reports on the implementation of the quadrennial comprehensive policy review, to analyse and assess whether the United Nations development system was providing differentiated and tailored support for national responses to the COVID-19 crisis and efforts to realize the Sustainable Development Goals. In applying the lesson, the subprogramme will collect data and seek the views of programme countries on United Nations development system support for the response to the pandemic. This will be carried out through surveys conducted regularly to support the preparation of the reports on the implementation of the quadrennial comprehensive policy review. The subprogramme will thoroughly analyse these data to enable Member States to oversee and guide the efforts of the United Nations development system to help programme countries to design COVID-19 recovery strategies that accelerate progress towards the full implementation of the 2030 Agenda, as part of the review of the implementation of General Assembly resolution [75/233](#).

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

- 9.48 This work is expected to contribute to the objective, as demonstrated by an increasing percentage of government representatives indicating an improved understanding of progress made on key quadrennial comprehensive policy review-related issues, including United Nations development system support for countries' COVID-19 responses. By providing solid evidence- and fact-based analysis, the subprogramme will assist Member States in guiding United Nations development system efforts to support programme countries' response to and recovery from COVID-19 and their efforts to achieve the Sustainable Development Goals. The expected progress is presented in the performance measure below (see figure 9.IV).

Figure 9.IV

Performance measure: percentage of government representatives indicating that the operational activities segment of the Economic and Social Council improved their understanding of progress made on key quadrennial comprehensive policy review-related issues, including the United Nations COVID-19 response



Legislative mandates

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

General Assembly resolutions and decisions

45/264	Restructuring and revitalization of the United Nations in the economic, social and related fields	65/285	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
48/162	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields	67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
48/209	Operational activities for development: field offices of the United Nations development system	67/290	Format and organizational aspects of the high-level political forum on sustainable development
S-19/2	Programme for the Further Implementation of Agenda 21	68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
52/12 B	Renewing the United Nations: a programme for reform	68/6	Outcome document of the special event to follow up efforts made towards achieving the Millennium Development Goals
60/180	The Peacebuilding Commission	68/229	Operational activities for development of the United Nations system
60/252	World Summit on the Information Society	69/238	Operational activities for development of the United Nations system
61/16	Strengthening of the Economic and Social Council	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
63/311	System-wide coherence	70/106	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
64/289	System-wide coherence		
65/1	Keeping the promise: united to achieve the Millennium Development Goals		
65/10	Sustained, inclusive and equitable economic growth for poverty eradication and achievement of the Millennium Development Goals		

Section 9 Economic and social affairs

70/184	Information and communications technologies for development	73/248	Operational activities for development of the United Nations system
70/201	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development	74/4	Political declaration of the high-level forum on sustainable development convened under the auspices of the General Assembly
70/262	Review of the United Nations peacebuilding architecture	74/228	Role of the United Nations in promoting development in the context of globalization and interdependence
70/299	Follow-up and review of the 2030 Agenda for Sustainable Development at the global level	74/236	Human resources development
71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	74/238	Operational activities for development of the United Nations system
72/236	Operational activities for development of the United Nations system	74/298	Review process of the implementation of General Assembly resolutions 67/290 and 70/299 on the follow-up and review of the 2030 Agenda for Sustainable Development at the global level and resolution 72/305 on the strengthening of the Economic and Social Council
72/276	Follow-up to the report of the Secretary-General on peacebuilding and sustaining peace	74/537 B	Revitalization of the work of the Second Committee
72/305	Review of the implementation of General Assembly resolution 68/1 on the strengthening of the Economic and Social Council	75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system

Economic and Social Council resolutions and decisions

1996/31	Consultative relationship between the United Nations and non-governmental organizations		of operational activities for development of the United Nations system
1999/51	Restructuring and revitalization of the United Nations in the economic, social and related fields and cooperation between the United Nations and the Bretton Woods institutions	2014/14	Progress in the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
2000/19	Funding operational activities for development of the United Nations system	2015/15	Progress in the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
2001/27	Implementation of General Assembly resolutions 50/227 and 52/12 B: improving the working methods of the functional commissions of the Economic and Social Council	2015/18	Ad Hoc Advisory Group on Haiti
2002/225	Establishment of the general voluntary trust fund in support of the United Nations NGO Informal Regional Network	2015/231	African countries emerging from conflict
2006/44	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in the light of General Assembly resolutions 50/227, 52/12 B and 57/270 B	2016/28	Ad hoc Advisory Group on Haiti
2008/4	Measures to improve the quadrennial reporting procedures	2016/263	African countries emerging from conflict
2009/32	African countries emerging from conflict	2017/26	Ad Hoc Advisory Group on Haiti
2013/5	Progress in the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review	2017/262	African countries emerging from conflict
		2018/19	Ad Hoc Advisory Group on Haiti
		2018/249	African countries emerging from conflict
		2019/15	Progress in the implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
		2019/32	Ad Hoc Advisory Group on Haiti

Part IV International cooperation for development

2019/251	African countries emerging from conflict	2020/23	Progress in the implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
2020/2	Support to the Sahel region		
2020/11	Ad hoc Advisory Group on Haiti	2020/232	African countries emerging from conflict

Economic and Social Council agreed conclusions

1995/1	Coordinated follow-up by the United Nations system and implementation of the results of the major international conferences organized by the United Nations in the economic, social and related fields	2002/1	Strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration
1997/1	Fostering an enabling environment for development: financial flows, including capital flows, investment and trade	2008/2	Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system
2000/2	Assessment of the progress made within the United Nations system, through the conference reviews, in the promotion of an integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits in the economic, social and related fields	2008/5	Strengthening of the Non-Governmental Organizations Branch of the Department of Economic and Social Affairs of the United Nations Secretariat
2001/1	Role of the United Nations in promoting development, particularly with respect to access to and transfer of knowledge and technology, especially information and communication technologies, inter alia, through partnerships with relevant stakeholders, including the private sector	2008/29	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16

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

1998	Market access: developments since the Uruguay Round, implications, opportunities and challenges, in particular for the developing countries and the least developed among them, in the context of globalization and liberalization	2010	Implementing the internationally agreed goals and commitments in regard to gender equality and empowerment of women
		2011	Implementing the internationally agreed goals and commitments in regard to education
1999	The role of employment and work in poverty eradication: the empowerment and advancement of women	2012	Promoting productive capacity, employment and decent work to eradicate poverty in the context of inclusive, sustainable and equitable economic growth at all levels for achieving the Millennium Development Goals
2000	Development and international cooperation in the twenty-first century: the role of information technology in the context of a knowledge-based global economy	2013	Science, technology and innovation, and the potential of culture, for promoting sustainable development and achieving the Millennium Development Goals
2001	The role of the United Nations system in support of the efforts of African countries to achieve sustainable development	2014	Addressing ongoing and emerging challenges for meeting the Millennium Development Goals in 2015 and for sustaining development gains in the future
2008	Implementing the internationally agreed goals and commitments in regard to sustainable development	2015	Managing the transition from the Millennium Development Goals to the sustainable development goals: what it will take
2009	Implementing the internationally agreed goals and commitments in regard to global public health		

Ministerial declarations of the high-level segment of the Economic and Social Council and the high-level political forum on sustainable development, convened under the auspices of the Council

E/HLS/2014/1	<p>Ministerial declaration of the high-level segment of the 2014 session of the Economic and Social Council on the theme “Addressing ongoing and emerging challenges for meeting the Millennium Development Goals in 2015 and for sustaining development gains in the future”</p> <p>Ministerial declaration of the high-level political forum on sustainable development convened under the auspices of the Economic and Social Council on the theme “Achieving the Millennium Development Goals and charting the way for an ambitious post-2015 development agenda, including the sustainable development goals”</p>	E/HLS/2017/1	<p>development, convened under the auspices of the Economic and Social Council, on the theme “Ensuring that no one is left behind”</p> <p>Ministerial declaration of the high-level segment of the 2017 session of the Economic and Social Council on the annual theme “Eradicating poverty in all its forms and dimensions through promoting sustainable development, expanding opportunities and addressing related challenges”</p> <p>Ministerial declaration of the 2017 high-level political forum on sustainable development, convened under the auspices of the Economic and Social Council, on the theme “Eradicating poverty and promoting prosperity in a changing world”</p>
E/HLS/2015/1	<p>Ministerial declaration of the high-level segment of the 2015 session of the Economic and Social Council on the theme “Managing the transition from the Millennium Development Goals to the sustainable development goals: what it will take”</p> <p>Ministerial declaration of the high-level political forum on sustainable development convened under the auspices of the Economic and Social Council on the theme “Strengthening integration, implementation and review: the high-level political forum on sustainable development after 2015”</p>	E/HLS/2018/1	<p>Ministerial declaration of the high-level segment of the 2018 session of the Economic and Social Council on the annual theme “From global to local: supporting sustainable and resilient societies in urban and rural communities”</p> <p>Ministerial declaration of the 2018 high-level political forum on sustainable development, convened under the auspices of the Economic and Social Council, on the theme “Transformation towards sustainable and resilient societies”</p>
E/HLS/2016/1	<p>Ministerial declaration of the high-level segment of the 2016 session of the Economic and Social Council on the annual theme “Implementing the post-2015 development agenda: moving from commitments to results”</p> <p>Ministerial declaration of the 2016 high-level political forum on sustainable</p>		

Deliverables

9.50 Table 9.1 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 9.1

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	169	289	271	282
1. Reports to the General Assembly	8	9	9	10
2. Reports to the Economic and Social Council	9	8	10	10
3. Reports to the high-level political forum on sustainable development	15	15	15	15
4. Reports to the Committee on Non-Governmental Organizations	137	257	237	247

Part IV International cooperation for development

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
Substantive services for meetings (number of three-hour meetings)	207	183	198	198
5. Meetings of the General Assembly	43	71	43	43
6. Meetings of the Economic and Social Council	73	50	64	64
7. Meetings of the high-level political forum on sustainable development	27	27	27	27
8. Meetings of the Committee on Non-Governmental Organizations	41	20	41	41
9. Meetings of experts on operational activities for development of the United Nations system, and on thematic issues and preparatory processes of the quadrennial comprehensive policy review	10	6	10	10
10. Meetings of experts on the Economic and Social Council and the high-level political forum	8	4	8	8
11. Meetings of experts on Haiti	5	5	5	5
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	13	15	13	13
12. Economic and Social Council: training event with the United Nations Institute for Training and Research on the Economic and Social Council cycle	1	6	1	1
13. High-level political forum on sustainable development: global workshops on the preparation for voluntary national reviews and sharing of experiences in implementing the Sustainable Development Goals in the context of the high-level political forum	3	4	3	3
14. High-level political forum on sustainable development: regional workshop on the preparation of voluntary national reviews in the context of the high-level political forum	5	1	5	5
15. High-level political forum on sustainable development: seminars, workshops and other events related to the preparation of the high-level political forum	4	4	4	4
Technical materials (number of materials)	23	14	10	12
16. Studies on the implementation of the quadrennial comprehensive policy review	17	9	3	6
17. Studies and materials on issues related to the Economic and Social Council	1	1	2	1
18. Studies and materials on issues related to the high-level political forum, including on the voluntary national reviews	4	4	4	4
19. Studies and materials on issues related to the Committee on Non-Governmental Organizations	1	—	1	1

C. Substantive deliverables

Consultation, advice and advocacy: support to all Member States for informal consultations on resolutions of the General Assembly and the Economic and Social Council, including the follow-up resolutions on the implementation of the Assembly resolution on the quadrennial comprehensive policy review of United Nations system operational activities for development (quadrennial comprehensive policy review); support for the informal consultations on the ministerial declarations of the Council and the high-level political forum on sustainable development as well as informal consultations on the reports of the Committee on Non-Governmental Organizations; provide briefings to all Member States on sustainable development issues and processes; provide expert advice and support to United Nations intergovernmental bodies, notably the Assembly, the Council and the high-level political forum, to enable them to deliver on their mandates. Keep civil society, NGOs, major groups and other stakeholders informed of the work of the Assembly, the Council and the high-level political forum; support meetings of major groups and other stakeholders to prepare the high-level political forum; conduct inter-agency briefings involving more than 50 United Nations system entities in the preparations of meetings/sessions of the Council and the Assembly, the high-level political forum; lead departmental substantive preparation of meetings of inter-agency coordination mechanisms, including the 31-member United Nations System Chief Executives Board for Coordination, its High-level Committee on Programmes, the 36 members of the United Nations Sustainable Development Group and the 55-member Executive Committee on Economic and Social Affairs Plus; collaborate with the Development Coordination Office to monitor the implementation of the funding compact, including by providing advice and data; collaborate with the Executive Office of the Secretary-General, the Development Coordination Office and other divisions within the Department of Economic and Social Affairs on the preparation of the annual report on United Nations system-wide results towards the achievement of the Sustainable Development Goals; and provide information, analysis and advice to senior United Nations officials (Secretary-General, Deputy Secretary-General, Under-Secretary-General for Economic and Social Affairs, Assistant Secretary-General for Economic Development and Chief Economist and Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs).

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
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Databases and substantive digital materials: materials for the high-level political forum on sustainable development in support of Member States and other participants (United Nations system entities, major groups and other stakeholders); a paperless committee system used to manage official documentation of the 19-member Committee on Non-Governmental Organizations; integrated information and communications technology platforms accessed globally by some 5,000 NGOs in consultative status with the Economic and Social Council; an indicator framework to monitor the implementation of the quadrennial comprehensive policy review used by all Member States; data on the funding of United Nations operational activities for development; data on the funding compact agreed to by Member States and the United Nations development system in 2019; and a database on voluntary national reviews.

D. Communication deliverables

Outreach programmes, special events and information materials: materials on the work of the Economic and Social Council and the high-level political forum on sustainable development available to all Member States; external communication to all Member States and the general public through, among others, social media platforms, multimedia and press information, in collaboration with the Department of Global Communications; and webinars for some 5,000 NGOs in consultative status with the Council on participation in Council bodies and United Nations activities.

Digital platforms and multimedia content: update and maintenance of web pages of the subprogramme, including pages for the Economic and Social Council and the high-level political forum on sustainable development, webcasts of the Council and the high-level political forum, and the Civil Society Network website.

Subprogramme 2 Inclusive social development

Objective

- 9.51 The objective, to which this subprogramme contributes, is to advance policies for the eradication of poverty, the reduction of inequality and the achievement of greater social inclusion and well-being for all.

Strategy

- 9.52 To contribute to the objective, the subprogramme will continue to conduct evidence-based research and analysis, including on social groups that tend to be most left behind, such as indigenous peoples, persons with disabilities, older persons and young people. The subprogramme also plans to monitor national and global socioeconomic trends to identify emerging issues and assess their implications for social policy at the national and international levels, which will help Member States to make progress towards achieving Sustainable Development Goals 1–11 and 16. Analysis done by the subprogramme is reflected in Department of Economic and Social Affairs flagship reports, namely, the *World Social Report*, the *World Youth Report* and the *State of the World's Indigenous Peoples*, with a view to providing strategic recommendations on inclusion and ensuring that economic and social policies work in tandem to reach first those groups left the furthest behind.
- 9.53 The subprogramme will continue to provide substantive support for intergovernmental dialogue and processes, including the sessions of the Commission for Social Development, the Permanent Forum on Indigenous Issues, the Conference of States Parties to the Convention on the Rights of Persons with Disabilities, the Open-ended Working Group on Ageing, the Economic and Social Council and the General Assembly.
- 9.54 In addition, the subprogramme will continue to engage in technical cooperation and capacity development efforts, in partnership with resident coordinators and United Nations entities, which will help Member States to make progress towards achieving Sustainable Development Goals 1–11 and 16, including through the use of sport as an enabler of development and peace, as foreseen in the preamble of the 2030 Agenda.

- 9.55 Furthermore, the subprogramme will continue to support countries in special situations and countries of Africa through its analytical work, intergovernmental processes and the provision, upon request, of technical advisory services.
- 9.56 The subprogramme also plays a key role in supporting the Department's work in the implementation of the United Nations Disability Inclusion Strategy towards accelerating the mainstreaming of disability inclusion across the United Nations system.
- 9.57 The subprogramme plans to support Member States on issues related to COVID-19 by promoting socially inclusive policy responses designed to eradicate poverty, reduce inequalities and protect the most marginalized populations from the potential ongoing social impacts of the crisis in a post-COVID-19 world. This would require the subprogramme to further focus its analytical work on reducing inequality gaps and strengthening social protection systems towards building back better; continue to focus on the situation of social groups that have been left the furthest behind, including in the COVID-19 crisis, in the intergovernmental processes and mechanisms that it services, and to engage more closely with United Nations country teams to enhance United Nations action at the national level in addressing the impact of COVID-19 on social groups.
- 9.58 The above-mentioned work is expected to result in:
- (a) Enhanced knowledge and awareness of Member States with regard to addressing vulnerable social groups and ensuring no one is left behind;
 - (b) Recognition by Member States of specific social development issues as a basis for action at the national level;
 - (c) Increased capacity of Member States to effectively implement the social dimension of the 2030 Agenda and its Sustainable Development Goals.
- 9.59 The planned support on issues related to COVID-19 is expected to result in the recovery of Member States from the COVID-19 pandemic with more resilient and inclusive societies, so as to put the world back on track to implementing the 2030 Agenda.

Programme performance in 2020

- 9.60 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 the social impact of COVID-19

- 9.61 In the wake of COVID-19, the subprogramme undertook a range of immediate action to support the Secretary-General and help Member States to respond to the COVID-19 pandemic and navigate the policy choices ahead. The subprogramme delivered up-to-date information and policy advice by contributing to the early monitoring and analysis of the socioeconomic impact of COVID-19, including through the publication of nine policy briefs on various socioeconomic challenges and responses to the COVID-19 crisis, including consideration of sport for development and peace, and the gender dimension. In addition, the subprogramme also contributed to the policy briefs of the Secretary-General on disability and ageing.
- 9.62 The subprogramme, in its role to monitor trends and emerging issues, also created an online repository on the social impact of COVID-19, including relevant knowledge products, statements, guidelines and news articles. Furthermore, the subprogramme convened more than 15 webinars to explore the most pressing social development challenges facing Member States both during the pandemic and in the post-COVID-19 context.

Progress towards the attainment of the objective, and performance measure

- 9.63 The above-mentioned work contributed to the objective, as demonstrated by the feedback of stakeholders specifically on the subprogramme's COVID-19 policy briefs, guidelines and other materials, presented below on the basis of the results of a self-evaluation conducted towards the end of 2020. According to the available data, the products received 339,000 views online from April 2020 (when launched) to the end of November 2020. Notably, 118 signatories, in a joint statement, expressed support for Department of Economic and Social Affairs policy brief No. 73 entitled "The impact of COVID-19 on sport, physical activity and well-being and its effects on social development" (see table 9.2).

Table 9.2
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	—	Approximately 70 per cent of surveyed stakeholders reported that the subprogramme's COVID-19 products had increased their awareness of social development issues and socially inclusive approaches in building back better

Impact of COVID-19 on subprogramme delivery

- 9.64 Owing to the impact of COVID-19 during 2020, the subprogramme postponed the nineteenth session of the Permanent Forum on Indigenous Issues; the eleventh session of the General Assembly's Open-ended Working Group on Ageing and several expert group meetings and capacity development workshops, scheduled to be held in-person throughout the course of the year. Where possible, virtual meetings were held to continue substantive discussions. For example, by the end of 2020, 31 online consultations had been held with Permanent Forum members on pertinent indigenous issues, including in the context of the COVID-19 pandemic. However, although virtual events provided a temporary solution, there were drawbacks such as not being able to fully accommodate geographic balance in participation and the different time zones within the daily hours of the meeting. Most important, the substantive outcomes, not to mention the human element associated with personal interactions, suffered because the full range and depth of discussions during in-person meetings could not be fully captured in virtual consultations. These changes had an impact on the programme performance in 2020, for example, as specified under result 1 below.
- 9.65 At the same time, however, the subprogramme identified new and modified activities to support Member States on issues related to COVID-19, within the overall scope of its objectives, namely, policy briefs, webinars and an online knowledge portal focused specifically on COVID-19, while ongoing reports of the Secretary-General, publications, virtual expert group meetings, hybrid in-person and virtual intergovernmental mechanisms (i.e., thirteenth session of the Conference of States Parties to the Convention on the Rights of Persons with Disabilities) and capacity development activities were adjusted to include a COVID-19 element. The modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

Planned results for 2022

- 9.66 The planned results for 2022 include results 1 and 2, which are updates of results presented in 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: sustainable peace through national youth policies⁶**Programme performance in 2020**

- 9.67 The subprogramme facilitated dialogue between government officials and youth representatives to enhance their knowledge and ability to analyse, review and formulate relevant social policies, including youth policies that contribute to sustainable peace through participatory processes involving young people and other relevant stakeholders. The subprogramme also assisted the local government of Nairobi County in Kenya in enhancing its youth policy with an integrated action plan that included sustainable peace as one of the goals. Furthermore, the subprogramme successfully encouraged explicit commitments of collaboration on youth policy between local authorities and youth-led organizations, which will advance further progress in establishing and maintaining sustainable peace.
- 9.68 The above-mentioned work contributed to building the capacity of 105 government and youth representatives in Kenya and Liberia to formulate and implement national youth policies that promote youth, peace and security, which did not meet the target of 300 youth and government officials, reflected in the proposed programme budget for 2020. The planned 2020 target could not be met owing to the COVID-19 lockdowns and subsequent travel and public gathering restrictions imposed in the countries concerned since March 2020.

Proposed programme plan for 2022

- 9.69 The subprogramme 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 subprogramme's work will evolve to include the engagement of young people in dialogues to implement youth-inclusive and -responsive policies and in local development plans/actions. The expected progress is presented in the updated performance measure below (see table 9.3).

Table 9.3
Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)^a</i>	<i>2022 (planned)</i>
20 young people and government officials in Kenya with increased capacity in the formulation and implementation of national youth policies that promote youth and sustainable peace in the context of the 2030 Agenda	A total of 200 youth and government officials in Kenya, Lebanon and Liberia with increased capacity in the formulation and implementation of national youth policies that promote youth and sustainable peace	A total of 105 youth and government officials in Kenya and Liberia with increased capacity to formulate and implement national youth policies that promote youth and sustainable peace; expansion of reach to other countries within the region and in other regions	Project beneficiaries confirm, as a result of interviews conducted through social networks established by the project, their level of participation in the formulation and implementation of youth policies and programmes, and propose measures to enhance follow-up projects	One youth policy and two specialized youth programmes are expected to be formulated in Kenya and Liberia, by 2022, contributing to knowledge and expertise on effective development and implementation of youth policies and programmes

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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.

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

Result 2: effective social protection systems through enhanced governance systems⁷**Programme performance in 2020**

- 9.70 The subprogramme has increased the capacity of government officials through training on integrated social protection systems and the enforcement of social security law. Meetings with various stakeholders and policy discussions on universal social protection led to improved policy decisions with regard to the extension of social security to the informal economy. The subprogramme has also provided recommendations on the organizational and governance structures of agencies responsible for social protection, which led to improved business processes.
- 9.71 The above-mentioned work contributed to a total of 185 government officials with increased capacity in management and governance of social protection, which exceeded the planned target of 150, reflected in the proposed programme budget for 2021.

Proposed programme plan for 2022

- 9.72 The subprogramme will continue the work related to the planned result, in line with its mandate and in the light of its critical importance in addressing the potential ongoing social impacts of the COVID-19 crisis. To contribute to further progress towards the objective and in response to recent developments, the subprogramme's work will evolve to focus on the expanded knowledge exchange and sharing of good practices, including through online platforms, on enhancing the governance and management of national social protection systems. The expected progress is presented in the updated performance measure below (see table 9.4).

Table 9.4
Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)^a</i>	<i>2022 (planned)</i>
—	Increased capacity of 137 government officials in management of social protection	Increased capacity of 185 officials in management and governance of social protection	Increased capacity of an additional 170 officials in management and governance of social protection	Increased usage of online platforms on governance and management of national social protection systems by government officials to expand knowledge exchange and sharing of good practices

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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: promotion of the rights and well-being of older persons**Proposed programme plan for 2022**

- 9.73 The fourth review and appraisal of the implementation of the Madrid International Plan of Action on Ageing presents a unique opportunity, as the Second World Assembly on Ageing approaches its 20-year anniversary, to generate renewed momentum for international action to advance the ageing agenda. The subprogramme undertook an in-depth analysis of the preliminary findings of the fourth review and appraisal exercise, together with an identification of prevalent and emerging issues and related policy options to advance the implementation of the International Plan of Action, such as the

⁷ As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 9)).

provision of high-quality and affordable long-term care for older persons, as well as challenges and opportunities in promoting and protecting the rights and needs of older persons, including in humanitarian emergencies. The subprogramme served on the secretariat of the Open-ended Working Group on Ageing for the purpose of strengthening the protection of the human rights of older persons, and provided support during its ninth, tenth and eleventh sessions.

- 9.74 In order to improve the assessment of the situation of older persons, the subprogramme also served on the steering group of the Titchfield Group on Ageing-Related Statistics and Age-Disaggregated Data, established by the Statistical Commission to develop standardized tools and methods for producing data disaggregated by age and ageing-related statistics. The subprogramme also supported the role of civil society, including organizations of older persons, in the fourth review and appraisal of the implementation of the Madrid International Plan of Action on Ageing, an essential element of “the bottom-up approach” to understand the impact of policies on the lives of diverse groups of older persons, including at the local, regional and international levels. For example, the subprogramme supported the launch of the Stakeholder Group on Ageing Africa in 2018, which aims to mobilize and build solidarity among organizations working on ageing across Africa to influence policy and programmatic actions.

Lessons learned and planned change

- 9.75 The lesson for the subprogramme was that, notwithstanding collaboration with the United Nations regional commissions and the facilitation of interregional discussions on the modalities and regional review and appraisal processes of the Madrid International Plan of Action on Ageing, there remains an opportunity to engage further with the United Nations system, including agencies, funds and programmes, to take concrete measures to mainstream ageing issues, including the views of older persons, into their own programming and existing mandates. In applying the lesson, the subprogramme will analyse the preliminary input from the regional reviews submitted by the regional commissions to identify prevalent and emerging issues and related policy options. It will engage with the Inter-Agency Group on Ageing to further strengthen the inclusion of older persons in the work of the United Nations system. In addition, the subprogramme will provide technical assistance to develop national capacities to contribute to the implementation and review of the International Plan of Action.

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

- 9.76 This work is expected to contribute to the objective, as demonstrated by the significant level of engagement of Member States in the fourth review and appraisal process of the implementation of the Madrid International Plan of Action on Ageing, strengthening contribution towards the global review of the International Plan of Action, and thus enhancing policy action on social inclusion, in particular in relation to ageing and older persons. (see table 9.5).

Table 9.5

Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)</i>	<i>2022 (planned)</i>
Countries presented outcomes of the third review of the Madrid International Plan of Action on Ageing at the global level; 133 Member States contribute to the third review and appraisal of the International Plan of Action	Agreed common vision and goals and increased awareness of the policy options, factors for success and the challenges in addressing rights and the well-being of older persons	Countries endorse the timeline for carrying out the fourth review and appraisal of the International Plan of Action	Strengthened national capacity to contribute to the implementation and review of the International Plan of Action	Increased number of Member States contribute to the fourth review and appraisal of the International Plan of Action

Legislative mandates

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

General Assembly resolutions

37/52	World Programme of Action concerning Disabled Persons	69/145	World Youth Skills Day
45/106	Implementation of the International Plan of Action on Aging and related activities	69/202	The role of the United Nations in promoting a new global human order
47/196	Observance of an international day for the eradication of poverty	70/170	Towards the full realization of an inclusive and accessible United Nations for persons with disabilities
48/96	Standard Rules on the Equalization of Opportunities for Persons with Disabilities	72/6	Building a peaceful and better world through sport and the Olympic ideal
50/81	World Programme of Action for Youth to the Year 2000 and Beyond	72/142	Promoting social integration through social inclusion
51/58	The role of cooperatives in the light of new economic and social trends	72/143	Cooperatives in social development
54/120	Policies and programmes involving youth	72/146	Policies and programmes involving youth
56/177	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly	72/162	Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto: situation of women and girls with disabilities
S-24/2	Further initiatives for social development	73/24	Sport as an enabler of sustainable development
61/106	Convention on the Rights of Persons with Disabilities	73/141	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
61/295	United Nations Declaration on the Rights of Indigenous Peoples		
62/10	World Day of Social Justice	73/142	Inclusive development for and with persons with disabilities
65/182	Follow-up to the Second World Assembly on Ageing	73/143	Follow-up to the Second World Assembly on Ageing
65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding	73/144	Follow-up to the twentieth anniversary of the International Year of the Family and beyond
66/127	Follow-up to the Second World Assembly on Ageing	73/156	Rights of indigenous peoples
66/149	World Down Syndrome Day	73/244	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development
67/139	Towards a comprehensive and integral international legal instrument to promote and protect the rights and dignity of older persons	73/246	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
68/3	Outcome document of the high-level meeting of the General Assembly on the realization of the Millennium Development Goals and other internationally agreed development goals for persons with disabilities: the way forward, a disability-inclusive development agenda towards 2015 and beyond	74/119	Cooperatives in social development
		74/120	Promoting social integration through social inclusion
		74/121	Policies and programmes involving youth
		74/122	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
69/2	Outcome document of the high-level plenary meeting of the General Assembly known as the World Conference on Indigenous Peoples	74/124	Follow-up to the twentieth anniversary of the International Year of the Family and beyond
69/142	Realizing the Millennium Development Goals and other internationally agreed development goals for persons with disabilities towards 2015 and beyond	74/125	Follow-up to the Second World Assembly on Ageing
		74/135	Rights of indigenous peoples

Part IV		International cooperation for development	
74/144	Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto: accessibility	75/152	Follow-up to the Second World Assembly on Ageing
74/234	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)	75/153	Follow-up to the twentieth anniversary of the International Year of the Family and Beyond
74/237	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development	75/154	Inclusive development for and with persons with disabilities
75/18	Sport as an enabler of sustainable development	75/168	Rights of indigenous peoples
<i>Economic and Social Council resolutions and decisions</i>			
1996/7	Follow-up to the World Summit for Social Development and the future role of the Commission for Social Development		mainstreaming of disability in the implementation of the 2030 Agenda for Sustainable Development
1996/31	Consultative relationship between the United Nations and non-governmental organizations	2018/3	Future organization and methods of work of the Commission for Social Development
2000/22	Establishment of a Permanent Forum on Indigenous Issues	2018/4	Social dimensions of the New Partnership for Africa's Development
2008/18	Promoting full employment and decent work for all	2018/6	Third review and appraisal of the Madrid International Plan of Action on Ageing, 2002
2014/5	Promoting empowerment of people in achieving poverty eradication, social integration and full employment and decent work for all	2018/219	Report of the Commission for Social Development on its fifty-sixth session and provisional agenda and documentation for its fifty-seventh session
2017/12	Promoting the rights of persons with disabilities and strengthening the		
<i>Economic and Social Council agreed conclusions</i>			
1996/1	Coordination of the United Nations system activities for poverty eradication		work for all, and its impact on sustainable development
2006	Ministerial declaration on creating an environment at the national and international levels conducive to generating full and productive employment and decent	2007	Ministerial declaration on strengthening efforts to eradicate poverty and hunger, including through the global partnership for development
<i>Commission for Social Development</i>			
45/2	Youth	53/1	Policies and programmes involving youth

Deliverables

- 9.78 Table 9.6 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 9.6

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

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	26	24	30	28
1. Documents to the General Assembly on ageing, cooperatives in development, persons with disabilities, policies and programmes concerning youth, follow-up to the International Year of the Family, follow-up to the World Summit for Social Development, social inclusion and other social development issues, the Third United Nations Decade for the Eradication of Poverty and sport for development and peace	8	8	10	9
2. Documents to the Commission for Social Development	4	5	6	5
3. Documents to the Permanent Forum on Indigenous Issues	10	8	10	10
4. Documents to the Conference of States Parties to the Convention on the Rights of Persons with Disabilities	4	3	4	4
Substantive service for meetings (number of three-hour meetings)	87	62	87	85
5. Meetings of the Second Committee of the General Assembly	4	5	4	4
6. Meetings of the Third Committee of the General Assembly	6	8	6	6
7. Meetings of the Open-ended Working Group on Ageing	10	—	10	8
8. Meetings of the Economic and Social Council	6	7	6	6
9. Meeting of the high-level political forum on sustainable development	1	1	1	1
10. Meetings of the Commission for Social Development	20	20	20	20
11. Meetings of the Permanent Forum on Indigenous Issues	24	4	24	24
12. Meetings of the Conference of States Parties to the Convention on the Rights of Persons with Disabilities	16	17	16	16
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	2
13. Projects on social policy formulation	2	2	2	2
Seminars, workshops and training events (number of days)	10	10	10	10
14. Lectures, multi-stakeholder panels, briefings, seminars and workshops for Member States and other stakeholders on social issues	10	10	10	10
Publications (number of publications)	1	1	2	1
15. Publication of the <i>World Youth Report</i>	—	—	1	—
16. Publication of the <i>World Social Report</i>	1	—	1	1
17. Publication on indigenous peoples	—	1	—	—
18. Publication on disability	—	—	—	—
Technical materials (number of materials)	7	5	7	7
19. Outcome documents of expert groups on various social issues	7	5	7	7
C. Substantive deliverables				
Consultation, advice and advocacy: assessment, analysis and evaluation of all Member States' socioeconomic situations and normative, policy and administrative frameworks in relation to the social dimensions of sustainable development and the Sustainable Development Goals; and provision of briefings/expert advice to more than 40 Member States on sustainable development issues, including on high-level bilateral consultations and intergovernmental meetings, while promoting exchange of good practices, advice and advocacy to advance evidence-based policies.				

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
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D. Communication deliverables

Outreach programmes, special events and information materials: special events, including commemorations of international days on specific social groups and various social issues; and policy briefs and communication activities to promote advancement of social development with a global reach.

External and media relations: briefings, press conferences and press releases on various social issues.

Digital platforms and multimedia content: electronic, audio and video messaging on ageing, cooperatives, disability, family, indigenous issues, young people, sport for development and peace and various other issues, with the subprogramme's webpages accessed by more than 200,000 users annually.

Subprogramme 3 Sustainable development

Objective

- 9.79 The objective, to which this subprogramme contributes, is to accelerate the implementation of the 2030 Agenda for Sustainable Development, including the Sustainable Development Goals and their targets and commitments, through increased engagement of Member States and other stakeholders.

Strategy

- 9.80 To contribute to the objective, the subprogramme will, in close coordination with other United Nations entities, continue to prepare analytical reports and assessments, maintain online databases and organize thematic expert meetings and conferences on specific Sustainable Development Goals and their interlinkages, which will help Member States to make progress towards their achievement of the Goals and their targets. To this end, the subprogramme will continue to organize, in the months leading up to the high-level political forum on sustainable development, expert group meetings and conferences on the themes of the forum. As in the past, all events will be open to the participation of officials from Member States to allow for direct interaction with experts and resource persons. While the resulting analysis will be of overall relevance, it will take into account the challenges faced by countries in special situations, such as least developed countries, landlocked developing countries and, in particular, small island developing States with respect to the implementation of the 2030 Agenda. The outputs will be enriched by the expertise of the entire United Nations system, through the subprogramme's central role in interagency coordination mechanisms on water, energy, small island developing States, oceans and transport and in the area of science, technology and innovation, and through its long-standing cooperation with specific agencies on issues such as climate change and partnership-building for sustainable development.
- 9.81 In addition, the subprogramme will continue to coordinate the work of the Technology Facilitation Mechanism as mandated by the General Assembly in paragraph 70 of its resolution [70/1](#), including the multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals. The Mechanism facilitates multi-stakeholder collaboration and partnerships through the sharing of information, experiences, best practices and policy advice among Member States, civil society, the private sector, the scientific community, United Nations entities and other stakeholders. The work of the subprogramme covers the provision of analytical products to the Mechanism, the convening of capacity-building workshops and other coordinating events that facilitate the exchange of information, and the provision of support for the United Nations 10-member group to support the Mechanism and for the relevant co-Chairs with regard to preparing the programme of meetings of the multi-stakeholder forum.
- 9.82 The subprogramme will also, in close coordination with relevant United Nations system partners, convene capacity-building workshops and special events for key sectors in connection with the high-

level political forum on sustainable development, including the Sustainable Development Goals business forum and forums of local and regional governments, to allow for the sharing of lessons learned and good practices related to the Goals by key stakeholder sectors. While the high-level political forum is the place for intergovernmental debate regarding the progress made and the challenges encountered in the implementation of the 2030 Agenda, these events, held back-to-back with the high-level political forum, bring into focus the views of all stakeholder groups and allow for fruitful exchanges between Member States and all other stakeholders in the development arena. The capacity-building activities of the subprogramme, notably those at the national level, are, in general, organized in close cooperation with the relevant resident coordinator offices and United Nations country teams, or, as applicable, with the resident coordinators of multi-country offices for small island developing States. This collaboration ensures the sustainability of the departmental interventions while also strengthening the role of resident coordinators vis-à-vis the host Governments.

- 9.83 The subprogramme plans to support Member States on issues related to COVID-19 by intensifying its analytical work through the publication of policy briefs that highlight the impact of COVID-19 on various topics of sustainable development, through the organization of a series of webinars for providing Member States with access to expert opinion on these topics and through capacity-building activities aimed at, among others, enhancing the capacities of policymakers and micro-, small and medium-sized enterprises to respond to and recover and rebuild back better from the pandemic.
- 9.84 The above-mentioned work is expected to result in:
- (a) Increased knowledge of Member States and other key stakeholders of the 2030 Agenda and the Sustainable Development Goals, including for their deliberations during the high-level political forum on sustainable development and other related forums and for the development of related national policies and programmes;
 - (b) Increased use of science and technology to leverage their full potential in the achievement of the Sustainable Development Goals by Member States and other stakeholders;
 - (c) Increased integration of the Sustainable Development Goals into inclusive national planning processes, policies and strategies, and into an increased number of actions and initiatives taken by Member States and other stakeholders to accelerate the implementation of the 2030 Agenda.
- 9.85 The planned support on issues related to COVID-19 is expected to result in increased access to policy-relevant information with respect to building back better after the pandemic.

Programme performance in 2020

- 9.86 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 engagement with cities and regions in the implementation of the 2030 Agenda

- 9.87 National Governments alone cannot implement the 2030 Agenda. Member States committed themselves to empowering and supporting cities, local authorities and communities in pursuing the 2030 Agenda (General Assembly resolution [74/4](#), para. 27 (e)). To complement the voluntary national reviews prepared by the Member States, an increasing number of cities and regions are engaging in their own subnational reviews of implementation, also known as voluntary local reviews. In order to support robust subnational reviews, increase peer learning and enhance their usefulness for the voluntary national review processes, the subprogramme developed the Department of Economic and Social Affairs global guiding elements for voluntary local reviews that draw from the common voluntary guidelines of the Secretary-General for the voluntary national reviews. These guiding elements provide a good starting point for cities and regions conducting a review, provide a proposed shared structure for the reports and are aimed at fostering synergies between the voluntary local reviews and voluntary national reviews.

- 9.88 The subprogramme also organized an expert group meeting on voluntary local reviews in 2020, which brought together the main entities working on the voluntary local reviews, such as the United Nations Human Settlements Programme (UN-Habitat), the United Nations Development Programme (UNDP), regional commissions, ICLEI-Local Governments for Sustainability, United Cities and Local Governments, the Organisation for Economic Co-operation and Development (OECD), the Brookings Institution and the Institute for Global Environmental Strategies, to provide feedback on the draft global guiding elements for voluntary local reviews and to coordinate efforts to support these reviews. Furthermore, the subprogramme organized a series of global capacity development workshops to bring together representatives from cities, regions and national Governments to exchange lessons learned from monitoring and review processes and Sustainable Development Goal achievement at large. The workshops were also aimed at establishing an exchange of good practices on how voluntary local reviews could contribute to the voluntary national review processes. The workshops brought together cities and regions that had already conducted a voluntary local review, those starting the process and those that were interested only in learning more about the reviews.

Progress towards the attainment of the objective, and performance measure

- 9.89 The above-mentioned work contributed to the objective, as demonstrated by three Member States referring to voluntary local reviews, which confirms the increased engagement of cities and regions in the implementation of the 2030 Agenda and through support for efforts of Member States to localize the Sustainable Development Goals (see table 9.7).

Table 9.7
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Inaugural local and regional governments forum attended by 200 representatives of Member States, cities and regions, as well as other stakeholders	Member States recognize the efforts of cities and local authorities in the political declaration of the high-level political forum on sustainable development, in September 2019, and commit themselves to empowering and supporting cities, local authorities and communities in pursuing the 2030 Agenda (General Assembly resolution 74/4, para. 27 (e)). Attendance at the second local and regional governments forum during the high-level political forum (24 September) increases to more than 400 representatives, including Member States, cities and regions	For the first time, three Member States (Finland, Uganda, Kenya) refer to voluntary local reviews in their voluntary national reviews at the high-level political forum on sustainable development in 2020. Member States, cities and regions have access to capacity-building and analytical tools to conduct voluntary local reviews

Impact of COVID-19 on subprogramme delivery

- 9.90 Owing to the impact of COVID-19 during 2020, the subprogramme had to cancel or postpone a number of events, notably the Ocean Conference, the second Global Conference on Sustainable Transport, the multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals, the Economic and Social Council partnership forum and the second global conference on synergies between the 2030 Agenda and the Paris Agreement on climate change. In addition, a significant number of capacity-building workshops had to be cancelled or reduced to shorter, virtual/hybrid events. Furthermore, in-person meetings of the Independent Group of

Scientists (which is tasked with the production of the 2023 *Global Sustainable Development Report*) and the 10-member group to support the Technology Facilitation Mechanism (which prepares the annual multi-stakeholder forum on science, technology and innovation) could not be held as expected and were substituted with virtual meetings. These two groups of interdisciplinary experts, which are constituted specifically for the above deliverables, depend, in particular in the early days of their assignment periods, on informal and personal exchanges to develop the “chemistry” that is necessary for the completion of their assignments.

- 9.91 At the same time, however, the subprogramme identified additional activities to support Member States on issues related to COVID-19, within the overall scope of its objectives, namely, an increased number of analytical reports and technical materials, complemented by an increased number of short, focused virtual briefings to Member States. Those outputs covered a wide range of topics, such as COVID-19 and recovery, including on the science-policy interface, Sustainable Development Goal achievement, access to vaccines, inequalities and integrated recovery policies towards achieving the Goals, and enhanced capacity of policymakers to design and implement effective policy measures to promote the formalization, growth and resilience of micro-, small and medium-sized enterprises for building back better. In addition, the subprogramme initiated the development of a number of online training courses, to compensate in part for the reduced offering of in-person workshops. Examples included courses on strengthening national capacity in policy coherence regarding the Goals in the context of the COVID-19 pandemic, on synergies between the 2030 Agenda and the Paris Agreement and on an upcoming course on improved science, technology and innovation capacities to use and contribute to the sharing of information, knowledge and good practices on topics that are of strategic importance for achieving the Goals.

Planned results for 2022

- 9.92 The planned results for 2022 include results 1 and 2, which are updates of results presented in 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: thematic reviews of the Sustainable Development Goals: helping Member States to stay on track⁸

Programme performance in 2020

- 9.93 The subprogramme organized six expert group meetings (in a virtual format) in the months leading up to the high-level political forum on sustainable development. Those meetings no longer focused on individual Sustainable Development Goals, but rather highlighted the six entry points for the enhanced implementation of the 2030 Agenda that had been identified in the 2019 *Global Sustainable Development Report*. That change responded to the suggestion by Member States to revise the review methodology of the Goals in the second four-year cycle of the implementation of the 2030 Agenda.
- 9.94 The above-mentioned work contributed to voluntary national reviews from nine countries, namely, Bangladesh, Bulgaria, Costa Rica, Finland, Honduras, Nepal, Malawi, Seychelles and Slovenia, all of which were submitted at the 2020 high-level political forum on sustainable development, containing references to the need for an integrated implementation of the 2030 Agenda at the national level, which met the planned target reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

- 9.95 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 align the preparatory process for the thematic reviews with General Assembly resolution [74/298](#), by which the Assembly

⁸ As reflected in the proposed programme budget for 2020 ([A/74/6 \(Sect. 9\)](#)).

set the theme and the focus Sustainable Development Goals for the 2021 edition of the high-level political forum on sustainable development. It is expected that the themes and format for subsequent editions will be formulated during the seventy-fifth session of the Assembly and that the work of the subprogramme will continue to be aligned with the thematic focus of the forum. The expected progress is presented in the performance measure below (see table 9.8).

Table 9.8
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
Few references to the findings of thematic expert group meetings and conferences are made by Member States in their reports	References to the findings of thematic expert group meetings and conferences can be found in some national reports, including voluntary national reviews	Nine voluntary national reviews show explicit references to the findings of thematic expert group meetings and conferences, notably references to the integrated nature of the 2030 Agenda	National reports, including voluntary national reviews, recognize the need for an integrated implementation of the 2030 Agenda and reference the findings of expert group meetings and conferences, as well as the recommendations contained in the <i>Global Sustainable Development Report</i>	National reports, including voluntary national reviews, show evidence of implementation measures and action taken by Member States to achieve an integrated implementation of the 2030 Agenda

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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: achieving the Sustainable Development Goals through multi-stakeholder coalitions in the areas of water, energy and hunger⁹

Programme performance in 2020

- 9.96 The subprogramme has further developed its databases for the recording of good practices, acceleration actions and partnerships regarding the Sustainable Development Goals. The subprogramme also increased its analytical work with respect to those databases by publishing a report on good practices, success stories and lessons learned relating to the Goals. A total of 148 good practices refer to Goal 2 (zero hunger), 151 refer to Goal 6 (water/sanitation) and 112 refer to Goal 7 (energy). Similarly, the amount of acceleration action for Goals 2, 6 and 7 is 73, 76 and 64, respectively, and the related number of partnerships is 741, 653 and 680, respectively. It should be added that 167 good practices, 93 acceleration actions and 899 partnerships focus on Goal 5 (gender equality). The subprogramme will pay special attention to these in order to further mainstream a gender dimension into its work. At the 2020 high-level political forum on sustainable development, the subprogramme worked with UN-Water to launch the global acceleration framework regarding Goal 6, including to promote new initiatives by diverse stakeholders related to that Goal.
- 9.97 The above-mentioned work contributed to the number of Sustainable Development Goal good practices increasing to 512, the amount of acceleration action growing to 237 and the number of

⁹ As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 9)).

partnerships reaching 5,283, which exceeded the planned target of 500 good practices, 144 acceleration actions and 5,000 partnerships, reflected in the proposed programme budget for 2021.

- 9.98 In addition, the above-mentioned work also contributed to Member States having access to the Sustainable Development Goal 6 global acceleration framework, which did not meet the planned target of the establishment of United Nations system coalitions on water, energy and hunger reflected in the proposed programme plan for 2021. The postponement of meetings, a change in modality for other events and disruptions caused by COVID-19 had an impact on the establishment of such coalitions.

Proposed programme plan for 2022

- 9.99 The subprogramme 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 subprogramme's work will evolve to intensify its outreach activities to encourage Member States and stakeholders to register more partnerships, good practices and acceleration actions, with the objective of providing a wider range of positive examples. This will be complemented by an evaluation of the impact of registered actions on Sustainable Development Goal achievement. The expected progress is presented in the updated performance measure below (see table 9.9).

Table 9.9
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
Member States and other stakeholders can access the United Nations system Sustainable Development Goals action database to review the contributions of United Nations System entities to the implementation of the 2030 Agenda	Member States and other stakeholders can consult the database on good practices related to the Sustainable Development Goals, a compendium of successful initiatives for the implementation of the Goals. After an announcement at the Sustainable Development Goal Summit in September 2019, that database is complemented by a database on voluntary actions taken to accelerate the implementation of the Goals	Member States have access to the new Sustainable Development Goal 6 global acceleration framework, and the number of Sustainable Development Goal partnerships and commitments reached 5,286, the number of good practices reached 512 and the database of acceleration actions contains 237 entries, 70 of which are related to Goal 6	A compendium of database entries is available to Member States during intergovernmental meetings on water, energy and hunger. The sharing of related solutions and accelerated actions in support of the Sustainable Development Goals becomes easier and more accessible to Member States	Partnerships and commitments recorded in the databases will reach 6,000. This will include a total of 800 Sustainable Development Goal good practices and 450 acceleration actions

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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: accelerated progress towards ensuring the availability and sustainable management of water and sanitation for all by 2030

Proposed programme plan for 2022

- 9.100 The world is not on track to achieve Sustainable Development Goal 6, on water and sanitation. Limited progress on this Goal could have serious negative effects on other Goals, such as poverty reduction, food security, health, gender equality, climate change resilience, ecosystems and production systems. As part of the decade of action to deliver the goals, the United Nations system, including the Department of Economic and Social Affairs, launched the global acceleration framework for Goal 6, a unifying multi-stakeholder initiative to speed up progress by improving support to countries. Accelerating progress towards achieving Goal 6 (to ensure availability and sustainable management of water and sanitation for all by 2030) will support the achievement of many of, if not all, the remaining 16 Goals.
- 9.101 In this context, the subprogramme has been coordinating the preparation of the United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, “Water for Sustainable Development”, 2018–2028, in March 2023, which will help to achieve the internationally agreed water-related goals and targets, including those contained in the 2030 Agenda. The subprogramme also contributes to the coordination and the efforts of United Nations entities and international organizations working on water and sanitation issues, through the governing body of UN-Water. The subprogramme, together with the representatives of other United Nations entities, sets the policies, defines the long-term programmatic agenda and monitors and evaluates the products within the remit of UN-Water. The subprogramme has also been overseeing, with United Nations University, the task force on the implementation of the Water Action Decade and contributes to the task force on country-level engagement, as well as the expert group on the 2030 Agenda.

Lessons learned and planned change

- 9.102 The lesson for the subprogramme was that there was a strong and growing demand for inclusive and integrated approaches to support the achievement of Sustainable Development Goal 6, including through its service offerings, normative products and technical support. In applying this lesson, the subprogramme will take advantage of the global momentum gained throughout the preparatory phase of the Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, “Water for Sustainable Development”, 2018–2028 and, leveraging its role within the United Nations system, will endeavour to enable Member States and other stakeholders to comprehensively review Goal 6 and other water-related goals and to redesign its capacity development work in the area towards a more comprehensive and long-term approach. Furthermore, the subprogramme will organize with UN-Water a high-level and multi-stakeholder annual moment on Goal 6 at the high-level political forum on sustainable development, which will bring together all actors to review progress, reflect, learn and trigger increased and better directed action. Such a high-level moment will allow Member States and other stakeholders to address water and related issues more thoroughly by linking water-related Goals with other global agendas. It will raise the profile of the water sector and its interlinkages with other Goals.

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

- 9.103 This work is expected to contribute to the objective, as demonstrated by annual high-level and multi-stakeholder moments on Sustainable Development Goal 6 at the high-level political forum on sustainable development, which are informed by policy analysis, bringing together all actors to review progress, reflect, learn and trigger increased and targeted action. The preparatory process towards the Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, “Water for Sustainable Development,” 2018–2028, will be finalized, including the mandated report of the Secretary-General. The action space for Goal 6, which helps to raise awareness and inspire a range of action among a diverse group of stakeholders, will be fully operational. (see table 9.10).

Table 9.10
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
<p>The International Decade for Action, “Water for Sustainable Development”, 2018–2028 (General Assembly resolution 71/222) was launched on World Water Day, 23 March.</p> <p>During high-level political forum on sustainable development in July 2018, Member States reviewed the status of achievement of Sustainable Development Goal 6 for the first time. The review is informed by the <i>Sustainable Development Goal 6 Synthesis Report on Water and Sanitation 2018</i> of UN-Water, highlighting that the world was not on track to achieve Goal 6</p>	<p>Member States adopt resolution 73/226, calling for a United Nations conference in 2023 to comprehensively review the implementation of the objectives of the Water Action Decade</p>	<p>The Sustainable Development Goal 6 global acceleration framework is launched during high-level political forum on sustainable development in order to mobilize United Nations agencies, governments, civil society, private sector and other stakeholders to drive progress on water and sanitation issues, and therefore on the 2030 Agenda as a whole</p>	<p>The General Assembly convenes a high-level meeting to promote the implementation of the water-related Sustainable Development Goals and targets of the 2030 Agenda, the number of acceleration actions relating to Goal 6 increases and the number of requests for capacity-building support increases</p>	<p>More than 150 Sustainable Development Goal 6 acceleration actions registered</p>

Legislative mandates

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

General Assembly resolutions

S-19/2	Programme for the Further Implementation of Agenda 21		Small Island Developing States (Mauritius Strategy for the Further Implementation)
S-22/2	Declaration and state of progress and initiatives for the future implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	65/2	Outcome document of the High-Level Review Meeting on the Implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
49/122	Global Conference on the Sustainable Development of Small Island Developing States (Barbados Plan of Action)	67/215	Promotion of new and renewable resources of energy
59/311	International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of	67/290	Format and organizational aspects of the high-level political forum on sustainable development

Part IV International cooperation for development

71/222	International Decade for Action, “Water for Sustainable Development”, 2018–2028	75/213	Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21
71/312	Our ocean, our future: call for action		
72/212	Strengthening the links between all modes of transport to achieve the Sustainable Development Goals	75/215	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
73/226	Midterm comprehensive review of the implementation of the International Decade for Action, “Water for Sustainable Development”, 2018–2028		
74/3	Political declaration of the high-level meeting to review progress made in addressing the priorities of small island developing States through the implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway	75/220 75/221 74/306	Harmony with Nature Ensuring access to affordable, reliable, sustainable and modern energy for all Comprehensive and coordinated response to the coronavirus disease (COVID-19) pandemic
74/4	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly	74/307	United response against global health threats: combating COVID-19

Deliverables

9.105 Table 9.11 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 9.11

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	14	14	12	12
1. Documents for the General Assembly	8	7	8	8
2. Documents for the high-level political forum on sustainable development	5	7	3	3
3. Documents for the multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals	1	–	1	1
Substantive services for meetings (number of three-hour meetings)	87	113	84	92
4. Meetings of the General Assembly	45	59	42	42
5. Meetings of the Economic and Social Council	6	3	6	4
6. Meetings of the high-level political forum on sustainable development	30	50	30	32
7. Meetings of the multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals	4	–	4	4
8. Meetings of the independent group of scientists for the <i>Global Sustainable Development Report</i>	2	1	2	10
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	7	11	6	5
9. Projects on various topics of sustainable development (water, energy, sustainable transport, sustainable consumption and production, stakeholder engagement, small island developing States partnerships, micro-, small and medium-sized enterprises, etc.)	7	11	6	5

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
Seminars, workshops and training events (number of days)	125	67	100	100
10. Training seminars and/or workshops for and with national policymakers in developing countries and small island developing States with economies in transition, with a view to strengthening national capacities in all areas of sustainable development	125	67	100	100
Publications (number of publications)	–	–	–	–
11. <i>Global Sustainable Development Report</i>	–	–	–	–
Technical materials (number of materials)	4	19	3	8
12. Sustainable development in action: voluntary commitments and multi-stakeholder partnerships for sustainable development	1	1	1	–
13. Summary reports on progress gaps and challenges in the implementation of resolution 67/215, in which the General Assembly declared 2014–2024 the United Nations Decade of Sustainable Energy for All	1	1	1	–
14. Progress report on multi-stakeholder partnerships for small island developing States	1	1	1	–
15. Publications on the 2030 Agenda for Sustainable Development	1	16	–	8
C. Substantive deliverables				
Consultation, advice and advocacy: inter-agency coordination in the area of sustainable development, such as UN-Water (2 annual in-person meetings), UN-Energy (1 annual in-person meeting complemented by virtual meetings), UN-Oceans (2 annual meetings), the inter-agency coordination group on small island developing States (3 to 4 annual in-person meetings); and briefings/expert advice to Member States on sustainable development issues, including high-level bilateral consultations and intergovernmental meetings, training courses and materials related to stakeholder engagement in the 2030 Agenda follow-up and review and on multi-stakeholder partnerships in support of the Sustainable Development Goals.				
Databases and substantive digital materials: maintenance of the databases, accessible by the public, on voluntary initiatives, small island developing States, partnerships, voluntary commitments made during the United Nations Conference to Support the Implementation of Sustainable Development Goal 14, Sustainable Development Goal good practices, the database on the United Nations system achievement of the Goals, Sustainable Development Goal acceleration actions, the Technology Facilitation Mechanism, UN-Energy, harmony with nature and other topics of sustainable development.				
D. Communication deliverables				
Outreach programmes, special events and information materials: special meetings and side events on sustainable development issues during major United Nations conferences at Headquarters or elsewhere; and the publication of the <i>Natural Resources Forum</i> .				
Digital platforms and multimedia content: maintenance of the Sustainable Development Knowledge Platform, which has an average number of 30,000 visits per day				

Subprogramme 4 Statistics

Objective

- 9.106 The objective, to which this subprogramme contributes, is to strengthen the capacity of Member States with regard to the production and use of high-quality, timely, disaggregated, open data and national statistics and geospatial information as a basis on which to inform policy and decision-making for the 2030 Agenda for Sustainable Development and for other United Nations policy agendas and to review progress at the national and international levels.

Strategy

- 9.107 To contribute to the objective, the subprogramme will promote and advance the development of statistical and geospatial information frameworks, standards and methods, especially those related to the Sustainable Development Goals and other new emerging policy issues.

- 9.108 The subprogramme also plans to provide support to Member States by conducting training sessions and transferring knowledge through effective platforms for learning and for sharing information and experiences among countries at the global, regional and national levels, as well as providing other appropriate forms of capacity-building support, including technical advisory services, which will help Member States to make progress towards achieving the Sustainable Development Goals and their targets. The provision of statistical capacity development support has grown enormously with the adoption of the Goals and has expanded to include the modernization of statistical information systems and the use of big data, natural capital accounting, geospatial information management and survey instruments to fill data gaps and leave no one excluded from decision-making and policies that affect them. Special emphasis in the subprogramme's capacity-building efforts is given to the least developed countries, small island developing States and landlocked developing countries, as well as countries in Africa.
- 9.109 The subprogramme will continue to expand the coordination of its international statistical programmes and activities. The subprogramme will play its mandated leading role to better coordinate United Nations statistical programmes. In addition, the subprogramme will coordinate with and support the resident coordinator system and United Nations country teams in data and statistical activities and their interaction with the global statistical community, including through the Global Network of Data Officers and Statisticians. Furthermore, it will cooperate closely with other international organizations and establish partnerships with civil society organizations, academia and private sector data providers. In the area of geospatial information management, the subprogramme will facilitate the coordination of international activities by promoting the availability, accessibility and application of geospatial information, including the standardization of geographical names and work towards a better integration of statistical and geospatial information.
- 9.110 In addition, the subprogramme will continue to collect, compile and disseminate global statistical information and data in the areas of economic, social, demographic and environmental statistics, including the Sustainable Development Goal indicators, by increasingly using modern information and communications technologies, such as the Statistical Data and Metadata Exchange, to facilitate data exchange and enhance access to data and national statistics and geospatial information for policymakers and other users at the national and international levels. The subprogramme will disseminate the collected statistical information and data through its flagship data publications, databases and data platforms. Open data hubs and labs will continue to be developed and used to showcase innovative uses of data and explore the visualization of data and metadata.
- 9.111 The subprogramme plans to support Member States on issues related to COVID-19 by conducting a survey on monitoring the impact of the COVID-19 crisis on national statistical offices with the World Bank's Development Data Group and the United Nations regional commissions, and by establishing a dedicated website to showcase the official statistical community's response to the COVID-19 pandemic. The survey will provide key information to help to identify areas that require priority support from partners and develop plans for longer-term interventions. The website will continue to build a space for the global statistical community to share guidance, and information on initiatives, tools and best practices to ensure the operational continuity of data programmes by the national statistical offices and to address issues of open and timely access to critical data needed by Governments and all sectors of society to respond to the crisis. In addition, a COVID-19 data hub will provide users with easy access to COVID-19-related global and national data platforms.
- 9.112 The above-mentioned work is expected to result in:
- (a) Enhanced quality, availability and access to policy-relevant statistical and geospatial information;
 - (b) Increased production and dissemination by Member States of better data and national statistics and geospatial information that are comparable and in line with the adopted international frameworks and standards and provide enhanced and open accessibility for and use by policymakers and other users;
 - (c) Enhanced coherence and more effective functioning and transformation of the global statistical and geospatial systems;
 - (d) Increased statistical and geospatial information capacity of Member States and the United Nations system.

Programme performance in 2020

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

Increased availability and breadth of gender data, capturing intersecting inequalities

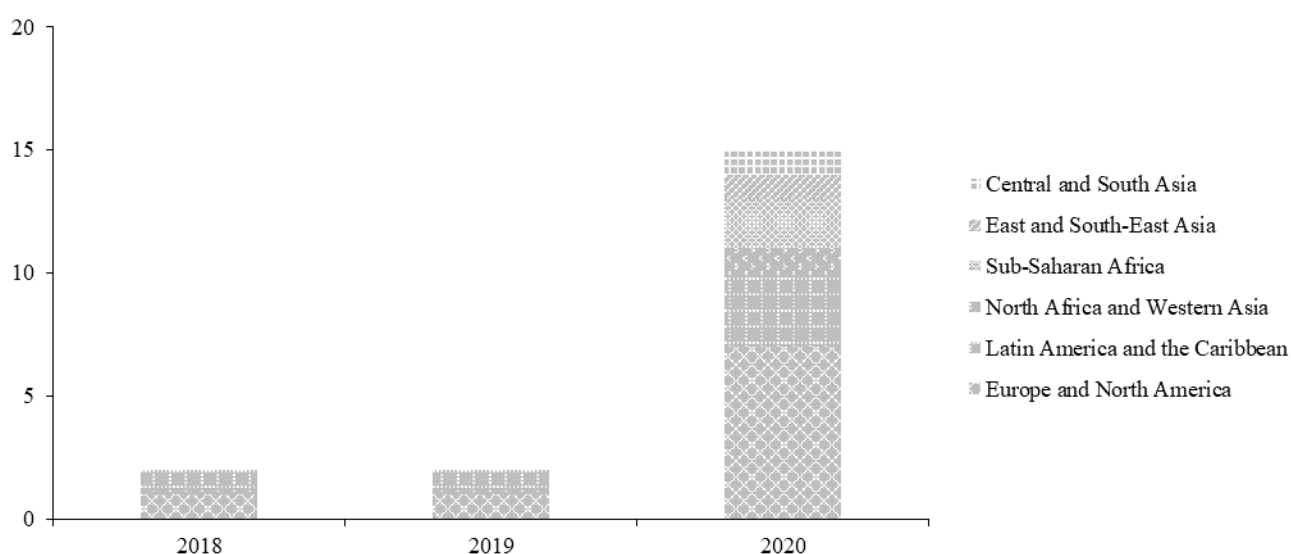
- 9.114 High-quality, timely, open, interoperable and disaggregated data are needed to measure and monitor progress towards commitments made by Member States in the Beijing Platform for Action and towards the promise that they made to women and girls in Sustainable Development Goal 5 of the 2030 Agenda. Geocoded data are also promoted as a way to integrate multiple data sets and make them interoperable, for a richer analysis, including by combining statistical and spatial information. Through the “gender story maps” initiative, the subprogramme has been disseminating country geocoded data for better informed gender policies.
- 9.115 The subprogramme also scaled up the initiative into the World’s Women 2020 trends and statistics, in response to requests from countries and data users. The World’s Women 2020, a geospatially enabled data hub, has been developed with Member States and partner agencies and presents the most recent data and assessment of progress towards gender equality in a collection of 100 gender data stories. This wealth of information on the status of women, compared with men, at the global, regional and national levels, all georeferenced, can be used to integrate multiple data sources to capture inequalities intersecting with gender, including age, ethnicity and disability status. Furthermore, granular and geocoded data are even more critical to assess the gendered impact of the COVID-19 pandemic and its effects, while the subprogramme continues to track progress towards gender equality in this rapidly changing global situation.

Progress towards the attainment of the objective, and performance measure

- 9.116 The above-mentioned work contributed to the objective, as demonstrated by the increased number of Member States disseminating their highly disaggregated and geocoded gender data under the gender story maps initiative in 2018 and 2019 and under the World’s Women 2020 online interactive platform (see figure 9.V).

Figure 9.V

Performance measure: total number of partnering Member States disseminating data under gender story maps and the World’s Women 2020 online platform (cumulative)



Note: Partnering countries include Brazil, Canada, Colombia, Finland, Ghana, Ireland, Italy, Japan, Jordan, Kazakhstan, Latvia, Mexico, the Republic of Moldova, Switzerland and Zimbabwe. Prior to the gender story map initiative in 2018, the subprogramme had not partnered with any countries to disseminate geocoded gender data.

Impact of COVID-19 on subprogramme delivery

- 9.117 Owing to the impact of COVID-19 during 2020, the subprogramme had to adjust the dates and hold its intergovernmental meeting, the tenth session of the United Nations Committee of Experts on Geospatial Information Management, virtually. The duration of the tenth session was significantly reduced from six 3-hour sessions to three 2-hour virtual meetings. Similarly, other planned expert group meetings were held virtually and were conducted over longer periods of time with reduced duration. The subprogramme also had to postpone two expert group meetings, on energy statistics and on the international family of statistical classifications, to 2021. The virtual format of events worked well for well-established groups with a specific level of maturity, while newly established mechanisms experienced significantly more challenges. It also increased the number of participants who would normally not be present and, at the same time, increased the time invested in the organization of virtual events for testing online platforms and conducting additional preparations and consultations in between sessions. These changes had an impact on the programme performance in 2020, as specified under result 2 below.
- 9.118 At the same time, however the subprogramme identified new activities to support Member States on issues related to COVID-19, within the overall scope of its objectives, namely, the collaborative on the use of administrative data sources for statistical purposes. The collaborative was launched in April 2020 in response to the demand from countries for support on how to respond to data needs to address the challenges of COVID-19 and its socioeconomic effects, when regular statistical operations are disrupted.

Planned results for 2022

- 9.119 The planned results for 2022 include results 1 and 2, which are updates of results presented in preceding 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: data innovation to ensure that no one is left behind¹⁰

Programme performance in 2020

- 9.120 The subprogramme has addressed countries' need to expand the use of innovative solutions to respond to the data demands of the 2030 Agenda and the new challenges posed by the COVID-19 pandemic. The new collaborative on administrative data sources, led by the subprogramme and the Global Partnership for Sustainable Development Data, allowed a large group of countries to strengthen their capacity to use administrative data sources for statistical purposes, enhancing their ability to compile statistics and indicators regarding the Sustainable Development Goal, especially at a time when face-to-face data-gathering is hindered because of the pandemic. Participating countries received training, shared best practices and planned for further enhancement of the use of administrative data sources from a wide range of national government agencies. The subprogramme also continued to make progress in enabling countries to join the Federated Information System for the Sustainable Development Goals, where countries can develop their national data hubs on the Goals and transmit the information to the global United Nations data hub. Furthermore, the subprogramme launched a new initiative to support countries in the development of innovative national data hubs on COVID-19, linking different data sources and providing data on a geospatial-enabled platform.
- 9.121 The above-mentioned work contributed to 28 countries using innovative tools for producing, compiling and disseminating Sustainable Development Goal indicators, which did not meet the target of 40 countries, reflected in the proposed programme budget for 2020. The hiring freeze and resulting high number of vacancies that could not be filled delayed the expected implementation of the Federated Information System for the Sustainable Development Goals.

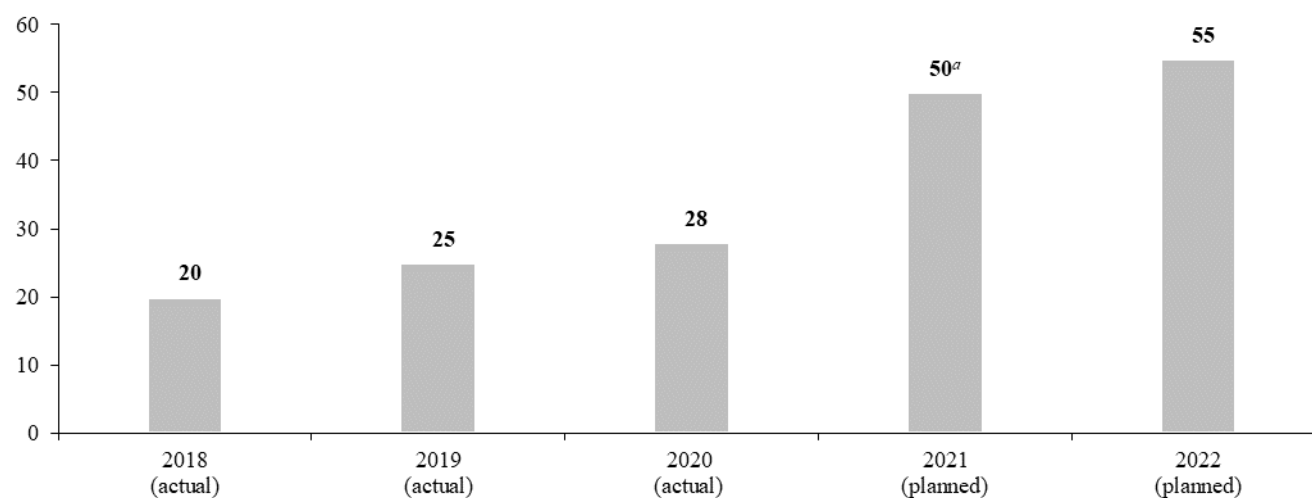
¹⁰ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 9)).

Proposed programme plan for 2022

- 9.122 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 provide technical support and training to countries that wish to join the Federated Information System for the Sustainable Development Goals, including through regional and subregional workshops, and expand the activities of the collaborative on the use of administrative data sources. The expected progress is presented in the performance measure below (see figure 9.VI).

Figure 9.VI

Performance measure: total number of Member States that use non-traditional and/or new data sources for compiling Sustainable Development Goal indicators and disseminate them through national reporting platforms



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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: Data for Now – timely data for the Sustainable Development Goals¹¹

Programme performance in 2020

- 9.123 The subprogramme has conducted work in the eight Data for Now trailblazer countries, with a special focus on Bangladesh, Colombia and Senegal, for which a specific project was launched covering activities on selected Sustainable Development Goals. This has allowed targeted support in the areas of work chosen by the countries. Furthermore, the subprogramme, with support from the other core partners of the Data for Now initiative, has also made progress in the other trailblazer countries and has begun to engage with additional countries that have expressed an interest in joining the initiative. The work on integrating innovative data solutions into the official statistical process of countries has contributed to greater availability of more timely data on the priority areas selected by the project countries.
- 9.124 The above-mentioned work contributed to enabling 8 pilot countries to use new data sources, methods and technologies to fill critical data gaps and deliver timely data that accelerates progress on achieving the Sustainable Development Goals, which did not meet the target of 10 additional countries having access to the new data solutions validated during the first phase of the initiative, and 6 more countries testing new solutions on additional targets of the Goals and topics, reflected in the proposed programme budget for 2021. The main reason why the planned target was not met were challenges in ensuring sufficient funding to progress as quickly as planned and delays in overall work activities due to critical unfilled vacancies among the staff responsible for the implementation

¹¹ As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 9)).

of the initiative, due to the liquidity crisis. However, the subprogramme initiated work to support additional countries in using new data solutions.

Proposed programme plan for 2022

- 9.125 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 provide training and technical support to additional countries that wish to join the initiative, in cooperation with the other core partners and with additional partners who can offer innovative solutions. The implementation is subject to the availability of resources to support countries and the filling of existing vacancies. The expected progress is presented in the performance measure below (see table 9.12).

Table 9.12

Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)^a</i>	<i>2022 (planned)</i>
Countries and partners across the entire data ecosystem agree that data demands for the 2030 Agenda require urgent new, standards-based and interoperable solutions that leverage the power of new data sources and technologies through partnerships between national statistical authorities and the private sector, civil society and academic and other research institutions (Dubai Declaration, October 2018)	Launch of the Data for Now initiative enabling 8 pilot countries to use new data sources, methods and technologies to fill critical data gaps and deliver timely data that accelerates progress on the Sustainable Development Goals	One additional country has access to the new data solutions validated during the first phase of the initiative by the 8 initial countries and is testing new solutions on additional Sustainable Development Goal targets and topics. Overall, 5 targets have new tested measurement solutions	10 additional countries have access to the new data solutions validated during the first and second phases of the initiative and 6 more countries test new solutions on additional Sustainable Development Goal targets and topics. Overall, 5 more targets have new tested measurement solutions	5 additional countries have access to the new data solutions validated during the first and second phases of the initiative and 5 more countries test new solutions on additional Sustainable Development Goal targets and topics. Overall, 5 more targets have new tested measurement solutions

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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: integrated approach to environmental and economic policies through the use of the System of Environmental-Economic Accounting

Proposed programme plan for 2022

- 9.126 The interlinked nature of the Sustainable Development Goals calls for an integrated approach to policy, in particular one that takes into account the importance of the environment for the economy and society. Natural capital accounting provides a systematic way to measure and report on stocks and flows of natural capital and how it relates to the economy, thereby providing integrated data for sustainable policies. Since the adoption by the Statistical Commission in 2012 of the System of Environmental-Economic Accounting as the international statistical standard for natural capital accounting, there has been a large increase in the number of countries implementing it, which has been accomplished by taking a whole-of-government approach to implementation and use of the accounts. The subprogramme has been supporting the engagement of both producer and user communities through the development of integrated data on the environment-economy linkages and

the subsequent use of these data in developing integrated, holistic policies. In particular, Governments have used the accounts to better understand the relationship between the environment and economic development and prosperity, in order to support the 2030 Agenda.

Lessons learned and planned change

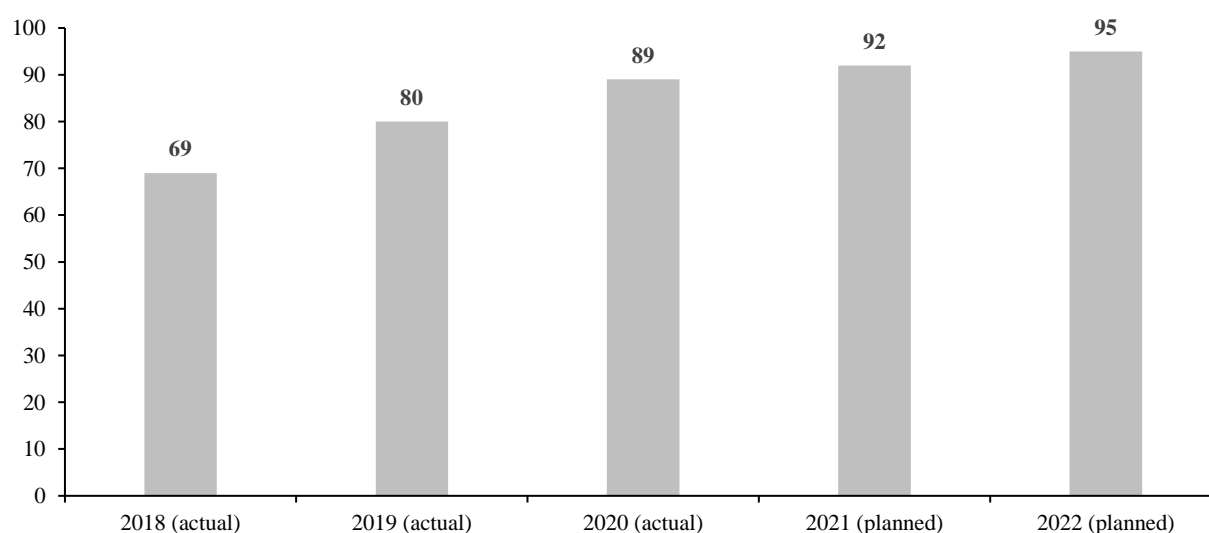
- 9.127 The lesson for the subprogramme was that implementation of the System of Environmental-Economic Accounting requires early engagement and partnership with all stakeholders, in order to raise awareness and increase use of the accounts for policy. The System is a relatively new statistical standard, and early implementation experiences demonstrated the importance of early engagement with both producers and users of the accounts, through education and capacity-building, interinstitutional partnerships and linking the accounts to policy. In applying the lesson, the subprogramme will provide capacity-building to national statistical offices and users of the accounts to focus on how the System can respond to the policy demands of the 2030 Agenda, the Paris Agreement, the circular economy, the post-2020 global biodiversity framework and more. The subprogramme will continue to scale up this approach in the subprogramme's current projects, such as the Natural Capital Accounting and Valuation of Ecosystem Services project with Brazil, China, India, Mexico and South Africa.

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

- 9.128 This work is expected to contribute to the objective, as demonstrated by the increased implementation and use of the System of Environmental-Economic Accounting in the recent Global Assessment on Environmental-Economic Accounting and Supporting Statistics. The Global Assessment is a regularly administered survey to Member States that provides information on global implementation of the System. Implementation of the System has increased steadily in recent years. In 2018, 69 countries implemented the System, increasing to 80 in 2019. The 2020 administration of the Global Assessment indicated that 89 countries had implemented the System. Given the subprogramme's capacity-building and user engagement plans, it is planned that the number of countries implementing the System will continue to increase in 2021 and 2022.

Figure 9.VII

Performance measure: total number of countries implementing the System of Environmental-Economic Accounting (cumulative)



Legislative mandates

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

General Assembly resolutions

68/261	Fundamental Principles of Official Statistics	69/282	World Statistics Day
69/266	A global geodetic reference frame for sustainable development	71/313	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development

Economic and Social Council resolutions and decisions

2006/6	Strengthening statistical capacity	2018/14	Strategic Framework on Geospatial Information and Services for Disasters
2011/24	Committee of Experts on Global Geospatial Information Management	2019/230–235	Report of the United Nations Group of Experts on Geographical Names on its 2019 session – recommendations 1 to 5
2013/21	Fundamental Principles of Official Statistics	2020/5	Strengthening coordination of the statistical programmes in the United Nations system
2014/31	A global geodetic reference frame for sustainable development	2020/211	Report of the Statistical Commission on its fifty-first session and the provisional agenda and dates for the fifty-second session of the Commission
2015/10	2020 World Population and Housing Census Programme	2021/217	Report of the Committee of Experts on Global Geospatial Information Management on its tenth session and provisional agenda and dates of the eleventh session of the Committee
2016/27	Strengthening institutional arrangements on geospatial information management		
2018/2	Future organization and methods of work of the United Nations Group of Experts on Geographical Names		

Deliverables

9.130 Table 9.13 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 9.13

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	19	19	22	19
1. Reports to the Statistical Commission	16	16	16	16
2. Documents to the Committee on Contributions	2	2	4	2
3. Report of the United Nations Group of Experts on Geographical Names	–	–	1	–
4. Report of the Committee of Experts on Global Geospatial Information Management	1	1	1	1
Substantive servicing for meetings (number of three-hour meetings)	119	129	109	151
5. Meetings of the Statistical Commission	7	8	7	7
6. Meetings of the United Nations Group of Experts on Geographical Names	–	–	10	–
7. Meetings of the Committee of Experts on Global Geospatial Information Management	6	2	6	6
8. Meetings of experts on economic statistics, demographic and social statistics, environmental statistics and geospatial information, and on Sustainable Development Goal indicators and cross-cutting statistical areas	106	119	86	138

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	5	7	4	5
9. Projects on economic statistics	1	1	1	1
10. Projects on demographic and social statistics	—	1	—	—
11. Projects on environmental statistics and geospatial information	2	2	2	3
12. Projects on Sustainable Development Goals and cross-cutting statistical areas	2	3	1	1
Publications (number of publications)	32	34	34	36
Publications on economic statistics				
13. <i>International Trade Statistics Yearbook, Volumes I and II</i>	2	2	2	2
14. <i>National Accounts Statistics: Analysis of Main Aggregates</i>	1	1	1	1
15. <i>National Accounts Statistics: Main Aggregates and Detailed Tables, Parts I–V</i>	5	5	5	5
16. <i>Handbook on International Standard Industrial Classification</i>	—	—	1	—
17. <i>Handbook on Business Statistics</i>	—	—	1	—
18. <i>Handbook on Automatic Identification System Data</i>	—	—	1	—
19. <i>Handbook on the Classification of Business Functions</i>	—	—	—	1
20. <i>Central Product Classification</i>	—	—	—	1
Publications on demographic and social statistics				
21. <i>Demographic Yearbook</i>	1	1	1	1
22. <i>Population and Vital Statistics Report, Series A</i>	1	1	1	1
23. <i>Handbook on Civil Registration, Vital Statistics and Identity Management Systems: Communication for Development</i>	—	—	1	—
24. <i>The World's Women 2020: Trends and Statistics</i>	1	1	—	—
25. <i>Revised Recommendations on Statistics of International Migration</i>	—	—	—	1
26. <i>Handbook on Register-based Population and Housing Censuses</i>	—	—	—	1
Publications on environment statistics and geospatial information				
27. <i>Electricity Profiles</i>	1	1	1	1
28. <i>Energy Balances</i>	1	1	1	1
29. <i>Energy Statistics Pocketbook</i>	1	1	1	1
30. <i>Energy Statistics Yearbook</i>	1	1	1	1
31. <i>United Nations Integrated Geospatial Information Framework</i>	1	—	—	—
32. Publications on natural capital accounting	—	4	—	—
33. <i>System of Environmental-Economic Accounting – Ecosystem Accounting</i>	—	—	1	—
34. <i>Global Set of Climate Change Statistics and Indicators</i>	—	—	—	1
35. <i>Measuring Sustainable Tourism</i>	—	—	—	1
Publications on Sustainable Development Goals and cross-cutting statistical areas				
36. <i>Statistical Yearbook</i>	1	1	1	1
37. <i>Monthly Bulletin of Statistics</i>	12	12	12	12
38. <i>World Statistics Pocketbook</i>	1	1	1	1
39. <i>Sustainable Development Goals Report</i>	1	1	1	1
40. <i>Handbook on Management and Organization of National Statistical Systems – Overview</i>	1	—	—	—
41. Progress chart on the Sustainable Development Goals indicators	—	—	—	1
Technical materials (number of materials)	26	38	26	34
42. Technical materials on economic statistics	4	3	4	4

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
43. Technical materials on demographic and social statistics	2	2	2	2
44. Technical materials on environmental statistics and geospatial information	3	11	3	4
45. Technical materials on Sustainable Development Goals and cross-cutting statistical areas	17	22	17	24

C. Substantive deliverables

Consultation, advice and advocacy: consultation and advice on economic, demographic and social, and environmental statistics and geospatial information, Sustainable Development Goal indicators and cross-cutting statistical areas; and briefings/expert advice to Member States on sustainable development issues, including high-level bilateral consultations and intergovernmental meetings.

Databases and substantive digital materials: databases on economic, demographic and social, and environmental statistics and geospatial information, Sustainable Development Goal indicators and cross-cutting statistical areas, with data for more than 200 statistical territories (includes countries and areas).

D. Communication deliverables

Outreach programmes, special events and information materials: outreach, events and information materials on economic, demographic and social, and environmental statistics and geospatial information, Sustainable Development Goal indicators and cross-cutting statistical areas.

Subprogramme 5 Population

Objective

- 9.131 The objective, to which this subprogramme contributes, is to improve knowledge of global population trends, advance an evidence-based understanding of interactions between population change and sustainable development among policymakers and the public, and to strengthen the international community's capacity to effectively address current and emerging population issues and integrate the population dimension into the international development agenda.

Strategy

- 9.132 To contribute to the objective, the subprogramme will prepare studies on issues related to population growth, population ageing, migration, urbanization, fertility, family planning, mortality and other aspects of population in relation to sustainable development. This work will emphasize and rely upon the production of population estimates and projections, the analysis of demographic trends and the evaluation of population policies. The subprogramme will produce comprehensive global data sets on selected topics, as well as "highlights" reports on these topics and an annual report on a selected demographic megatrend. Data sets will include aggregated results for groups of countries in special situations, including least developed countries, landlocked developing countries, small island developing States and countries in Africa. The subprogramme also plans to disseminate population data, information and policy-relevant findings through its website and other means of outreach and communication. The subprogramme will provide support, upon request, for capacity development in population data and analysis both to countries and to United Nations country teams.
- 9.133 The subprogramme will continue to provide substantive support to United Nations intergovernmental bodies, in particular the Commission on Population and Development, including by preparing reports of the Secretary-General and by convening expert meetings and panels. The subprogramme will assist Governments in assessing progress made in implementing the Programme of Action of the International Conference on Population and Development held in 1994, and achieving internationally agreed development goals, including the Sustainable Development Goals of the 2030 Agenda, with a specific focus on the global monitoring of Goal indicators on reproductive health, international migration and child and maternal mortality, often in partnership

with other entities of the United Nations system. In addition, the subprogramme will continue to improve the United Nations estimates and projections of the global population.

- 9.134 The subprogramme plans to support Member States on issues related to COVID-19 by studying the interaction of COVID-19 with demographic phenomena, including mortality, population ageing, fertility and family planning, and international migration, and including these analyses, as appropriate, in publications and technical materials.
- 9.135 The above-mentioned work is expected to result in:
- (a) Improved access to data and reports on population matters for Governments and other users and increased use of the subprogramme's data and findings in the work of stakeholders;
 - (b) Increased awareness of population trends and their relationship to sustainable development through accurate data and policy-relevant reports, benefiting Member States and other stakeholders in policy and development planning.
- 9.136 The planned support on issues related to COVID-19 is expected to result in advancement in the international community's usage of scientifically grounded information about the demographic impacts of the COVID-19 pandemic, in particular on mortality.

Programme performance in 2020

- 9.137 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 monitoring of Sustainable Development Goal indicators

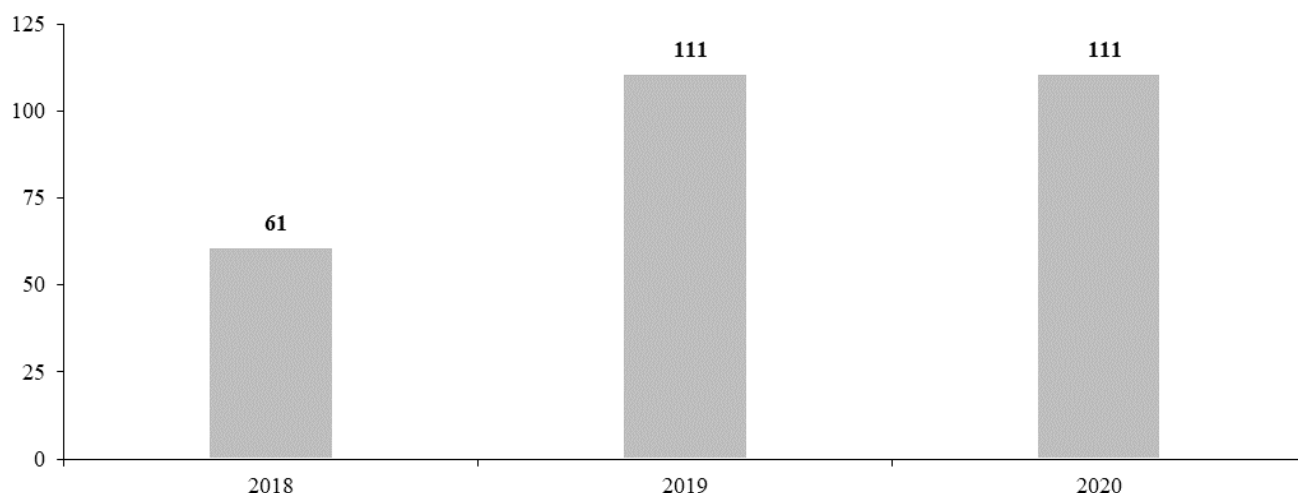
- 9.138 The subprogramme has significant responsibility for supporting the global monitoring of several targets of the Sustainable Development Goals, as custodian, co-custodian or producer of data needed to monitor four Goal indicators. Two of these indicators have as a data source the United Nations Inquiry among Governments on Population and Development, a major survey on population policies that used to be undertaken every four to six years. The subprogramme, working closely with the International Organization for Migration, OECD and the United Nations Population Fund, increased the country coverage of the data collected through the Inquiry. The survey has been used since 2018 to gather country data needed to monitor indicators 5.6.2 and 10.7.2. The survey has also been adapted to respond to emerging issues, with the inclusion in 2020 of a question to gauge the impact of COVID-19 on policies to manage international migration. The scope and length of the thirteenth Inquiry, undertaken during 2020–2021, was limited only to the questions strictly needed to update the measurement of indicators 5.6.2 and 10.7.2.
- 9.139 The subprogramme also undertook an unprecedented assessment and documentation of the available data and estimates of adolescent fertility (Sustainable Development Goal indicator 3.7.2) for girls aged 10 to 14 years, an age range explicitly mentioned in the definition of the indicator but for which no systematic information had been evaluated or collected.

Progress towards the attainment of the objective, and performance measure

- 9.140 The above-mentioned work contributed to the objective, as demonstrated by 111 Member States with improved access to internationally comparable information to monitor progress in Sustainable Development Goal indicators 5.6.2 on access to sexual and reproductive health and reproductive rights, and 10.7.2 on policies to facilitate orderly, safe, regular and responsible migration (see figure 9.VIII).

Figure 9.VIII

Performance measure: total number of countries with comparable information for monitoring Sustainable Development Goal indicators 5.6.2 and 10.7.2 (cumulative)



Impact of COVID-19 on subprogramme delivery

- 9.141 Owing to the impact of COVID-19 during 2020, the subprogramme cancelled the formal meetings of the Commission on Population and Development. Nevertheless, the subprogramme supported informal consultations on draft proposals in a virtual format, as well as an unprecedented number of Bureau meetings in response to the unusual circumstances. The subprogramme also had to change its approach to expert group meetings, holding them virtually rather than in person.
- 9.142 At the same time, however, the subprogramme identified new and modified activities to support Member States on issues related to COVID-19, within the overall scope of its objectives, namely, the formation of a technical advisory group on COVID-19 mortality assessment, in collaboration with subprogramme 4 on statistics and the World Health Organization; co-editing of a special volume of statistical information on the impact of COVID-19 across multiple domains; and modifying the content of selected programmed publications to include evidence on the impact of COVID-19. The modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

Planned results for 2022

- 9.143 The planned results for 2022 include results 1 and 2, which are updates of results presented in 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: improved accessibility of policy-relevant data and analysis, through streamlined reports and multimodal dissemination¹²

Programme performance in 2020

- 9.144 The subprogramme has launched a new series of reports on population megatrends. The first report, entitled *Global Population Growth and Sustainable Development*, demonstrates how the continued increase in global population is shaped by trends in fertility, mortality, international migration and population momentum. It also presents an examination of the interlinkages between population growth and sustainable development, considering its three pillars – social, economic and environmental. Owing to liquidity constraints in 2020, launch of the report is postponed to 2021.

¹² As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 9)).

The subprogramme also released highlights reports on family planning, population ageing and international migration. Launch events were tied to international days in order to increase visibility of the publications. Each highlights report included content on interrelationships of the topic with COVID-19. Furthermore, the subprogramme launched a new web platform for dissemination of its publications, data, visualizations and other informational materials.

- 9.145 The above-mentioned work contributed to 750,000 downloads of data and information from the website, a slight decrease in the number of downloads from the subprogramme's website compared with the previous year, which did not meet the target of an increase in the number of downloads with the promotion of new annual megatrends report, reflected in the proposed programme budget for 2020. The slight decrease in downloads was due apparently to a particularly high number of downloads in 2019 due to the launch of *World Population Prospects*, which had occurred on 17 June 2019, given that there was no comparable launch in 2020. In addition, the migration of the subprogramme's content to a new website and decommissioning of the old website may have affected downloads to some degree.

Proposed programme plan for 2022

- 9.146 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 release a third megatrends report on international migration and produce the next set of highlights reports on family planning and international migration. The subprogramme will also maintain and further develop the web platform for dissemination. The expected progress is presented in the performance measure below (see table 9.14).

Table 9.14

Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
Numerous and lengthy thematic reports; overlap between full reports and highlights reports	Development of a new series on demographic megatrends to replace longer thematic reports	750 000 downloads of data and information from the website	Impact of megatrends report is visible in references to the report in websites and articles	Increase in the annual number of references to the megatrends reports in websites, articles, reports or statements produced by Governments or other stakeholders

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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: global population estimates and projections for the Sustainable Development Goals era¹³

Programme performance in 2020

- 9.147 The subprogramme has continued to promote the data produced in *World Population Prospects*, which is widely used for policy planning, for the monitoring of development goals and as input for economic, environmental and health models. In 2020, these data took on additional importance as the world was responding to the COVID-19 pandemic. More than 1,200 studies focusing on population and health issues regarding COVID-19 have relied on *World Population Prospects* for international population estimates, notably among elderly populations. Studies using data from the

¹³ As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 9)).

subprogramme included influential epidemiological modelling studies that were instrumental in guiding the initial policy decision-making in several regions and in helping countries to adopt rapid, decisive and collective action. More recently, with more epidemiological data becoming available, the subprogramme's data have been used in a wide range of new models to refine and evaluate different public health measures (e.g., various COVID-19 planning tools for scenario analysis and short-term forecasts of COVID-19 deaths in low- or middle-income countries). The subprogramme also began its work to reorganize and update its information technology infrastructure to improve both the quality and the accessibility of its global population data. It has continued its work to integrate its existing data sets, previously disseminated in different forms and formats, into a central data portal to improve public access to the information.

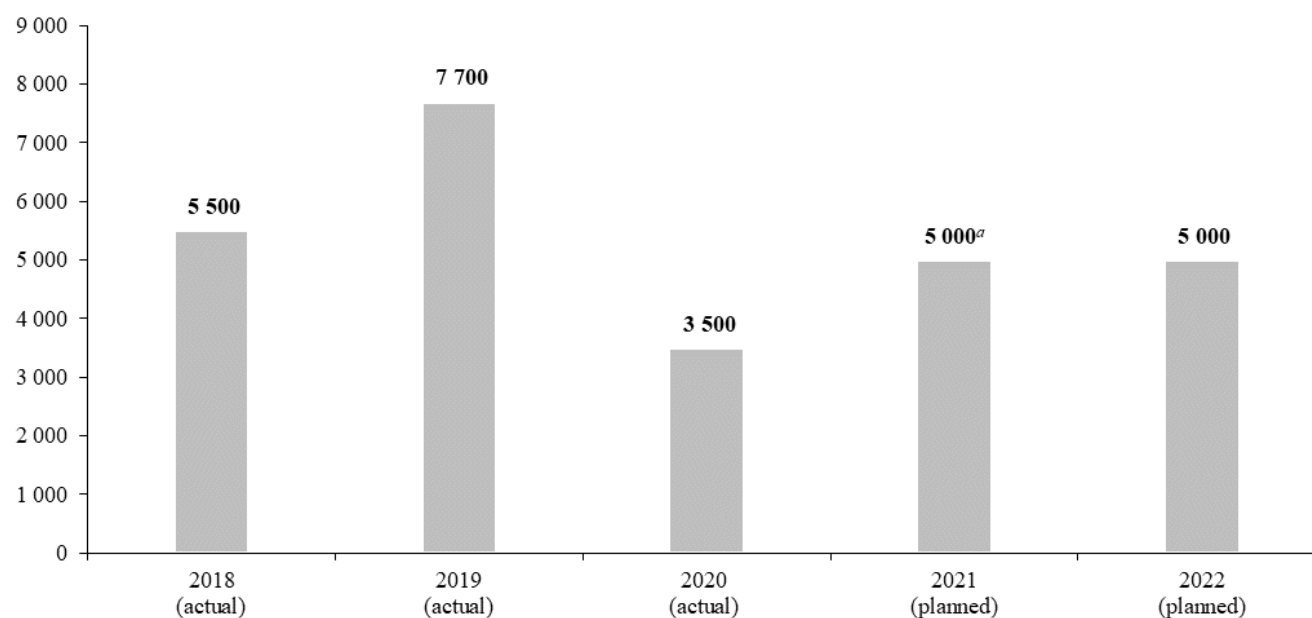
- 9.148 The above-mentioned work contributed to an estimated increase of 3,500 articles citing *World Population Prospects* in 2020, which did not meet the target of 7,000 articles, reflected in the proposed programme budget for 2021. Potential explanations for the modest increase in 2020 include an unusually large number of citations in the previous year due to the launch of *World Population Prospects* 2019, as well as changes in the underlying Google search algorithm.

Proposed programme plan for 2022

- 9.149 The subprogramme will continue the work related to global population estimates and projections for the Sustainable Development Goals era, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to promote the data and publications from *World Population Prospects* following the new release in 2021. In addition, the subprogramme will undertake further methodological updates to improve the utility of the estimates for monitoring and planning for achievement of the Goals. The expected progress is presented in the performance measure below (see figure 9.IX).

Figure 9.IX

Performance measure: total number of additional citations of *World Population Prospects* in academic articles (annual)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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 estimates of the number of international migrants**Proposed programme plan for 2022**

- 9.150 The increasing scale and diversification of international migration is one of the most salient global demographic trends, with important linkages to sustainable development for countries of origin, transit and destination. Member States and international organizations rely on accurate and timely data on the stock (or number) of international migrants, namely, the foreign-born population at given points in time, produced by the subprogramme. The subprogramme will begin work in this area in 2021.

Lessons learned and planned change

- 9.151 The lesson for the subprogramme was that, although previous migrant stock estimates had been widely cited and used, there was a need to improve the consistency, transparency and replicability of those estimates. Another issue identified was the need to better synchronize the release of analytical outputs, including the new series of reports on four demographic megatrends, with relevant United Nations meetings and events, so as to increase their visibility and impact. In applying the lesson, the subprogramme will begin work in 2021 to produce in 2022 improved estimates of international migration, including documentation making more explicit and detailed reference to the underlying data sources and the adjustments and estimation procedures employed. The estimates of the stock of international migrants will include data disaggregated by age, sex and countries of origin and destination. These data will inform the preparation of the *International Migration 2022: Highlights* report. Releases of analytical products will be tied to relevant United Nations meetings and events in 2022, such as the first International Migration Review Forum, which will review progress made in implementing the Global Compact for Safe, Orderly and Regular Migration, or International Migrants Day.

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

- 9.152 This work is expected to contribute to the objective, as demonstrated by improved knowledge among policymakers and the public of levels and trends of the stock of international migrants by country of residence and origin, disaggregated also by age and sex. (see table 9.15).

Table 9.15

Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
—	Member States benefited from access to the 2019 estimates of numbers (the “stock”) of international migrants, disaggregated by age, sex and countries of origin and destination	Member States benefited from access to an update of the stock of international migrants, produced using pre-existing methods, including an adjustment for the impact of COVID-19	Piloting improvements in the estimation of the stock of international migrants that would further benefit stakeholders, including Member States	Member States, policymakers and the public have improved knowledge, and have access to updated and improved data on the stock of international migrants

Legislative mandates

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

General Assembly resolutions

49/128	Report of the International Conference on Population and Development	68/4	Declaration of the High-level Dialogue on International Migration and Development
S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development	71/1	New York Declaration for Refugees and Migrants
57/299	Follow-up to the outcome of the twenty-sixth special session: implementation of the Declaration of Commitment on HIV/AIDS	72/281 73/195	International Day of Family Remittances Global Compact for Safe, Orderly and Regular Migration
65/234	Follow-up to the International Conference on Population and Development beyond 2014	73/326 75/226	Format and organizational aspects of the international migration review forums International migration and development

Economic and Social Council resolutions and decisions

1994/2	Work programme in the field of population	1999/10	Population growth, structure and distribution
1995/55	Implementation of the Programme of Action of the International Conference on Population and Development	2005/213	Improvement of the work of the Commission on Population and Development
1997/2	International migration and development	2016/25	Future organization and methods of work of the Commission on Population and Development
1997/42	Follow-up to the International Conference on Population and Development		

Commission on Population and Development resolutions and decisions

1997/2	Reporting requirements to the Commission on Population and Development	2008/1	Population distribution, urbanization, internal migration and development
1997/3	Work programme in the field of population	2009/1	The contribution of the Programme of Action of the International Conference on Population and Development to the internationally agreed development goals, including the Millennium Development Goals
1998/1	Health and mortality		
2000/1	Population, gender and development		
2001/1	Population, environment and development		
2003/1	Population, education and development	2010/1	Health, morbidity, mortality and development
2004/1	Work programme in the field of population		
2004/2	Follow-up to the Programme of Action of the International Conference on Population and Development	2011/1	Fertility, reproductive health and development
2005/1	Population, development and HIV/AIDS, with particular emphasis on poverty	2012/1 2013/1	Adolescents and youth New trends in migration: demographic aspects
2005/2	Contribution of the implementation of the Programme of Action of the International Conference on Population and Development, in all its aspects, to the achievement of the internationally agreed development goals, including those contained in the United Nations Millennium Declaration	2014/1 2016/1	Assessment of the status of implementation of the Programme of Action of the International Conference on Population and Development Strengthening the demographic evidence base for the 2030 Agenda for Sustainable Development
2006/1	Methods of work of the Commission on Population and Development		Declaration on the occasion of the twenty-fifth anniversary of the International Conference on Population and Development, as contained in the report on the fifty-second session of the Commission on Population and Development (E/2019/25-E/CN.9/2019/6)
2006/2	International migration and development		
2007/1	Changing age structures of populations and their implications for development		

Deliverables

9.154 Table 9.16 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 9.16

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	2	4
1. Reports to the General Assembly	1	1	–	1
2. Reports to the Commission on Population and Development	3	3	2	3
Substantive services for meetings (number of three-hour meetings)	40	25	33	36
3. Meetings of the General Assembly	7	7	–	7
4. Meetings of the Economic and Social Council	1	1	1	1
5. Meetings of the Commission on Population and Development	24	14	24	24
6. Meetings of experts on population topics	8	3	8	4
B. Generation and transfer of knowledge				
Publications (number of publications)	5	4	3	4
7. <i>World Population Prospects: Highlights</i>	–	–	1	–
8. Report on population and development topics	1	–	–	–
9. <i>International Migration: Highlights</i>	1	1	–	1
10. <i>World Fertility and Family Planning: Highlights</i>	1	1	–	1
11. <i>World Population Ageing: Highlights</i>	–	1	–	–
12. <i>World Population Policies: Highlights</i>	–	–	1	–
13. <i>Population Megatrends</i>	1	–	1	1
14. Questionnaire for the thirteenth United Nations Inquiry among Governments on Population and Development	1	1	–	1
Technical materials (number of materials)	12	12	12	12
15. Major data sets on population topics	2	2	2	2
16. Sustainable Development Goal indicator data sets	3	3	3	3
17. Reports of expert group meetings on population topics	3	3	3	3
18. Technical papers on population topics	4	4	4	4
C. Substantive deliverables				
Consultation, advice and advocacy: briefings for and consultations with Member States for the Commission on Population and Development; and briefings/expert advice to Member States on population and sustainable development issues, including high-level bilateral consultations and intergovernmental meetings.				
Databases and substantive digital materials: databases and data sets on population topics.				
D. Communication deliverables				
Outreach programmes, special events and information materials: booklets, fact sheets, wall charts and information kits on population topics; and special events on population topics.				
External and media relations: press conferences, press releases and social media content related to the Commission on Population and Development; press releases or social media content to support the launch of 3 major publications or data sets; and responses to requests from Member States, the media, United Nations entities and other stakeholders.				
Digital platforms and multimedia content: interactive data visualizations or other Internet content on population topics.				

Subprogramme 6

Economic analysis and policy

Objective

- 9.155 The objective, to which this subprogramme contributes, is to strengthen national capacities and international policy coordination for identifying and managing short-term macroeconomic risks, to shape medium- and long-term socioeconomic policies for development, and to accelerate sustainable development, especially of least developed countries, small island developing States and other countries in special situations.

Strategy

- 9.156 To contribute to the objective, the subprogramme will broaden the scope of economic forecasting and simulation tools to assess policy trade-offs in promoting economic growth, while reducing poverty, inequality and enhancing environmental sustainability.
- 9.157 The subprogramme also plans to focus on countries in special situations, in particular on least developed countries, as the secretariat of the Committee for Development Policy, and prioritize and expand capacity development support with policy research, analyses, advisory services and training workshops. The subprogramme will also provide analytical input to the intergovernmental process related to least developed countries, as well as to the annual themes of the Economic and Social Council and the high-level political forum on sustainable development, which will help Member States to make progress towards the achievement of the Sustainable Development Goals.
- 9.158 In addition, the subprogramme will analyse the challenges faced by Member States in achieving the Sustainable Development Goals and suggest strategies and policies necessary to overcome these challenges. In particular, it will examine the rapid technological change, noting both its constructive and disruptive potential and identifying strategies and policies necessary to harness its positive potential for achieving sustainable development and to mitigate its possible negative effects. It will reveal the importance of multilateralism in overcoming the challenges to achieving the Goals and in reaping the benefits of new technologies, with no country or social group left behind.
- 9.159 The subprogramme also plans to support Member States on issues related to COVID-19 by providing policy guidance and recommendations for the recovery phase, building on country-level capacity development assistance, policy advice and briefs produced in the emergency response phase, as well as other analytical work, including input from the Committee for Development Policy. A central focus will be on maintaining an accommodating policy stance throughout the recovery in the context of severe debt constraints and limited fiscal space. Another important focus will be on building productive capacity and addressing constraints related to trade, as part of the engine to recovery. Policy guidance and recommendations will also include feasible options for macroeconomic policies consistent with sustainable and inclusive growth patterns, explicit consideration of policies for social protection and to promote sustainable investments, in particular in infrastructure, as well as policy implications of the accelerating digitalization of the economy and other technological innovations. The support provided to Governments, in particular in least developed countries, will be linked closely to the provision of demand-driven support to the United Nations country teams and the resident coordinator offices. The subprogramme will raise stakeholder awareness and understanding of these issues and priorities by, among others, organizing webinars, providing online tools and guidance, and participating in the work of United Nations country teams, and provide country-level policy advice and assistance in response to government requests, when possible and as appropriate.
- 9.160 The above-mentioned work is expected to result in:
- (a) Greater integration of economic, social and environmental priorities in national development plans and strategies;

- (b) Improved coordination and more informed decisions of countries that are graduating from the group of least developed countries;
 - (c) Increased multilateral efforts that bolster sustainable development nationally and globally.
- 9.161 The planned support on issues related to COVID-19 is expected to result in improved awareness among Member States of the policy options for a sustainable recovery consistent with the 2030 Agenda.

Programme performance in 2020

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

Access to timely evidence-led policy options to respond to macroeconomic and socioeconomic challenges posed by COVID-19

- 9.163 The outbreak of the COVID-19 pandemic and the containment measures to address its impact have resulted in the worst crisis in global public health in more than a century and the most severe economic setback since the Great Depression. This has caused the loss of many of the gains achieved in sustainable development since 2015 and called into question the implementation of the 2030 Agenda. The subprogramme responded to the crisis by producing a higher number (15 in 2020) of detailed policy briefs, compared with the previous year. Those briefs contained analyses of different economic and social aspects of the crisis and provided countries with guidance on formulating emergency response plans to mitigate the impact of the crisis and to prepare for a sustainable recovery. For example, policy brief No. 84, entitled “Achieving SDGs in the wake of COVID-19: scenarios for policymakers”, published in August 2020 as the pandemic was unfolding, presented different scenarios on the progress in achieving the Sustainable Development Goals on the basis of different policy responses. Other policy briefs provided continual reassessments of the subprogramme’s macroeconomic projections through monthly updates that examined the impact of the crisis on various macroeconomic issues and included discussions of concrete policy options. The policy briefs also addressed responses to COVID-19 in relation to the triennial review of the least developed country category and were complemented by a database on monitoring the status of the pandemic in those countries. The subprogramme also supported the Committee for Development Policy in its mandate to undertake a comprehensive study on the impact of COVID-19 on least developed countries and countries graduating from the category, and provided its expertise to discussions on the recovery from COVID-19.
- 9.164 Furthermore, the subprogramme organized a series of webinars to raise awareness of the challenges posed by the crisis and the policy options available. It adjusted several of its capacity-building projects to address some of those challenges directly and provided online workshops and other training options to continue its capacity-building work, the restrictions imposed by the containment measures notwithstanding. For example, the subprogramme provided modelling-related support and cooperated closely with the resident coordinator offices and United Nations country teams on the ground in specific countries, such as in Bangladesh, Cambodia, the Lao People’s Democratic Republic and Mongolia, to evaluate different macroeconomic and social policy response plans to COVID-19. The subprogramme also provided analytical and capacity development support to various Governments, as well as resident coordinator offices/United Nations country teams in countries identified for graduation from the least developed country category, offering a better understanding of the implications of the pandemic for the prospects of graduation from the category.

Progress towards the attainment of the objective, and performance measure

- 9.165 The above-mentioned work contributed to the objective, as demonstrated by Member States having access to 15 analytical outputs and policy recommendations for policymakers and the international community, addressing the socioeconomic impacts from COVID-19, and long-term development priorities for a sustainable recovery.

Table 9.17
Performance measures

2018 (actual)	2019 (actual)	2020 (actual)
—	—	Member States have access to a series of policy recommendations, included in 15 policy briefs, addressing the challenges and possible responses to the impact of COVID-19

Impact of COVID-19 on subprogramme delivery

- 9.166 Owing to the impact of COVID-19 during 2020, the subprogramme cancelled three planned expert group meetings in person and participation in preparatory meetings on least developed countries. In addition, several projects, including supporting resident coordinator offices in the preparation of a common country analysis, had to be modified. The expert group meetings were replaced in part by virtual meetings and interaction with external experts. The virtual meetings and exchange of perspectives did not generate the same level of intellectual inputs, given that the discussions tend to be less comprehensive. Consequently, the subprogramme did not generate the same number of technical materials as originally planned.
- 9.167 At the same time, however, the subprogramme identified new activities to support Member States on issues related to COVID-19, within the overall scope of its objectives, namely, a study on the impact of COVID-19 on least developed countries, in accordance with the new mandate pursuant to Economic and Social Council resolution 2020/10. In addition, the subprogramme generated a greater number of COVID-19-related policy briefs, working papers and seminars online to support Member States. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

Planned results for 2022

- 9.168 The planned results for 2022 include results 1 and 2, which are updates of results presented in 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: integrated policy approach towards the Sustainable Development Goals¹⁴

Programme performance in 2020

- 9.169 The subprogramme has continued to promote integrated policy analyses and approaches for accelerated progress towards achieving the Sustainable Development Goals in several analytical outputs, including in *World Economic Situation and Prospects*, the *World Social Report* and the comprehensive study on the impact of COVID-19 on the least developed country category.
- 9.170 The subprogramme also provided support to Governments of five countries in promoting policy coherence through strengthened capacity for analysis of climate, land, energy and water systems and the incorporation of such approaches into planning and policy formulation processes. In addition, the capacity development programme on the use of climate, land, energy and water systems modelling tools has been transitioned to virtual delivery for many activities, and the subprogramme partnered with UNDP to deliver training on the climate, land, energy and water systems approach to eight countries in the Asia-Pacific region to support the formulation of nationally determined contributions.

¹⁴ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 9)).

- 9.171 The subprogramme also produced real-time analyses of the macroeconomic impacts of COVID-19 throughout 2020 on different aspects of the Sustainable Development Goals. Those impacts were assessed through employment, trade, tourism and investment channels in various country and regional groups. The real-time analysis and the midyear update of *World Economic Situation and Prospects 2020* informed policy discussions and debates at the high-level political forum on sustainable development. They also informed the talking points and briefing notes prepared for the Secretary-General, the Deputy Secretary-General, the Under-Secretary-General for Economic and Social Affairs and other senior officials.
- 9.172 The above-mentioned work, which built on the subprogramme's contributions from previous years, contributed to a higher number of voluntary national reviews presented at the high-level political forum on sustainable development in 2020, indicating a more integrated policy approach in national development strategies, which met the planned target reflected in the proposed programme budget for 2020. The majority of the 47 countries that prepared and presented their voluntary national reviews showcased more integrated policies in their development strategies.

Proposed programme plan for 2022

- 9.173 The subprogramme will continue the work related to the planned result, in line with its mandate. In order to contribute further to the objective, the subprogramme will expand and deepen the analysis on an integrated policy approach towards achieving the Sustainable Development Goals, looking in particular at the impacts of COVID-19 and recovery efforts. The subprogramme will provide policy suggestions to Governments on recovery and development efforts, with a special focus on least developed countries and their smooth transition strategy when graduating from the least developed country category. The expected progress is presented in the performance measure below (see table 9.18).

Table 9.18
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
The review of voluntary national reviews by the high-level political forum reveals the lack of an integrated policy approach	A new indicator, based on the documents of the high-level political forum in 2018 and 2019, is developed to measure the adoption of an integrated policy approach	40 of the 47 voluntary national reviews submitted to the high-level political forum indicate the adoption of an integrated policy approach	Increase in support, with modelling tools and policy research, for integrated policy approaches in the common country analysis and the United Nations Sustainable Development Cooperation Framework to accelerate national sustainable development efforts	An increase in the number of least developed countries utilizing an integrated policy approach in the preparation of their smooth transition strategy from the least developed country category

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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: strengthened economic analysis of macroeconomic and sustainable development impacts¹⁵

Programme performance in 2020

- 9.174 The subprogramme supported six resident coordinator offices in analysing and assessing the socioeconomic impacts of COVID-19 throughout 2020, which enabled the offices to inform the common country analyses, the United Nations Sustainable Development Cooperation Framework and other policy documents prepared at the country level. The ongoing engagement with the resident coordinator offices also allowed the subprogramme to glean necessary macroeconomic information at the country and regional levels, which contributed to strengthening the analytical outputs of the subprogramme, creating a positive feedback loop between global and national economic and policy analyses.
- 9.175 Furthermore, the subprogramme provided support to and collaborated with several resident coordinator offices, such as those in Bangladesh, the Lao People's Democratic Republic, Myanmar and Timor-Leste, and the regional Pacific office (focussing on Solomon Islands and Vanuatu), on issues related to least developed country graduation. In these least developed countries, the support has helped the United Nations country teams and Governments to initiate smooth transition strategies as part of their national planning and budgeting cycles, instead of a separate exercise.
- 9.176 The subprogramme has also helped resident coordinators and Governments in least developed countries through a pilot service on graduation and transition support. The objective of this pilot service is to explore new approaches and ideas to better anticipate potential graduation impacts that should be included in national sustainable development plans and financing frameworks. Some of these in-country capacity-building activities had to be postponed until 2021 owing to COVID-19. However, the subprogramme was able to adjust part of its capacity development activities by focusing on virtual workshops and facilitating the sharing of knowledge across graduating least developed countries, which ultimately contributed to the performance of the programme.
- 9.177 The above-mentioned work contributed to the integration of the subprogramme's macroeconomic analysis and/or recommendations into the common country analyses and United Nations Sustainable Development Goal Cooperation Frameworks of six countries, which met the planned target of six countries, reflected in the proposed programme budget for 2021.

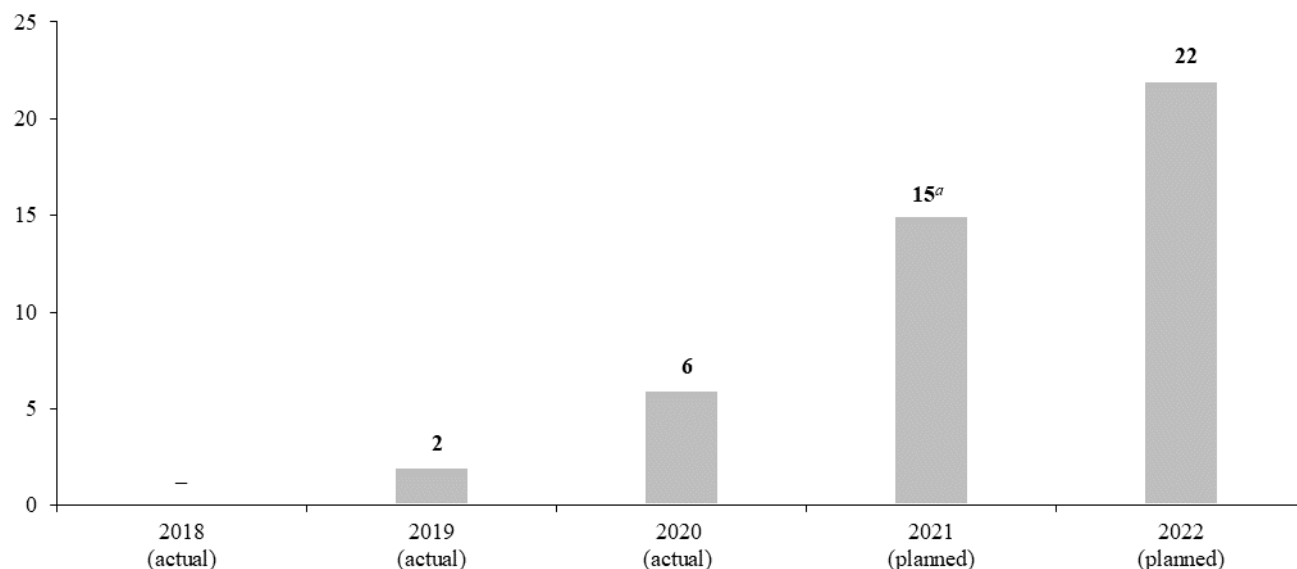
Proposed programme plan for 2022

- 9.178 The subprogramme will continue the work related to the planned result, in line with its mandate. In order to further progress towards the objective, the subprogramme will provide support to Governments and collaborate with resident coordinator offices in the preparation of the common country analyses and the United Nations Sustainable Development Cooperation Frameworks, through analytical input and capacity development activities, on macroeconomic and least developed country graduation issues. The expected progress is presented in the performance measure below (see figure 9.X).

¹⁵ As reflected in the proposed programme budget for 2021 ([A/75/6 \(Sect. 9\)](#)).

Figure 9.X

Performance measure: total number of countries incorporating macroeconomic analysis and/or recommendations on graduation into their common country analyses and United Nations Sustainable Development Cooperation Frameworks (annual)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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 macroeconomic expertise and knowledge of the policy options for recovery from the COVID-19 pandemic and the decade of action to achieve the Sustainable Development Goals

Proposed programme plan for 2022

- 9.179 The global economy has undergone a deep shock with far-reaching structural consequences that will have an impact on growth, labour markets, the fiscal position of Governments, the global debt situation, global trade, financing flows, inequality, public service delivery and other development indicators. The subprogramme will update its projections for growth and other key macroeconomic variables for 2022 on the basis of the most recently available information and reasonable assumptions about the pandemic and policy responses to its effects. The subprogramme has been providing analytical and intergovernmental support, including through the Committee for Development Policy, in particular related to policy responses in the context of recovery from COVID-19 and achieving the Sustainable Development Goals and the objectives of the new programme of action for the least developed countries. These activities form the basis for the policy advice, guidance and capacity development to be provided over the course of the year to the United Nations country teams, resident coordinator offices and government authorities, which, in turn, serve as the economic foundation of an integrated policymaking approach to underpin recovery efforts to resume and accelerate progress towards implementing the 2030 Agenda.

Lessons learned and planned change

- 9.180 The lesson for the subprogramme was how best to address the high demand from resident coordinator offices and United Nations country teams for support and capacity-building to fully integrate macroeconomic and other development issues into the analysis and country recovery plans, increasing the onus on the subprogramme to provide input and policy guidance in this area. Lacking the resources to do this on an individual country basis, the subprogramme has reflected on the most

effective ways of leveraging its expertise to respond to the needs at the country level, including through existing and new capacity-building projects, and other modalities. In applying the lesson, the subprogramme will take advantage of the digital platform facilities now available and will further emphasize cooperation with other agencies of the United Nations development system, including non-resident agencies, while refining the subprogramme's research outputs in line with the needs expressed by the resident coordinator offices/United Nations country teams and Governments, in particular in least developed countries. Moreover, to ensure relevant support, the subprogramme will take up two thematic issues that have received increasing attention owing to the impact of COVID-19: (a) the accelerating influence of new technologies on the structure of the economy, and other development dimensions, in particular the rapid digitalization of economic activity; and (b) the impact of the ongoing global trend towards population ageing; specific aspects to be considered include the opportunities of technology on productivity and its role in enabling the continued participation of older workers in the labour force and the rising importance of the "care economy".

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

- 9.181 This work is expected to contribute to the objective, as demonstrated by Member States having access to specific policy recommendations on the influence of new technologies on the structure of the economy and the impact of ongoing population ageing.

Table 9.19
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
—	—	Member States have access to policy recommendations on addressing the short- and long-term impacts of COVID-19 on sustainable development	Member States benefit from increased knowledge and analysis on the economic and social benefits and challenges posed by new technologies	Member States have access to policy recommendations on two new thematic issues: the influence of new technologies on the structure of the economy and the impact of on-going population ageing

Legislative mandates

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

General Assembly resolutions

118 (II)	Reports on world economic conditions and trends	73/240	Towards a New International Economic Order
61/210	Integration of the economies in transition into the world economy	74/197	Information and communications technologies for sustainable development
63/303	Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development	74/199	Promoting investments for sustainable development
67/290	Format and organizational aspects of the high-level political forum on sustainable development	74/200	Unilateral economic measures as a means of political and economic coercion against developing countries
68/18	Graduation of countries from the least developed country category	74/201	International trade and development
		74/202	International financial system and development

Section 9 Economic and social affairs

74/203	External debt sustainability and development	74/228	Role of the United Nations in promoting development in the context of globalization and interdependence
74/204	Commodities	74/231	Development cooperation with middle-income countries
74/205	Financial inclusion for sustainable development	74/232	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
74/217	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	74/233	Follow-up to the second United Nations Conference on Landlocked Developing Countries
		74/234	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)

Economic and Social Council resolutions and decisions

1990/52	Role of the United Nations in the early identification, analysis and forecasting of world economic developments	2011/274	Review of United Nations support for small island developing States
1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields	2019/3	Programme of Action for the Least Developed Countries for the Decade 2011–2020
		2019/8	Report of the Committee for Development Policy on its twenty-first session

Deliverables

9.183 Table 9.20 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 9.20

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	5	3
1. Reports for the General Assembly	1	1	3	1
2. Reports for the Economic and Social Council	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	28	18	30	22
3. Meetings of the General Assembly	12	2	14	6
4. Meetings of the Economic and Social Council	6	8	8	6
5. Meetings of the Committee for Development Policy	10	8	8	10
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	–	2	0
6. Field projects on sustainable development	2	–	2	–
Seminars, workshops and training events (number of days)	29	27	34	45
7. Training seminars on sustainable development	29	27	34	45
Publications (number of publications)	2	2	2	2
8. Publications on the world economy	1	1	1	1
9. Committee for Development Policy policy note	1	1	1	1

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
Technical materials (number of materials)	56	42	61	65
10. Background studies on development and frontier issues and the world economy	13	11	14	11
11. Presentations on the global economy	25	2	25	4
12. Monthly briefing notes on the world economic situation	12	12	16	12
13. Reports from meetings on the world economy, development and frontier issues	3	1	3	3
14. Reports on the world economy	2	–	2	–
15. Committee for Development Policy background studies	1	1	1	11
16. Technical input for common country analyses/United Nations Sustainable Development Cooperation Framework	–	6	–	22
17. Policy briefs	–	9	–	2

C. Substantive deliverables

Consultation, advice and advocacy: policy briefs on various economic thematic issues and/or economic national situations; and provision of briefings/expert advice to Member States on sustainable development issues, including high-level bilateral consultations and intergovernmental meetings.

Databases and substantive digital materials: support for least developed countries and their trade partners through ePing, an online platform providing information on trade regulations, which has approximately 11,000 subscribers from different stakeholders; Least Developed Countries Portal on international support measures; least developed country data, impact assessments; modelling tools for sustainable development policies; and global economic outlook database.

D. Communication deliverables

External and media relations: press releases on the world economic situation; and speeches and public statements prepared for the Secretary-General and the Under-Secretary-General for Economic and Social Affairs, on frontier issues and the world economy.

Subprogramme 7 Public institutions and digital government

Objective

- 9.184 The objective, to which this subprogramme contributes, is to advance effective, accountable and inclusive governance and public institutions for sustainable development, including through innovation, digital government and digital transformation.

Strategy

- 9.185 To contribute to the objective, the subprogramme will continue to service the Committee of Experts on Public Administration by providing policy advice and programmatic guidance to the Economic and Social Council and the high-level political forum on sustainable development. In addition, the subprogramme's substantive support to the Committee includes preparing analytical papers and technical guidelines to operationalize the principles of effective governance for sustainable development, developed by the Committee and adopted by the Council in 2018.
- 9.186 The subprogramme plans to continue to monitor global developments on institutional dimensions covered by Sustainable Development Goal 16 and to review national institutional arrangements for the achievement of the Goals, with a specific focus on least developed countries, landlocked developing countries and small island developing States, as well as countries in Africa. It will synthesize salient findings in the forthcoming editions of the *World Public Sector Report*. This will directly support the follow-up on and review of the 2030 Agenda at the global level. The

subprogramme will continue to promote policy guidance on innovation, digital government and digital transformation for the Goals through the United Nations E-Government Survey. It will foster policy dialogue and advocacy for the implementation of the outcomes of the World Summit on the Information Society. The subprogramme will also facilitate multi-stakeholder policy dialogue on Internet governance, including bottom-up engagement on issues such as data governance, digital inclusion and cybersecurity (A/75/16, para. 204), and shape policy decisions at the global, national and local levels by supporting the Secretary-General in convening the annual meeting of the Internet Governance Forum and intersessional activities. The subprogramme will continue to facilitate the implementation of and follow-up on the action lines of the World Summit on the Information Society, namely, C1 (the role of governments and all stakeholders in the promotion of ICTs for development), C7 (ICT applications: benefits in all aspects of life (e-government)) and C11 (international and regional cooperation).

- 9.187 In addition, the subprogramme will expand its capacity development support to respond to Member States' requests for technical cooperation with regard to strengthening their governance and public institutions in order to gear up for a decade of action, including through partnerships with regional commissions and the resident coordinator system. It will expand its work on equipping public servants with the capacities to realize the 2030 Agenda by providing advisory support and developing and piloting new methodologies to strengthen leadership capacities, institutional arrangements for policy coherence, transparency and integrity in the public service, digital government, digital transformation and innovations in public service delivery, with an emphasis on least developed countries, landlocked developing countries and small island developing States, as well as countries in Africa. It will strengthen the capacity of Member States to promote innovation in public governance through new follow-up mechanisms to the United Nations Public Service Day Awards Ceremony and Forum, such as peer-to-peer learning for the transfer and adaptation of innovative practices, including on gender-sensitive services.
- 9.188 Furthermore, the subprogramme will continue to support supreme audit institutions with regard to auditing Sustainable Development Goal achievement by providing analytical work, expert advice, technical assistance and capacity-building, on the basis of existing demand for support by groups of the International Organization of Supreme Audit Institutions.
- 9.189 The subprogramme plans to support Member States on issues related to COVID-19 by continuing to promote and leverage public governance innovative practices and digital government strategies to address the impact of COVID-19 and as an opportunity for further transformation of the public sector.
- 9.190 The above-mentioned work is expected to result in:
- (a) Addressing governance and public administration issues at the national and subnational levels and countries contextualizing institutional aspects of their voluntary national reviews;
 - (b) Enhanced capacities of Governments to create effective, accountable and inclusive institutions to deliver the Sustainable Development Goals;
 - (c) Member States designing and implementing effective and inclusive digital government policies, strategies and services to improve people's lives;
 - (d) Enhanced capacities by public servants to deliver services in areas such as health and education, justice, social protection and employment, with a focus on gender issues;
 - (e) Adjustments by Member States at the structural, organizational and programme levels to improve the delivery of the Sustainable Development Goals.
- 9.191 The planned support on issues related to COVID-19 is expected to result in the adoption of digital government strategies to build resilient societies against the ongoing pandemic and future ones, and the closing of the digital divide.

Programme performance in 2020

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

Public servants equipped with the capacities to address COVID-19 to safeguard people's well-being

- 9.193 As highlighted by the Committee of Experts on Public Administration in the report on its nineteenth session ([E/2020/44-E/C.16/2020/8](#)), the COVID-19 pandemic uncovered in many countries institutional weaknesses in terms of multi-level government coordination and policy coherence. The crisis has put to the test the capacity of public servants to deliver services through well-orchestrated national and local strategies and plans. It has also shown that countries with well-functioning national public institutions and services have fared better than others.
- 9.194 The subprogramme adjusted its work to include global health considerations and contributed to thought leadership on how Governments can address the COVID-19 pandemic. It did so by preparing policy briefs containing key policy messages and recommendations. It also spearheaded a capacity development webinar series on leveraging public governance to address COVID-19, working with regional commissions and other partners. The webinar series contributed to enhancing the ability of public servants of several Member States to apply the knowledge acquired to their day-to-day work. The subprogramme also interacted with supreme audit institutions to hold several events on accountability, transparency and citizen engagement during COVID-19. This contributed to raising the visibility of the issue of oversight of government spending during the pandemic.
- 9.195 The subprogramme also prepared an addendum to the 2020 United Nations E-Government Survey, on "E-Government during the COVID-19 pandemic", and a compendium of digital government initiatives in response to the pandemic, which contributed to enhancing the knowledge of public servants of innovative practices to deliver services during a time of crisis. Furthermore, the subprogramme developed COVID-19-related training material as part of the curriculum on governance for the Sustainable Development Goals, which contributed to enhancing the capacities of public servants to address COVID-19 for the well-being of all.

Progress towards the attainment of the objective, and performance measure

- 9.196 The above-mentioned work contributed to the objective, as demonstrated by the number of Member States that were able to gain access to relevant knowledge on how to promote effective public institutions and digital government in their day-to-day work.

Table 9.21

Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>
Increased awareness and enhanced idea exchange among public servants on implementation of the 2030 Agenda and achievement of the Sustainable Development Goals and on the importance of strengthening capacities of public institutions and digital government	Member States have access to a competency framework for the Sustainable Development Goals, aimed at strengthening capacities of schools of public administration	To build back better in response to COVID-19, more than 100 Member States gained access to relevant knowledge on how to promote effective public institutions and digital government in their everyday work

Impact of COVID-19 on subprogramme delivery

- 9.197 Owing to the impact of COVID-19 during 2020, the subprogramme changed the approach specifically related to the nineteenth session of the Committee of Experts on Public Administration,

pursuant to Economic and Social Council resolution 2020/3 on revised working arrangements for the 2020 session of the Council and sessions of its subsidiary bodies. The Committee held its nineteenth session through correspondence and informal virtual meetings from 13 to 28 May 2020. This alternate arrangement to in-person meetings had an impact on the duration of the deliberations and effective engagement of the observers. In addition, the programme of work was adjusted to include deliberations on the response of Governments to the COVID-19 pandemic. The subprogramme also had to cancel the United Nations Public Service Forum, which includes the United Nations Public Service Day Awards Ceremony, and the ministerial round table. United Nations Public Service Day was celebrated through a virtual event. These changes had an impact on the programme performance in 2020, as specified in result 2 below.

- 9.198 At the same time, however, the subprogramme identified several new activities to support Member States on issues related to COVID-19, within the overall scope of its objectives, namely, to strengthen the role of public institutions and digital government during COVID-19. This was done through a series of policy briefs on: (a) resilient institutions in times of crisis: transparency, accountability and participation at the national level key to effective response to COVID-19; (b) reaffirming State-people governance relationships; (c) the role of public service and public servants during the COVID-19 pandemic; and (d) embracing digital government during the pandemic and beyond. In addition, the subprogramme prepared the compendium of digital government initiatives in response to the COVID-19 pandemic, with the objective of capturing emerging trends in digital responses of Member States to the pandemic and providing a preliminary analysis of their main features. These cases are shared as part of an exchange of information so that Member States can learn from one other and potentially create new partnerships.
- 9.199 The subprogramme also held numerous webinars and virtual events, on “From crisis to opportunity: how can open and accountable COVID-19 fiscal measures support the implementation of the 2030 Agenda”, “Auditing SDGs: new challenges in the COVID-19 context”, “Impact of COVID-19 on SDG implementation” and “COVID-19 and digital government”. It also led a capacity development webinar series on leveraging public governance to address COVID-19. In addition, the training toolkits prepared by the subprogramme were adjusted to include specific modules on how governments could better address health emergencies. An addendum was also added to the 2020 United Nations E-Government Survey, informing Member States of the most recent trends in digital government in response to COVID-19. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

Planned results for 2022

- 9.200 The planned results for 2022 include results 1 and 2, which are updates of results presented in 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: innovation and excellence in public service to realize the 2030 Agenda for Sustainable Development¹⁶

Programme performance in 2020

- 9.201 The subprogramme has developed a systematic methodology for the transfer and adaptation of innovative practices, resulting in a training toolkit. The subprogramme also updated the United Nations Public Service Awards online hub. Furthermore, the subprogramme has prepared a compendium of digital government initiatives in response to COVID-19.
- 9.202 The subprogramme carried out several webinars and online workshops to promote public sector innovation and transformation in the areas of policy integration, public sector leadership and public servant competences, mindsets and human resources management at the national and local levels.

¹⁶ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 9)).

Furthermore, the subprogramme provided substantive advice in support of institutes responsible for training public servants, namely, institutes and schools of public administration.

- 9.203 The above-mentioned work contributed to greater awareness among Member States of innovative practices for public service delivery, which did not meet the target of structured exchange of innovative practices based on the specific needs and interests of Member States articulated through an online platform, reflected in the proposed programme budget for 2020. The planned 2020 target could not be met in full because the United Nations Public Service Day Awards Ceremony and Forum were cancelled owing to the COVID-19 pandemic. However, the subprogramme organized, with the participation of the 2020 award winners, a virtual event to celebrate United Nations Public Service Day and carried out an international online workshop to boost national participation in the 2021 Awards.

Proposed programme plan for 2022

- 9.204 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 develop an online course related to innovation in public service. The expected progress is presented in the performance measure below (see table 9.22).

Table 9.22
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
Exchange of ideas among participants from different areas to share knowledge and best practices	Articulation of the specific needs and interests of participating countries with regard to innovative practices	Greater awareness among Member States of innovative practices for public service delivery, as demonstrated by continuous submission to the United Nations Public Service Awards	Adoption of innovative practices by Member States to design and implement more accessible, responsive, personalized and inclusive public services that support the achievement of the Sustainable Development Goals	Increased number of Member States reporting that they have applied knowledge about innovative practices in their country

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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: digital government and digital transformation¹⁷

Programme performance in 2020

- 9.205 The subprogramme issued the 2020 United Nations E-Government Survey, which includes policy recommendations and a global ranking of Member States that provide online services to vulnerable groups, including women. The subprogramme also held several capacity development webinars on the topic and updated the e-government knowledge base. Furthermore, the subprogramme developed a capacity development training toolkit on government innovation for the social inclusion of vulnerable groups.

¹⁷ As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 9)).

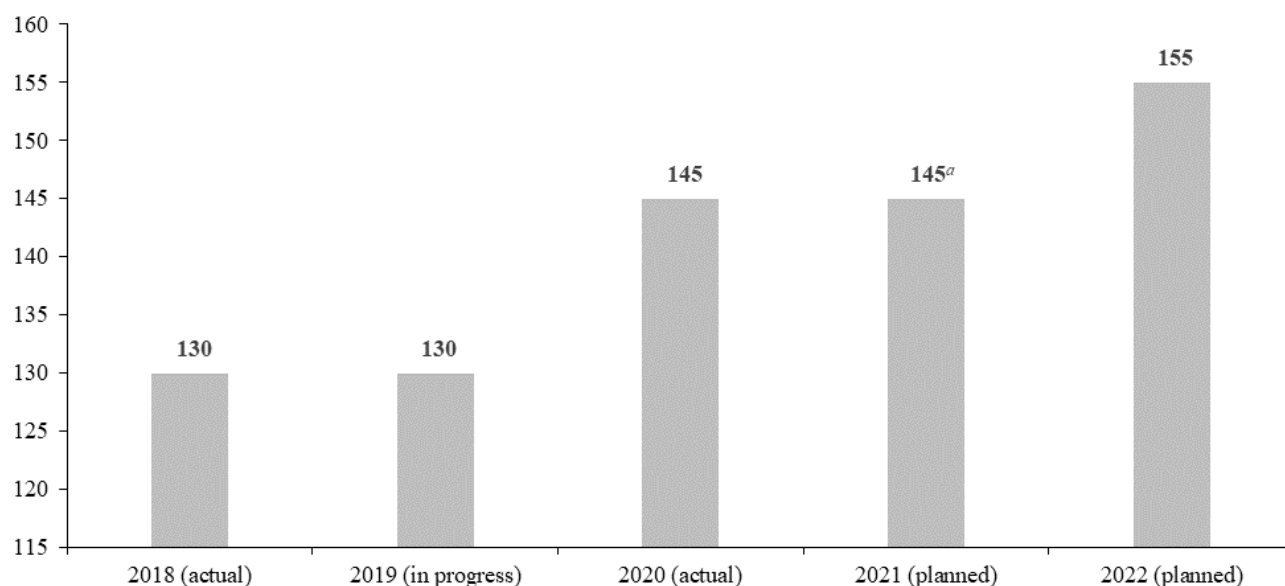
- 9.206 The above-mentioned work contributed to an 11 per cent increase in the number of Members States (145) that provided online services to vulnerable groups and women, which exceeded the planned target of 142 Members States, reflected in the proposed programme budget for 2021.

Proposed programme plan for 2022

- 9.207 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 conduct the 2022 United Nations E-Government Survey and produce research and policy briefs on topics related to digital government and digital transformation, including but not limited to regulatory sandbox initiatives in digital government and promoting the use of digital IDs in developing countries. The expected progress is presented in the performance measure below (see figure 9.XI).

Figure 9.XI

Performance measure: total number of Member States providing online services for vulnerable groups and women (annual)



Note: Questionnaire responses from Member States for the 2020 United Nations E-Government Survey and Survey database (with projections). The Survey is a biennial publication, with the next edition due in 2022.

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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: digital inclusion of vulnerable groups in countries in special situations

Proposed programme plan for 2022

- 9.208 Bridging the digital divide by increasing the inclusion of vulnerable groups through the provision of online services, in particular in countries in special situations (least developed countries, landlocked developing countries and small island developing States), is essential to advance the principle of leaving no one behind and the realization of the 2030 Agenda. Digital inclusion allows vulnerable groups, including women, to gain access to basic public services, including health, education, justice, social protection and labour. The subprogramme carried out the United Nations E-Government Survey, organized webinars and prepared a capacity development toolkit on government innovation for the digital inclusion of vulnerable groups. The toolkit contributed to enhancing digital capacities and skills in the public sector and the provision of online public services to vulnerable groups, which are critical in the context of COVID-19 recovery and resilience.

Lessons learned and planned change

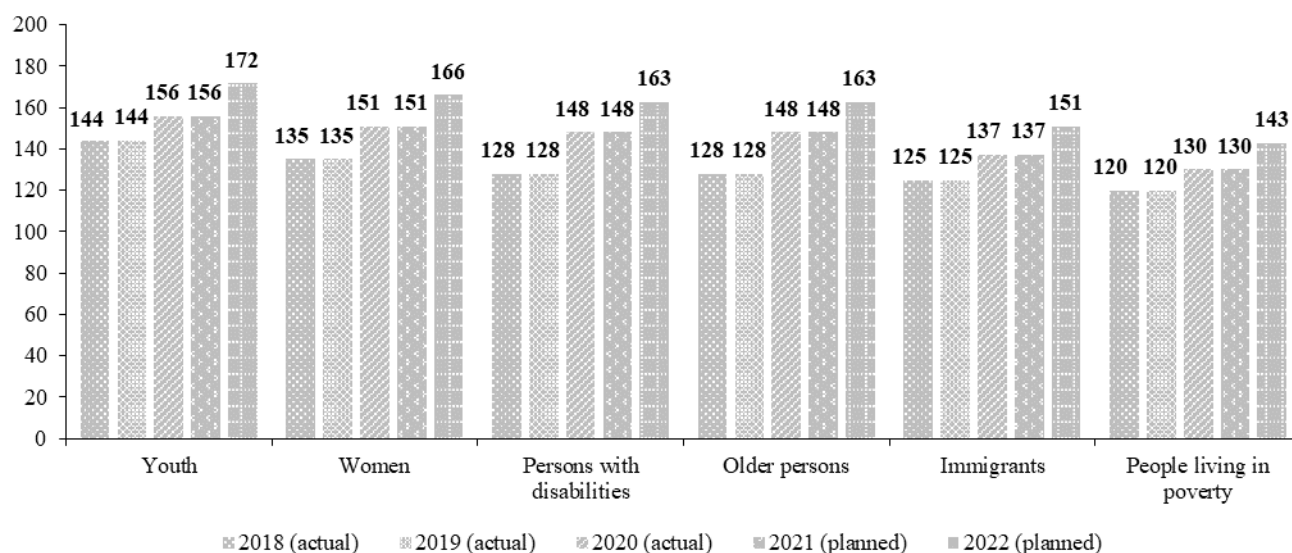
- 9.209 The lesson for the subprogramme was that further collaboration with other Department of Economic and Social Affairs subprogrammes on issues such as the digital inclusion of vulnerable groups would benefit the attainment of the subprogramme's objectives. Given that supporting digital inclusion involves a wide array of solutions from access and affordability of ICT infrastructure to digital skills development, the subprogramme can further leverage the Department's programme to find new ways to support Member States. In applying the lesson, the subprogramme will continue to strengthen its collaboration with the Department's subprogrammes that focus on related issues. For example, the subprogramme will leverage digital government and institutional analysis of pathways to recovery from the COVID-19 pandemic. It will also guide the development of policies that incorporate and maximize opportunities to invest in digital technologies and skills to leave no one behind.

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

- 9.210 This work is expected to contribute to the objective, as demonstrated by number of Member States that provide online services to vulnerable groups. By 2020, the number of Member States offering online information and services specifically targeting vulnerable groups had increased by approximately 11 per cent compared with 2018, with 151 countries offering such services to at least one vulnerable group. The subprogramme will track the progress in expanding inclusive online services and expects to observe an increase in the number of Member States offering such services to vulnerable groups by at least 10 per cent compared with 2020 (see figure 9.XII).

Figure 9.XII

Performance measure: total number of Member States providing online services to vulnerable people and women, disaggregated by group (annual)



Source: 2020 United Nations E-Government Survey and projection.

Legislative mandates

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

General Assembly resolutions

50/225	Public administration and development	71/208	Preventing and combating corrupt practices and the transfer of proceeds of corruption, facilitating asset recovery and returning such assets to legitimate owners, in particular to countries of origin, in accordance with the United Nations Convention against Corruption
60/34	Public administration and development		
69/228	Promoting and fostering the efficiency, accountability, effectiveness and transparency of public administration by strengthening supreme audit institutions		
69/327	Promoting inclusive and accountable public services for sustainable development	71/256	New Urban Agenda
70/125	Outcome document of the high-level meeting of the General Assembly on the overall review of the implementation of the outcomes of the World Summit on the Information Society	72/235	Human resources development
		74/229	Science, technology and innovation for sustainable development
		75/202	Information and communications technologies for sustainable development

Economic and Social Council resolutions

2001/45	Restructuring and revitalization of the Group of Experts on the United Nations Programme in Public Administration and Finance	2019/24	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2016/26	Report of the Committee of Experts on Public Administration on its fifteenth session	2019/26	Report of the Committee of Experts on Public Administration on its eighteenth session
2017/23	Report of the Committee of Experts on Public Administration on its sixteenth session	2020/21	Report of the Committee of Experts on Public Administration on its nineteenth session
2018/12	Report of the Committee of Experts on Public Administration on its seventeenth session	2020/12	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society

Deliverables

9.212 Table 9.23 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 9.23

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	9	9	9	9
1. Reports to the General Assembly	1	1	1	1
2. Reports to the Economic and Social Council	1	1	1	1
3. Documents for the Committee of Experts on Public Administration	7	7	7	7
Substantive services for meetings (number of three-hour meetings)	18	12	18	18
4. Meetings of the General Assembly	2	2	2	2
5. Meetings of the Economic and Social Council	6	4	6	6
6. Meetings of the Committee of Experts on Public Administration	10	6	10	10

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects, including the United Nations Project Office on Governance (number of projects)	6	6	6	6
7. Field projects on various matters related to public administration	6	6	6	6
Seminars, workshops and training events (number of days)	8	21	8	12
8. Forum related to the United Nations Public Service Awards and the United Nations Public Service Day	2	1	2	2
9. Meetings of expert groups on various issues related to public institutions	–	–	–	4
10. Workshop with regional ministers on emerging trends in governance and public institutions related to the implementation of the Sustainable Development Goals, including collaboration with regional commissions and United Nations agencies	1	–	1	1
11. Internet Governance Forum	1	1	1	1
12. Training seminars, workshops or policy dialogues on various matters related to public administration	4	19	4	4
Publications (number of publications)	3	3	3	1
13. <i>United Nations E-Government Survey</i>	1	1	–	1
14. <i>World Public Sector Report</i>	–	–	1	–
15. Compendium of best practices and innovation in public service delivery	1	1	1	–
16. Compendium of best practices on public institutions and digital government for sustainable development	1	1	1	–
Technical materials (number of materials)	5	8	5	7
17. Online training courses on matters related to public administration	2	2	2	2
18. Technical materials on issues related to governance and public institutions for sustainable development	3	6	3	3
19. Compendium of best practices and innovation in public service delivery	–	–	–	1
20. Compendium of best practices on public institutions and digital government for sustainable development	–	–	–	1
C. Substantive deliverables				
Consultation, advice and advocacy: consultation on the production of guidelines, manuals or materials for the public sector; briefings/expert advice to Member States on sustainable development issues, including high-level bilateral consultations and intergovernmental meetings; and knowledge-sharing and networks, including the United Nations Public Administration Network, a global network that connects relevant international, regional, subregional and national institutions and experts worldwide working on effective governance and public administration for sustainable development in line with Sustainable Development Goal 16.				
Fact-finding and advisory missions: needs assessment missions on public institutions and digital government.				
Databases and substantive digital materials: databases on issues related to public administration.				
D. Communication deliverables				
Outreach programmes, special events and information materials: United Nations Public Administration Network newsletter.				
Digital platforms and multimedia content: web pages of the subprogramme, including the United Nations Project Office on Governance, the Internet Governance Forum, the United Nations Public Administration Network and the Division for Public Institutions and Digital Government websites.				

Subprogramme 8

Sustainable forest management

Objective

- 9.213 The objective, to which this subprogramme contributes, is to ensure the effective implementation of sustainable management of all types of forests at all levels in accordance with the United Nations strategic plan for forests 2017–2030.

Strategy

- 9.214 To contribute to the objective, the subprogramme will continue to support the intergovernmental forest policy dialogue through the United Nations Forum on Forests in accordance with the strategic plan and the quadrennial programme of work (2021–2024); coordinate the Forum’s input to the high-level political forum on sustainable development; and advance coordination and cooperation with relevant United Nations entities, member organizations of the Collaborative Partnership on Forests and other forest stakeholders.
- 9.215 The subprogramme also plans to continue to develop the online clearing house of the Global Forest Financing Facilitation Network and assist countries and partners in designing forest financing strategies and in developing bankable project proposals to gain access to financing for sustainable forest management. The subprogramme will continue to place an emphasis on the special needs and circumstances of Africa, the least developed countries, countries with low forest cover, countries with high forest cover, countries with medium forest cover and low deforestation and small island developing States, as well as countries with economies in transition (Economic and Social Council resolution [2017/4](#), para. 63).
- 9.216 In addition, the subprogramme will also continue to advance the implementation of the United Nations strategic plan for forests 2017–2030 and to assist countries in developing robust national reporting frameworks. The subprogramme will also continue to support common country analyses through the United Nations Sustainable Development Cooperation Framework in order to provide resident coordinators with the tools to tailor their responses to countries’ specific needs and realities and to effectively support national implementation of sustainable forest management.
- 9.217 Furthermore, the subprogramme will also continue to implement the communications and outreach strategy of the United Nations strategic plan for forests 2017–2030.
- 9.218 The subprogramme plans to support Member States on issues related to COVID-19 by further deepening its normative work, technical assistance and capacity-building activities and international policy dialogue on the impact and implications of the pandemic on sustainable forest management. This work will build on the omnibus resolution adopted by the United Nations Forum on Forests at its fifteenth session by which it requested the subprogramme to conduct an assessment on the impact of the pandemic on sustainable forest management; the forest sector, forest-dependent people, indigenous peoples and local communities; and on forest financing and international cooperation. This work will support Member States in making progress towards achieving the global forest goals and forest-related Sustainable Development Goals.
- 9.219 The above-mentioned work is expected to result in:
- (a) Strengthened political commitment and action for sustainable forest management, leading to increased contributions by forests to biological diversity conservation, climate change mitigation and adaptation, and greater integration of forests into national sustainable development plans, COVID-19 stimulus packages and recovery plans, and poverty reduction strategies;

- (b) Improved capacity of eligible countries to mobilize and gain access to financing for sustainable forest management from all sources, and improved information on and access to existing and emerging multilateral and other funding sources and data;
 - (c) Progress towards achieving the global forest goals and the forest-related Sustainable Development Goals;
 - (d) Increased awareness among Member States of the multiple benefits of forests based on the 2022 theme of the International Day of Forests, and on the contribution of forests to the Sustainable Development Goals that will be reviewed during the high-level political forum on sustainable development in 2022.
- 9.220 The planned support on issues related to COVID-19 is expected to result in the identification of emerging opportunities, potential responses and measures for the forest sector's recovery from the COVID-19 pandemic and the enhanced contribution of forests to inclusive sustainable development.

Programme performance in 2020

- 9.221 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 the impact and implications of the COVID-19 pandemic on sustainable forest management

- 9.222 The COVID-19 pandemic caused enormous disruption to human lives, livelihoods and economic systems worldwide. Healthy forests are vital to addressing many pandemic-induced challenges, including economic recession, increased poverty and widening inequalities. When sustainably managed, forests can contribute significantly to not only the recovery from the effects of the pandemic but also supporting long-term sustainable development through the provision of forest goods and services from resilient and renewable ecosystems. Recent studies¹⁸ (UNEP 2016 and 2020) indicate that an estimated 60 per cent of all infectious diseases in humans and 75 per cent of all emerging infectious diseases are of zoonotic origin. The risk of zoonosis emergence increases when natural landscapes such as forests are disturbed for other uses, given that the habitat loss results in a reduction of the buffer zones that separate human and wildlife, thereby spilling pathogens over to humans and livestock.
- 9.223 The subprogramme carried out a global assessment of the impact and implications of the pandemic on sustainable forest management and the potential for forests to diminish the adverse impact of the COVID-19 pandemic. In carrying out that work, the subprogramme commissioned six regional assessments, in Africa, Asia-Pacific, Latin America and the Caribbean, Eastern Europe, North America (United States and Canada) and Western Europe and other groups, focusing on the impact and implications of the pandemic on sustainable forest management; the forest sector, including institutional capacity at the national and subnational levels; the livelihoods of forest-dependent people, indigenous peoples and local communities, smallholder forest owners, workers, women and young people; forest industries, the labour market and employment, as well as the domestic and international demands for forest products and services; trade, industrial and manufacturing activities; investment and financing (public and private, including foreign direct investment); forest certification and traceability; and international and regional cooperation on forests and forestry issues.
- 9.224 The above-mentioned work was carried out through stakeholder consultations to ensure that input from government officials, civil society, local community and forest associations, the private sector, academia and research practitioners, development partners, intergovernmental and other regional organizations and relevant international organizations, including members of the Collaborative

¹⁸ See, for example, Kate E. Jones and others, "Global trends in emerging infections", *Nature*, vol. 451, No. 7181, pp. 990–993.

Partnership on Forests, was taken into account in carrying out the work. The assessment was intended to identify emerging opportunities and potential responses and measures for the forest sector's recovery and enhanced contribution of forests to inclusive sustainable development.

Progress towards the attainment of the objective, and performance measure

- 9.225 The above-mentioned work contributed to the objective, as demonstrated by Member States having access to guidelines to address the impacts of COVID-19, building long-term recovery and ensuring the contribution of forests to inclusive sustainable development. The guidelines can be incorporated to strengthen the design of new and/or update existing national forest programmes or national forest action plans to address the impact of the pandemic and enhance the contribution of trees and forests to socioeconomic recovery and inclusive sustainable development.

Table 9.24
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	—	Member States have access to guidelines to develop/incorporate strategies in their national forest strategies/national action plans, addressing the impacts of COVID-19 and building long-term recovery and contribution of forests to inclusive sustainable development

Impact of COVID-19 on subprogramme delivery

- 9.226 Owing to the impact of COVID-19 during 2020, the subprogramme had to change the approach to deliver its normative work. The subprogramme initially postponed the fifteenth session of the United Nations Forum on Forests from May to June 2020. The expert group meeting on civil society perspectives on the themes of the fifteenth session of the Forum and the quadrennial programme of work for 2021–2024 that was to be held prior to that session was also cancelled. The fifteenth session was held virtually, and participants were unable to decide on the Forum's full four-year programme of work. The Forum adopted a partial programme of work up to April 2021, when the sixteenth session is expected to see the adoption of the full programme of work. This affected the subprogramme's ability to formulate realistic plans and related budgets. The changes had an impact on the programme performance in 2020, as specified in result 2 below.
- 9.227 At the same time, however, the subprogramme identified new activities to support Member States on issues related to COVID-19, within the overall scope of its objectives, namely, conducting an initial assessment of the impact and implications of the pandemic on sustainable forest management and the forest sector. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

Planned results for 2022

- 9.228 The planned results for 2022 include results 1 and 2, which are updates of results presented in 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: development of comprehensive monitoring frameworks towards sustainable forest management¹⁹

Programme performance in 2020

- 9.229 In reviewing progress in the achievement of the global forest goals and forest-related Sustainable Development Goals, the United Nations Forum on Forests relies on voluntary national reviews from countries. The comprehensive reviews and follow-up action, as agreed through Forum resolutions, depend on the quality and reliability of data collected for use in the voluntary national reviews. For this reason, most developing countries and countries with economies in transition seek assistance from the subprogramme for capacity-building on monitoring, reporting and assessment. The subprogramme has assisted developing countries and countries with economies in transition, and regional and subregional entities through, among others, intergovernmental support and advice on developing robust frameworks to monitor, assess and report on sustainable forest management. Monitoring assessment and reporting work is crucial for well-grounded decisions and is key to scrutinizing the state of forests and implementation of sustainable forest management. This work helps countries to learn whether the forest policies being developed and implemented are successful in achieving sustainable forest management, the six global forest goals and their 26 associated targets, and the forest-related Goals.
- 9.230 The above-mentioned work contributed to the development of six national comprehensive national monitoring frameworks towards sustainable forest management (in Ghana, Jamaica, Kenya, Mongolia, Peru and the Philippines) that also provide examples of best practices for sustainable forest management for countries, which met the planned target of six, reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

- 9.231 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 assist an additional six developing countries in developing comprehensive monitoring frameworks towards sustainable development. The expected progress is presented in the performance measure below (see table 9.25).

Table 9.25

Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)^a</i>	<i>2022 (planned)</i>
Absence of comprehensive national monitoring frameworks towards sustainable forest management	Initiation of 6 national pilot projects to develop comprehensive national monitoring frameworks towards sustainable forest management	6 comprehensive national monitoring frameworks towards sustainable forest management are developed that also provide examples of best practices for sustainable forest management for countries	An additional 10 comprehensive national monitoring frameworks towards sustainable forest management are developed that also provide examples of best practices for sustainable forest management for countries and voluntary national contributions towards the	An additional 6 comprehensive national monitoring frameworks towards sustainable forest management that also address the impacts of COVID 19 and long-term recovery from the pandemic are developed. The frameworks provide examples of best practices for sustainable forest

¹⁹ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 9)).

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
			achievement of global forest goals and targets and forest-related Sustainable Development Goals	management for countries and voluntary national contributions towards the achievement of global forest goals and targets and forest-related Sustainable Development Goals

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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: progress towards advancing the United Nations strategic plan for forests for stakeholders²⁰

Programme performance in 2020

- 9.232 The subprogramme continues to be guided by the quadrennial programme of work for the period 2017–2020 of the United Nations Forum on Forests. As previously highlighted, the Forum was not able to decide on its full quadrennial programme of work for the period 2020–2024 owing to postponement of the decision due to COVID-19. The Forum adopted a one-year programme of work for the period from May 2020 to April 2021 that focused on key substantive and operational issues. Nevertheless, the subprogramme continued its efforts to refine its methods, tools and techniques to ensure a cross-sectoral approach that avoids looking at forests in isolation and promotes engagement with other key sectors. The subprogramme also continued work on its flagship publication on the basis of an analysis of all voluntary national reviews and voluntary national contributions that have been submitted to the Forum since the adoption of the United Nations strategic plan for forests in 2017. Furthermore, the subprogramme continued to provide assistance and advice to countries and subregional organizations with regard to developing bankable project proposals to gain access to financing for sustainable forest management and designing national forest financing strategies.
- 9.233 The above-mentioned work contributed to an additional three countries with increased knowledge of the global trends on the implementation of the United Nations strategic plan for forests 2017–2030 and increased capacity to mobilize funding for forests, which met the planned target of three countries (Guinea-Bissau, Ethiopia and the United Republic of Tanzania), reflected in the proposed programme budget for 2021.

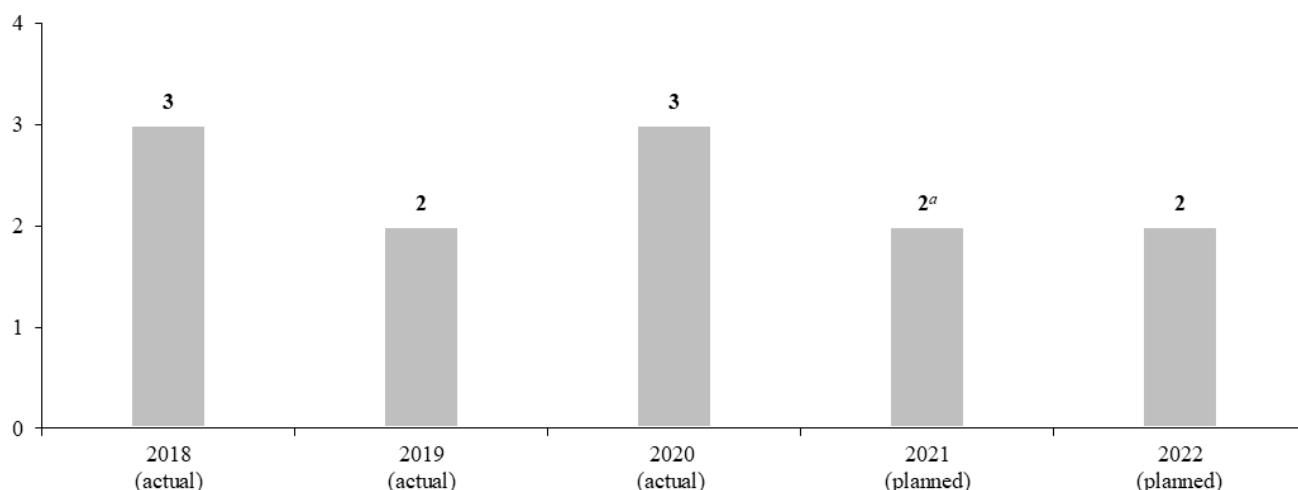
Proposed programme plan for 2022

- 9.234 The subprogramme will continue the work related to advancing the United Nations strategic plan for forests for stakeholders, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue, through the programme of work for the period 2021–2024, to focus on refining its methods, tools and techniques to ensure a cross-sectoral approach that avoids looking at forests in isolation and promotes engagement with other key sectors; organize the intergovernmental sessions to address the interlinkages between forests and climate change and forests and biodiversity; strengthen the science-policy interface; emphasize the contributions of forests to the Sustainable Development Goals; and continue to provide concise annual input/messages to the high-level political forum on sustainable development. The expected progress is presented in the performance measure below (see figure 9.XIII).

²⁰ As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 9)).

Figure 9.XIII

Performance measure: total number of countries with increased knowledge of the global trends on the implementation of the United Nations strategic plan for forests 2017–2030 and increased capacity to mobilize funding for forests (annual)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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 access by Member States to data on financing sustainable forest management

Proposed programme plan for 2022

- 9.235 Adequate financial resources are crucial for the implementation of sustainable forest management, achieving the global forest goals, forest-related Sustainable Development Goals and other international forest-related goals. Investing in forests and unlocking new opportunities to finance sustainable forest management is a key component of effective and resilient recovery from COVID-19. Access to information and reliable data on funding opportunities for forests and sharing best practices and lessons learned are also key for developing countries and countries with economies in transition, to mobilize resources for the sustainable management of all types of forests. One of the subprogramme's priorities is to serve as a clearing house and database on existing, new and emerging financing opportunities for forests, and to facilitate the sharing of lessons learned and best practices from successful projects (see Economic and Social Council resolution [2017/4](#)).
- 9.236 To advance the above priority, the subprogramme has taken a phased approach in developing the full-fledged clearing house of the Global Forest Financing Facilitation Network. Phase 1 was started in 2020 and included the development and operationalization of the clearing house's database. The database includes information on funding opportunities, learning material for gaining access to resources, and lessons learned and best practices.

Lessons learned and planned change

- 9.237 The lesson for the subprogramme was the need to use relevant existing data sources and to build partnerships with relevant entities, as a means to add value, be demand-driven, avoid duplication and increase the efficiency of the clearing house. These lessons have been taken into account in full in the development of phase 1 of the clearing house, along with the guidance provided by Member States. In applying the lesson, the subprogramme will further consult with experts to ensure that the existing data sources are utilized in full for the development of phase 2 of the clearing house. In 2022, the subprogramme will extend the scope of data to include a new database for assessing progress towards the achievement of target 15.b of the Sustainable Development Goals and global

forest goal 4, which show the flow of all financial resources to forests. Phase 2 will also include learning materials, lessons learned and best practices on forest financing opportunities in the post-COVID-19 recovery.

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

- 9.238 This work is expected to contribute to the objective, as demonstrated by progress towards achieving global forest goal 4 and target 15.b of the Sustainable Development Goals and to Member States having access to reliable data and information on funding opportunities for forests and sharing learning materials, lessons learned and best practices on forest financing opportunities. The data and information will enhance the ability of countries to mobilize resources from all sources, including international financial resources, to advance the sustainable management of all types of forests and enhance contributions of forests to national post COVID-recovery efforts. By using this database, countries will be able to gain access to a comprehensive set of data on the global trend of financing from all sources for forests, which support informed decision-making at the national level on the allocation of funding for forest-related activities and national COVID-19 recovery plans. The expected progress is presented in the performance measure in table 9.26.

Table 9.26
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
—	—	Member States' data needs are incorporated into the finalization of the design of the clearing house website	Member States have access to the clearing house, phase 1, including at least 80 data entries on financing opportunities for forests, learning materials, and lessons learned and best practices	Member States use the data in the clearing house to make progress towards achieving global forest goal 4 and target 15.b of the Sustainable Development Goals, including in the context of COVID-19 recovery plans Member States have access to an additional 80 data entries added to the databases on financing opportunities for forests, learning materials, and lessons learned and best practices, including in the context of COVID-19 recovery plans

Legislative mandates

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

General Assembly resolutions

62/98	Non-legally binding instrument on all types of forests	70/199	United Nations forest instrument
67/200	International Day of Forests	71/285	United Nations strategic plan for forests 2017–2030

Economic and Social Council resolutions

2000/35	Report of the fourth session of the Intergovernmental Forum on Forests	2017/4	United Nations strategic plan for forests 2017–2030 and quadrennial programme of work of the United Nations Forum on Forests for the period 2017–2020
2015/33	International arrangement on forests beyond 2015	2020/14	Outcome of the fifteenth session of the United Nations Forum on Forests

Deliverables

9.240 Table 9.27 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 9.27

Subprogramme 8: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	8	8	8	8
1. Reports of the United Nations Forum on Forests	8	8	8	8
Substantive services for meetings (number of three-hour meetings)	20	8	20	20
2. Meetings of the United Nations Forum on Forests	16	8	16	16
3. Meetings of experts on sustainable forest management, contributions of forests to various issues, including Sustainable Development Goals, forest financing and other various issues related to forests	4	—	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	8	7	8	8
4. Project on forest financing and development of national financing strategies	6	6	6	6
5. Project on implementation of the United Nations forest instrument and other various issues related to forests	2	1	2	2
Seminars, workshops and training events (number of days)	8	9	7	7
6. Training seminars and workshops on forest financing	6	6	6	6
7. Training seminars and workshops on sustainable development	2	3	1	1
Publications (number of publications)	—	—	1	—
8. Progress towards achieving the global forest goals and targets of the United Nations strategic plan for forests 2017–2030	—	—	1	—
Technical materials (number of materials)	7	13	7	7
9. Technical materials on sustainable forest management	3	6	3	3

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
10. Technical materials on contributions of forests to various issues, including forest-related Sustainable Development Goals	2	5	2	2
11. Technical materials on materials financing and development of national financing strategies	2	2	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: on various issues related to forests.				
Databases and substantive digital materials: on clearing house mechanism.				
D. Communication deliverables				
Outreach programmes, special events and information materials: special events, including the International Day of Forests and events of the Collaborative Partnership on Forests; and booklets, pamphlets, factsheets, wallcharts and information kits on sustainable forest management, forest financing and other various issues related to forests.				
External and media relations: press conference/press releases on the United Nations Forum on Forests; and press conference/press releases on the International Day of Forests.				

Subprogramme 9

Financing for sustainable development

Objective

- 9.241 The objective, to which this subprogramme contributes, is to advance the follow-up to and review of the implementation of the outcomes of the International Conferences on Financing for Development, including the Addis Ababa Action Agenda and the delivery of the means of implementation of the 2030 Agenda for Sustainable Development.

Strategy

- 9.242 To contribute to the objective, the subprogramme will advance policy and action on financing for sustainable development, building on continuing analytical work within the subprogramme and in collaboration with partners in the Inter-Agency Task Force on Financing for Development. This work will feed into the annual *Financing for Sustainable Development Report* and the reports of the Secretary-General produced by the subprogramme, which will, in turn, serve to support Member State negotiations at the Economic and Social Council forum on financing for development follow-up, Second Committee deliberations and others. In addition, work on the integrated national financing framework methodology is expected to continue, which will help to guide countries in mobilizing financing and other means of implementation for sustainable development. In collaboration with the Development Coordination Office, the subprogramme supports the work of the resident coordinator system in enhancing United Nations country team capacities on financing regarding sustainable development matters.
- 9.243 The subprogramme will continue to advance action to scale up investment for the Sustainable Development Goals. The subprogramme will also provide concrete solutions to scale up investment in sustainable development through the work of the Global Investors for Sustainable Development Alliance. In addition, the subprogramme will facilitate the dialogue on sustainable investment, including through the Sustainable Development Goals Investment Fair, which provides a platform for direct engagement between Member States and investors.
- 9.244 In addition, the subprogramme will support the United Nations in strengthening its role in and contribution to international tax cooperation, and Member States in enhancing their tax policies and administration, with a view to improving their mobilization of domestic resources for sustainable development; mitigation of adverse effects and impact of the COVID-19 pandemic; and filling of

Sustainable Development Goal financing gaps at the national level, in sustainable and potentially transformative ways. Accordingly, the subprogramme will ensure that its integrated approach to the policy and capacity-building work on tax cooperation responds effectively to the needs of countries, in particular least developed countries, landlocked developing countries and small island developing States.

- 9.245 The subprogramme will also continue to enhance its support for the Development Cooperation Forum in its action-oriented and results-focused reviews of trends, progress and emerging issues in international development cooperation, with an emphasis on policies and practices in support of those with the fewest resources and the weakest capacities.
- 9.246 The subprogramme plans to support Member States on issues related to COVID-19 by following up on the results of the workstreams of the Initiative on Financing for Development in the Era of COVID-19 and Beyond. This initiative is intended to enable discussions of concrete financing solutions to the economic and social crisis triggered by the COVID-19 pandemic, as part of ongoing analytical work, including through leading the Inter-Agency Task Force on Financing for Development, for the *Financing for Sustainable Development Report* and for the methodology and implementation of integrated national financing frameworks. These workstreams will also support Member State negotiations at the Economic and Social Council forum on financing for development follow-up, Second Committee deliberations and others.
- 9.247 The above-mentioned work is expected to result in:
- (a) Direct contributions to advancing policy and action on financing for sustainable development through strengthened analytical foundations for the outcomes of the Economic and Social Council forum on financing for development follow-up and Second Committee deliberations, and the design and use of integrated national financing frameworks by countries to mobilize financing for sustainable development;
 - (b) The acceleration of the mobilization of resources for the Sustainable Development Goals, leading to greater investment opportunities with positive impacts;
 - (c) More effective implementation by Governments and other stakeholders of United Nations policy and practical guidance on tax matters and better solutions at the global, regional, national and local levels for strengthening domestic resource mobilization;
 - (d) Utilization by Governments and other stakeholders of policy guidance to enhance international development cooperation, for the effective implementation of the 2030 Agenda, the Addis Ababa Action Agenda, the Paris Agreement and the Sendai Framework for Disaster Risk Reduction 2015–2030.
- 9.248 The planned support on issues related to COVID-19 is expected to result in:
- (a) Strengthened analytical foundations for Member State negotiations on financing for sustainable development options in the context of COVID-19 and in the recovery phase;
 - (b) Integrated national financing frameworks with actionable policy options at the country level.

Programme performance in 2020

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

Broadened menu of policy options for financing for development in the context of COVID-19 and recovery efforts

- 9.250 On 28 May 2020, Canada, Jamaica and the Secretary-General convened a high-level event to join forces with Heads of State and Government, international organizations and other key partners to enable discussions of concrete financing solutions to the COVID-19 health and development

emergency for all. In follow-up to the event, six discussion groups were convened to address questions of: (a) external finance and remittances, jobs and inclusive growth; (b) recovering better for sustainability; (c) global liquidity and financial stability; (d) debt vulnerability; (e) private sector creditor engagement; and (f) illicit financial flows. The subprogramme supported the work of those discussion groups, contributed to the resulting menu of policy options and provided support for a high-level meeting held on 29 September 2020.

- 9.251 The subprogramme drafted substantive concept notes as background for all six discussion groups. In addition, it acted as logistical and substantive secretariat for discussion groups (d), (e) and (f) above, supporting Member States in their roles as co-facilitators by organizing meetings; coordinating and editing input from participating Member States, United Nations entities, international institutions, academia and civil society; and drafting summary documents for the consideration of ministers of finance and Heads of State and Government, in the form of a menu of policy options. The subprogramme also produced a summary of the high-level meeting of 29 September 2020.

Progress towards the attainment of the objective, and performance measure

- 9.252 The above-mentioned work contributed to the objective, as demonstrated by the discussions of policy options, at the minister of finance level and at the Heads of State and Government level, on 29 September 2020. A total of 259 policy options were presented to Member States, 160 of which were produced by the three discussion groups supported by the subprogramme. Going forward, the subprogramme will continue to support this process, jointly with the Inter-Agency Task Force on Financing for Development, building on its ongoing workstreams for the *Financing for Sustainable Development Report* and for the methodology and implementation of integrated national financing frameworks.

Table 9.28
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	—	<p>Broad array of 259 policy options available to Member States, including increased awareness and understanding of policies for financing for development in the context of COVID-19, including policy options regarding debt vulnerability, and calls to extend the Debt Service Suspension Initiative and for a debt resolution mechanism to be implemented</p> <p>The Initiative was extended from December 2020 to June 2021 and the Common Framework for Debt Treatments beyond the Initiative was agreed by the Group of 20 and Paris Club countries to coordinate and cooperate on debt treatments for up to 73 low-income countries that are eligible for the Initiative</p>

Impact of COVID-19 on subprogramme delivery

- 9.253 Owing to the impact of COVID-19 during 2020, the subprogramme cancelled, modified and deferred some capacity development activities amid travel restrictions, which prevented the holding of in-person workshops/training scheduled for 2020. The COVID-19 pandemic resulted in the modification of the format of the 2020 Economic and Social Council forum on financing for development follow-up. Held in a virtual format, the forum was shortened from four days to less than one day, which was spread over two sessions on separate days. Negotiations for the intergovernmentally agreed outcome document were also held virtually. The Sustainable Development Goals Investment Fair was cancelled owing to the pandemic. Owing to the impact of COVID-19 and related decisions by the Council regarding its 2020 substantive session and the deferral of some meetings until 2021, the subprogramme postponed various aspects of its support for the Development Cooperation Forum and its high-level meeting, while also cancelling a high-level Development Cooperation Forum symposium, which was to be held in Indonesia early in March 2020 on risk-informed and climate-smart development cooperation. Those scheduling changes left a critical gap in the multilateral sphere for Member States and stakeholders to discuss the initial development impact of COVID-19 and identify solutions for a strong response and sustained recovery. These changes had an impact on the programme performance in 2020, as specified in result 1 below.
- 9.254 At the same time, however, the subprogramme carried out additional activities to support Member States on issues related to COVID-19, within the overall scope of its objectives, namely, by providing logistical and substantive support, including normative products to the Initiative on Financing for Development in the Era of COVID-19 and Beyond, convened by Canada, Jamaica and the United Nations. In particular, the subprogramme coordinated the work of and provided analytical input for three of the six intergovernmental discussion groups, namely, on debt vulnerability, private sector creditor engagement and illicit financial flows. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above. Several of the options have already been implemented, including extension of the Debt Service Suspension Initiative and agreement to issue new allocations for special drawing rights.

Planned results for 2022

- 9.255 The planned results for 2022 include results 1 and 2, which are updates of results presented in 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: advancing policy and action on financing for sustainable development²¹

Programme performance in 2020

- 9.256 The subprogramme has strengthened efforts to support the advancing of policy and action on financing for sustainable development, including the mobilization of private investment, as emphasized in the Addis Ababa Action Agenda, by engaging with private sector representatives to identify and implement concrete action to address the impact and recovery from COVID-19. The subprogramme also took action to better align private investment with sustainable development and to strengthen its impact, for example, by engaging with regulatory bodies on specific recommendations to incorporate sustainable finance considerations into regulations.
- 9.257 The above-mentioned work contributed to the development of COVID-19 response by the Global Investors for Sustainable Development Alliance (statement of action and call to action for bond issuance) and engagement with regulators, which met the planned target of mobilizing financing for sustainable development by expanding partnerships with the private sector, reflected in the proposed programme budget for 2020.

²¹ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 9)).

Proposed programme plan for 2022

- 9.258 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 focus its activities on supporting the scaling up of long-term investment by expanding the outreach to private sector actors, national Governments and other relevant stakeholders with a view of aligning the broader investment ecosystem with sustainable development and channelling investments in countries and sectors most in need, on the basis of Global Investors for Sustainable Development Alliance deliverables. The expected progress is presented in the performance measure below (see table 9.29).

Table 9.29

Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)^a</i>	<i>2020 (actual)</i>	<i>2021 (planned)^b</i>	<i>2022 (planned)</i>
Recognition of the importance of integrating various streams of finance	Establishment of the Global Investors of Sustainable Development Alliance	Development of COVID-19 response by Global Investors for Sustainable Development Alliance (Statement of Action and call to action for bond issuance) and engagement with regulators	Monitor implementation and refine toolkits based on lessons learned from pioneering countries	Expand utilization and application of Global Investors for Sustainable Development Alliance deliverables in close cooperation with relevant stakeholders and increased engagement of the private and public sectors at the regional and national levels

^a The performance measure for 2019 presented in the proposed programme budget for 2021 (A/75/6 (Sect. 9)) was an interim measure and the actual performance is correctly stated.

^b To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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: integrated national financial frameworks²²

Programme performance in 2020

- 9.259 The subprogramme has published guidance on an integrated national financing framework inception phase, the first of five guidance modules or toolkits. The subprogramme also advanced work on the remaining modules. Furthermore, the subprogramme supported work with pioneer countries, with UNDP, the International Monetary Fund and the European Commission, to advance the design and implementation of the frameworks.
- 9.260 The above-mentioned work contributed to the completion of the integrated national financing framework modules or toolkits for use by 16 countries, which did not meet the target of 19 countries developing frameworks, reflected in the proposed programme budget for 2021. Liquidity constraints delayed the recruitment of personnel to develop the framework modules or toolkits.

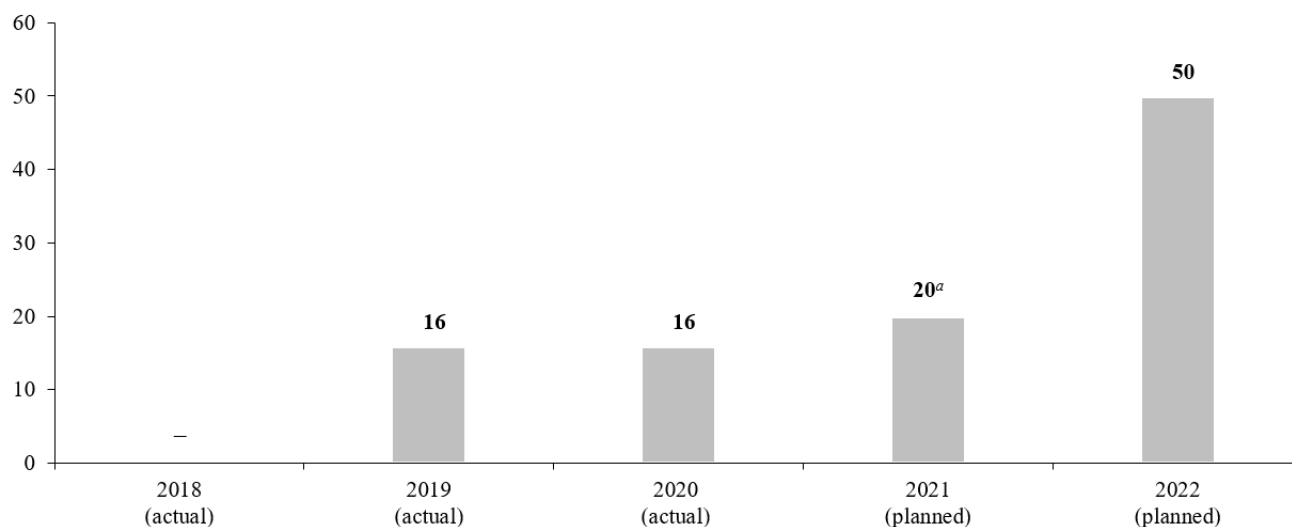
²² As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 9)).

Proposed programme plan for 2022

- 9.261 The subprogramme will continue the work related to integrated national financial frameworks, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will revise and refine the framework toolkits on the basis of lessons learned from pioneering countries. The expected progress is presented in the performance measure below (see figure 9.XIV).

Figure 9.XIV

Performance measure: total number of countries developing integrated national financial frameworks (cumulative)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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 capacities of developing countries for the design and implementation of fiscal, financial and related policies that reduce risks and build resilience

Proposed programme plan for 2022

- 9.262 National Governments are on the frontlines in addressing the COVID-19 crisis, and strong, risk-informed fiscal, financial and related policies are a crucial component of COVID-19 response and recovery. The subprogramme contributed to strengthening support for national efforts in implementing the 2030 Agenda and the Addis Ababa Action Agenda through the enhancement of the international tax cooperation work and related capacity development activities, thereby assisting Member States in their efforts to increase domestic resource mobilization. Through its policy and capacity development activities, the subprogramme assisted Member States in implementing more efficient and effective tax systems and addressing tax evasion and avoidance, and relevant elements in international tax cooperation, such as double tax treaties and tax base erosion and profit shifting. Furthermore, the subprogramme contributed to supporting local governments in crisis-responsive and resilient infrastructure asset management, thereby also supporting risk-informed domestic resource mobilization.

Lessons learned and planned change

- 9.263 The lesson for the subprogramme was the importance of policy guidance and capacity support in tax and domestic resource mobilization that assists Member States in addressing short-term challenges, in a way that supports progress towards realizing long-term national sustainable development priorities. In applying the lesson, the subprogramme will give heightened attention in its work to helping developing countries to strengthen their capacities to design and implement fiscal policies

that help them to reduce risk and build resilience. In this vein, the subprogramme will support the various meetings of the subcommittees, including on the Model Tax Convention, transfer pricing, dispute avoidance and resolution, extractive industries taxation, the digitalized economy, and environmental taxation. It will further support the annual special meeting of the Economic and Social Council on international cooperation in tax matters and organize capacity development activities related to tax cooperation, tax and the Sustainable Development Goals and other areas, such as infrastructure asset management, in support of domestic resource mobilization.

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

- 9.264 This work is expected to contribute to the objective, as demonstrated by the percentage of national ministry of finance and tax administration staff from developing countries attending capacity development activities delivered by the subprogramme drawing on United Nations guidance who report that they have increased awareness and understanding of fiscal policies and practices that would help these countries to reduce risk and build resilience for sustainable development.

Table 9.30

Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
—	—	—	70 per cent of national ministry of finance and tax administration staff attending capacity development activities report increased awareness and understanding of fiscal policies and practices to reduce risk and build resilience	75 per cent of national ministry of finance and tax administration staff attending capacity development activities report increased awareness and understanding of fiscal policies and practices to reduce risk and build resilience

Legislative mandates

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

General Assembly resolutions

56/210 B	International Conference on Financing for Development	63/239	Doha Declaration on Financing for Development: outcome document of the Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus
57/250	High-Level Dialogue on strengthening international economic cooperation for development through partnership		
57/273	Ensuring effective secretariat support for sustained follow-up to the outcome of the International Conference on Financing for Development	63/303	Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development
60/1	2005 World Summit Outcome	67/289	The United Nations in global economic governance
61/16	Strengthening of the Economic and Social Council		

Part IV		International cooperation for development	
67/290	Format and organizational aspects of the high-level political forum on sustainable development	74/202	International financial system and development
68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council	74/203	External debt sustainability and development
		74/205	Financial inclusion for sustainable development
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development	74/206	Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development
70/299	Follow-up and review of the 2030 Agenda for Sustainable Development at the global level	74/207	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development
71/213	Promotion of international cooperation to combat illicit financial flows in order to foster sustainable development	75/203	International trade and development
		75/204	International financial system and development
71/327	The United Nations in global economic governance	75/205	External debt sustainability and development
72/278	Interaction between the United Nations, national parliaments and the Inter-Parliamentary Union	75/206	Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development
73/254	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners	75/207	Promoting investments for sustainable development
		75/208	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development
74/199	Promoting investments for sustainable development	75/234	South-South cooperation
<i>Economic and Social Council resolutions</i>			
2004/69	Committee of Experts on International Cooperation in Tax Matters	E/FFDF/2019/3	Intergovernmentally agreed conclusions and recommendations of 2019 the Economic and Social Council forum on financing for development follow-up: follow-up and review of the financing for development outcomes and the means of implementation of the 2030 Agenda for Sustainable Development
2006/48	Committee of Experts on International Cooperation in Tax Matters		
2009/30	A strengthened and more effective intergovernmental inclusive process to carry out the financing for development follow-up		
2010/26	Follow-up to the International Conference on Financing for Development and the 2008 Review Conference	E/FFDF/2020/3	Intergovernmentally agreed conclusions and recommendations of the 2020 Economic and Social Council forum on financing for development follow-up: follow-up and review of the financing for development outcomes and the means of implementation of the 2030 Agenda for Sustainable Development
2014/11	Follow-up to the International Conference on Financing for Development		
2017/2	Committee of Experts on International Cooperation in Tax Matters		
2017/3	United Nations code of conduct on cooperation in combating international tax evasion		

Deliverables

9.266 Table 9.31 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 9.31

Subprogramme 9: deliverables for the period 2020–2022, by category and subcategory

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	54	64	52	35
1. Documents to the General Assembly	6	3	6	4
2. Documents to the Economic and Social Council	3	3	1	1
3. Documents for the Committee of Experts on International Cooperation in Tax Matters	45	58	45	30
Substantive services for meetings (number of three-hour meetings)	207	173	199	183
4. Meetings of the General Assembly	10	14	10	28
5. Meetings of the Economic and Social Council	45	19	41	30
6. Meetings of the Committee of Experts on International Cooperation in Tax Matters	16	16	16	16
7. Meetings of subcommittees of the Committee of Experts on International Cooperation in Tax Matters	64	88	64	64
8. Meetings of the Inter-Agency Task Force on Financing for Development	30	30	30	30
9. Meetings of experts on financing for sustainable development-related issues	42	6	38	15
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	20	61	13	21
10. Event on financing for development processes	2	2	2	2
11. Workshops on tax issues and domestic resource mobilization	10	26	3	10
12. Interactive dialogues	3	3	3	1
13. Ministerial round tables	2	2	2	2
14. Webinars, seminars and interactive discussions with the participation of Governments, and institutional and non-institutional stakeholders (civil society and the private sector), on financing for development	3	28	3	6
Publications (number of publications)	3	3	6	1
15. <i>Financing for Sustainable Development Report</i> of the Inter-agency Task Force on Financing for Development	1	1	1	1
16. <i>United Nations Model Double Taxation Convention between Developed and Developing Countries</i> (update)	—	—	1	—
17. <i>United Nations Practical Manual on Transfer Pricing for Developing Countries</i> (update)	—	—	1	—
18. Handbook on selected issues for taxation of the extractive industries by developing countries	—	—	1	—
19. <i>Handbook on Avoidance and Resolution of Tax Disputes</i>	—	—	1	—
20. <i>Manual for the Negotiation of Bilateral Tax Treaties between Developed and Developing Countries</i>	1	1	—	—
21. Guidelines on the tax treatment of Government-to-Government Aid	1	1	—	—
22. Handbook on carbon taxation	—	—	1	—
Technical materials (number of materials)	21	33	15	23
23. Building on Monterrey: selected policy issues on financing for development	1	6	1	1
24. Development and production of Development Cooperation Forum newsletters and other outreach materials	2	3	2	2

Part IV International cooperation for development

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
25. Analytical studies on selected issues in development cooperation, including South-South cooperation, and an independent assessment of trends and progress in development cooperation	2	3	2	2
26. Briefing notes on issues related to financing for development for high-level meetings of United Nations senior officials with the governmental and non-governmental representatives concerned	8	8	8	8
27. Information kit for events on financing for sustainable development	1	–	1	1
28. Issues note summarizing selected issues in the <i>Financing for Sustainable Development Report</i>	1	1	1	1
29. <i>Protecting the Tax Base of Developing Countries against Base Erosion: Income from Services</i>	1	–	–	–
30. <i>Protecting the Tax Base of Developing Countries against Base-eroding Payments: Interest and Other Financing Expenses</i>	1	–	–	–
31. Maintenance and updating of the financing for sustainable development home page and the Inter-Agency Task Force on Financing for Development online annex	4	12	–	8

C. Substantive deliverables

Consultation, advice and advocacy: consultations on the work of the Group of Friends on Financing the Sustainable Development Goals; consultations on financing sustainable development and the Goals to members of civil society organizations, the private sector, including the Global Investors for Sustainable Development Alliance, academia, foundations and other entities of the United Nations system; and briefings/expert advice to Member States on sustainable development issues, including high-level bilateral consultations and intergovernmental meetings.

D. Communication deliverables

External and media relations: press releases on its annual work, including: Economic and Social Council forum on financing for development follow-up; biennial Development Cooperation Forum high-level meeting, event on financing for sustainable development multi-stakeholder consultations on financing for development; work of the Committee of Experts on International Cooperation in Tax Matters; Sustainable Development Goal Investment Fair; launch of the *Financing for Sustainable Development Report*; and implementation of the Global Investors for Sustainable Development Alliance.

Digital platforms and multimedia content: Op-eds and blogs; websites of the Financing for Sustainable Development Office, such as the financing for sustainable development homepage, the Inter-Agency Task Force on Financing for Development online annex, the website of the Development Cooperation Forum, the website of the Committee of Experts on International Cooperation in Tax Matters, the website of the Global Investors for Sustainable Development Alliance and the integrated national financing frameworks knowledge platform.

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

Overview

9.267 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 9.32 to 9.34.

Table 9.32

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Post	75 174.4	75 994.7	–	–	(144.2)	(144.2)	(0.2)	75 850.5
Other staff costs	968.4	1 269.8	–	–	(1.0)	(1.0)	(0.1)	1 268.8
Hospitality	0.3	4.6	–	–	–	–	–	4.6
Consultants	1 755.9	519.9	–	–	38.3	38.3	7.4	558.2
Experts	24.6	1 124.8	–	–	(65.2)	(65.2)	(5.8)	1 059.6
Travel of representatives	249.5	1 948.8	–	–	–	–	–	1 948.8
Travel of staff	46.9	454.0	–	–	(8.9)	(8.9)	(2.0)	445.1
Contractual services	1 754.7	1 438.4	–	–	(46.3)	(46.3)	(3.2)	1 392.1
General operating expenses	710.9	729.4	–	–	(61.6)	(61.6)	(8.4)	667.8
Supplies and materials	108.5	85.1	–	–	(16.0)	(16.0)	(18.8)	69.1
Furniture and equipment	544.2	213.1	–	–	(30.5)	(30.5)	(14.3)	182.6
Grants and contributions	73.7	74.7	–	–	–	–	–	74.7
Other	0.5	–	–	–	–	–	–	–
Total	81 412.5	83 857.3	–	–	(335.4)	(335.4)	(0.4)	83 521.9

Table 9.33

Overall: proposed posts and post changes for 2022^a

(Number of posts)

	Number	Details
Approved for 2021	488	1 USG, 2 ASG, 9 D-2, 31 D-1, 67 P-5, 89 P-4, 67 P-3, 43 P-2/1, 33 GS (PL), 146 GS (OL)
Reassignment	–	1 GS (PL) under subprogramme 3; 1 P-2 under subprogramme 7; 1 GS (OL) under programme support
Reclassification	–	1 P-5 to D-1 and 1 P-3 to P-2 under subprogramme 8
Proposed for 2022	488	1 USG, 2 ASG, 9 D-2, 32 D-1, 66 P-5, 89 P-4, 66 P-3, 44 P-2/1, 33 GS (PL), 146 GS (OL)

^a More information on post changes is reflected in annex III.

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); USG, Under-Secretary-General.

Table 9.34

Overall: proposed posts by category and grade^a

(Number of posts)

Category and grade	Changes				Total	2022 proposed
	2021 approved	Technical adjustments	New/expanded mandates	Other		
Professional and higher						
USG	1	—	—	—	—	1
ASG	2	—	—	—	—	2
D-2	9	—	—	—	—	9
D-1	31	—	—	1	1	32
P-5	67	—	—	(1)	(1)	66
P-4	89	—	—	—	—	89
P-3	67	—	—	(1)	(1)	66
P-2/1	43	—	—	1	1	44
Subtotal	309	—	—	—	—	309
General Service and related						
GS (PL)	33	—	—	—	—	33
GS (OL)	146	—	—	—	—	146
Subtotal	179	—	—	—	—	179
Total	488	—	—	—	—	488

^a Includes nine temporary posts (3 P-5, 2 P-4, 3 P-3 and 1 GS (OL)), which were approved pursuant to General Assembly resolutions [70/248](#) and [71/272](#).

9.268 Additional details on the distribution of the proposed resources for 2022 are reflected in tables 9.35 to 9.37 and figure 9.XV.

9.269 As reflected in tables 9.35 (1) and 9.36 (1), the overall resources proposed for 2022 amount to \$83,521,900 before recosting, reflecting a net decrease of \$335,400 (or 0.4 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 9.35

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

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
A. Policymaking organs	333.9	1 689.1	—	—	—	—	—	1 689.1
B. Executive direction and management	5 317.2	4 950.6	—	—	(12.5)	(12.5)	(0.3)	4 938.1

Section 9 Economic and social affairs

Component/subprogramme	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
C. Programme of work								
1. Intergovernmental support and coordination for sustainable development	7 909.1	7 582.1	–	–	(20.1)	(20.1)	(0.3)	7 562.0
2. Inclusive social development	9 565.0	9 176.4	–	–	(13.2)	(13.2)	(0.1)	9 163.2
3. Sustainable development	8 330.6	8 989.3	–	–	(72.2)	(72.2)	(0.8)	8 917.1
4. Statistics	18 866.0	18 186.3	–	–	(27.6)	(27.6)	(0.2)	18 158.7
5. Population	6 520.6	6 973.0	–	–	(8.7)	(8.7)	(0.1)	6 964.3
6. Economic analysis and policy	6 475.4	6 776.6	–	–	(7.9)	(7.9)	(0.1)	6 768.7
7. Public institutions and digital government	6 279.9	6 533.7	–	–	(67.2)	(67.2)	(1.0)	6 466.5
8. Sustainable forest management	2 012.5	2 315.3	–	–	(8.6)	(8.6)	(0.4)	2 306.7
9. Financing for sustainable development	5 358.5	5 976.3	–	–	(5.8)	(5.8)	(0.1)	5 970.5
Subtotal, C	71 317.7	72 509.0	–	–	(231.3)	(231.3)	(0.3)	72 277.7
D. Programme support	4 443.7	4 708.6	–	–	(91.6)	(91.6)	(1.9)	4 617.0
Subtotal, 1	81 412.5	83 857.3	–	–	(335.4)	(335.4)	(0.4)	83 521.9

(2) Extrabudgetary

Component/subprogramme	2020 expenditure	2021 estimate	Change	Percentage	2022 estimate
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	539.5	817.0	172.9	21.2	989.9
C. Programme of work					
1. Intergovernmental support and coordination for sustainable development	67.9	110.7	273.3	246.9	384.0
2. Inclusive social development	416.2	925.9	(198.3)	(21.4)	727.6
3. Sustainable development	4 506.1	10 793.6	(4 777.1)	(44.3)	6 016.5
4. Statistics	3 335.8	7 312.3	(1 103.8)	(15.1)	6 208.5
5. Population	1 099.5	1 353.9	226.6	16.7	1 580.5
6. Economic analysis and policy	627.2	1 087.4	(949.4)	(87.3)	138.0
7. Public institutions and digital government	1 598.2	4 560.7	(2 364.9)	(51.9)	2 195.8
8. Sustainable forest management	763.6	1 034.2	(139.6)	(13.5)	894.6

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<i>Component/subprogramme</i>	<i>2020 expenditure</i>	<i>2021 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2022 estimate</i>
9. Financing for sustainable development	2 422.9	5 893.7	(2 803.7)	(47.6)	3 090.0
Subtotal, C	14 837.4	33 072.4	(11 836.9)	(35.8)	21 235.5
D. Programme support	54 883.8	62 801.7	3 095.2	4.9	65 896.9
Subtotal, 2	70 260.7	96 691.1	(8 568.8)	(8.9)	88 122.3
Total	151 673.2	180 548.4	(8 904.2)	(4.9)	171 644.2

Table 9.36

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

(Number of posts)

(1) *Regular budget*

<i>Component/subprogramme</i>	<i>2021 approved</i>	<i>Changes</i>				<i>2022 proposed</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
A. Policymaking organs	—	—	—	—	—	—
B. Executive direction and management	26	—	—	—	—	26
C. Programme of work						
1. Intergovernmental support and coordination for sustainable development	43	—	—	—	—	43
2. Inclusive social development	57	—	—	—	—	57
3. Sustainable development	51	—	—	—	—	51
4. Statistics	121	—	—	—	—	121
5. Population	42	—	—	—	—	42
6. Economic analysis and policy	42	—	—	—	—	42
7. Public institutions and digital government	40	—	—	—	—	40
8. Sustainable forest management	12	—	—	—	—	12
9. Financing for sustainable development	34	—	—	—	—	34
Subtotal, C	442	—	—	—	—	442
D. Programme support	20	—	—	—	—	20
Subtotal, 1	488	—	—	—	—	488

(2) *Extrabudgetary*

<i>Component/subprogramme</i>	<i>2021 estimate</i>	<i>Change</i>	<i>2022 estimate</i>
A. Policymaking organs	—	—	—
B. Executive direction and management	—	—	—
C. Programme of work			

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<i>Component/subprogramme</i>	<i>2021 estimate</i>	<i>Change</i>	<i>2022 estimate</i>
1. Intergovernmental support and coordination for sustainable development	–	–	–
2. Inclusive social development	–	–	–
3. Sustainable development	2	–	2
4. Statistics	1	–	1
5. Population	5	–	5
6. Economic analysis and policy	–	–	–
7. Public institutions and digital government	–	–	–
8. Sustainable forest management	3	–	3
9. Financing for sustainable development	–	–	–
Subtotal, C	11	–	11
D. Programme support	29	–	29
Subtotal, 2	40	–	40
Total	528	–	528

Table 9.37

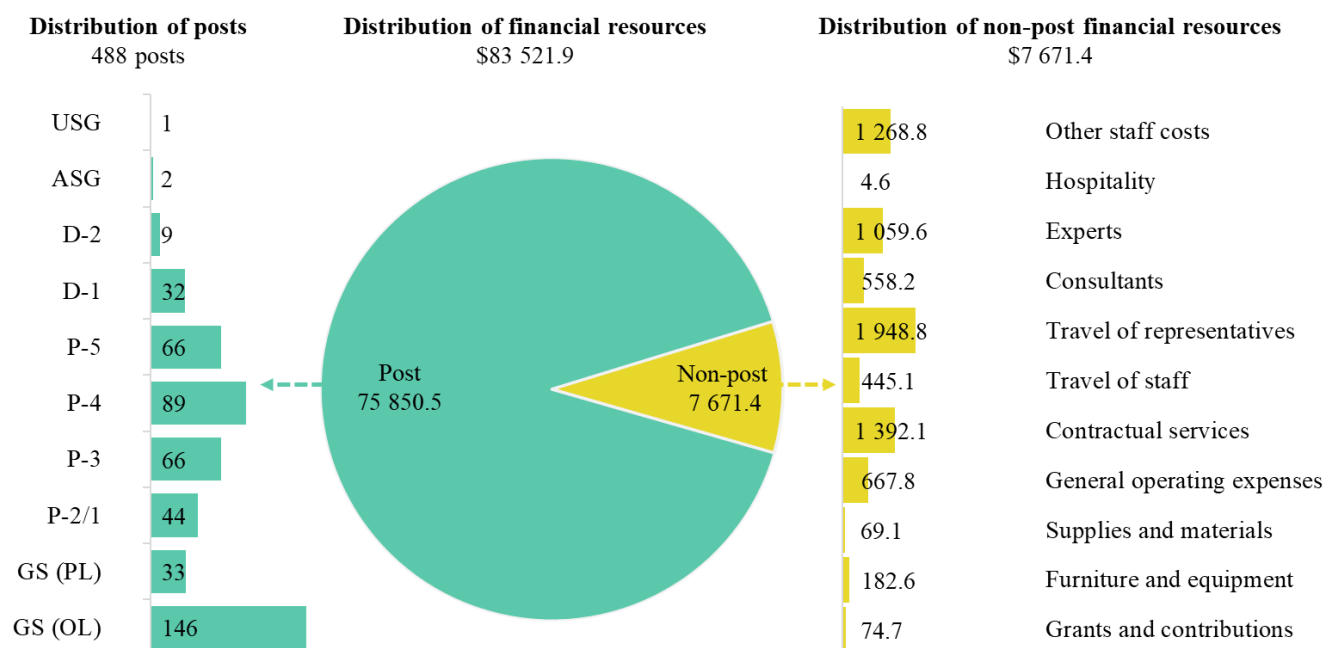
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

Component/subprogramme	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	75 174.4	75 994.7	—	—	(144.2)	(144.2)	(0.2)	75 850.5
Non-post	6 238.1	7 862.6	—	—	(191.2)	(191.2)	(2.4)	7 671.4
Total	81 412.5	83 857.3	—	—	(335.4)	(335.4)	(0.4)	83 521.9
Post resources by category								
Professional and higher		309	—	—	—	—	—	309
General Service and related		179	—	—	—	—	—	179
Total		488	—	—	—	—	—	488

Figure 9.XV
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

9.270 As reflected in table 9.35 (1), resource changes reflect a net decrease of \$335,400, as follows:

- (a) **Executive direction and management.** The net decrease of \$12,500 relates to reduced requirements under experts (\$12,800) and travel of staff (\$5,700), which are planned to be achieved through increased online meeting participation by both high-level experts and staff. The decrease is offset in part by increased requirements under consultants (\$6,000) due to the additional engagement of consultants to provide specialized expertise not available in-house, in particular for the development of information technology architecture for the Department, drawing on experiences gained during the COVID-19 pandemic, including in relation to resources, policies and guidelines, and the use of social media, data protection and privacy;
- (b) **Subprogramme 1, Intergovernmental support and coordination for sustainable development.** The net decrease of \$20,100 relates to reduced requirements under contractual services (\$44,300) and travel of staff (\$3,300), which are planned to be achieved through the anticipated completion of the new information technology system for NGOs that will replace the older systems, thereby reducing requirements for specialized information technology support; and increased virtual meeting participation by staff. The decrease is offset in part by increased requirements under experts (\$27,500) to ensure adequate participation of experts in various intergovernmental processes and the ability of the subprogramme to provide substantive support to meetings and advance the roles of the General Assembly, the Economic and Social Council and the high-level political forum on sustainable development in the integrated implementation of and follow-up to the 2030 Agenda;

- (c) **Subprogramme 2, Inclusive social development.** The net decrease of \$13,200 relates to reduced requirements under general operating expenses (\$3,500), supplies and materials (\$12,000) and furniture and equipment (\$22,400), which are planned to be achieved through reduced physical office presence of staff, thereby reducing requirements for supplies and materials, furniture and equipment, and general operating expenses to cover the cost of postage and pouch services related to the physical distribution of promotional materials. The decrease is offset in part by increased requirements under consultants (\$8,800), experts (\$5,400) and travel of staff (\$10,500), due to additional consultancy requirements for specialized expertise not available in-house, in particular for the *World Youth Report*; additional requirements related to the priority themes of the Commission for Social Development; and additional travel to engage with relevant stakeholders in order to support the work of the subprogramme, respectively;
- (d) **Subprogramme 3, Sustainable development.** The decrease of \$72,200 relates to:
- (i) The proposed reassignment of one post of Senior Administrative Assistant (General Service (Principal level)) as a Senior Programme Management Assistant (General Service (Principal level)) in the Programme Management Unit, in order to address the shift from administrative to substantive functions, in particular in aspects related to the monitoring of the implementation of mandates and related resources; support reporting through the Umoja strategic management application module and integrated planning management and reporting solution; coordinate responses to oversight bodies; and support programme budget formulation and resource planning and forecasting (\$45,100). The proposed reassignment is expected to contribute to more effective and efficient programme delivery by the subprogramme;
 - (ii) Decreased requirements under experts (\$27,100), which are planned to be achieved through reduced in-person participation in expert meetings and increased use of virtual solutions or a hybrid format (combination of in-person and virtual participation), whenever possible;
- (e) **Subprogramme 4, Statistics.** The decrease of \$27,600 relates to reduced requirements under experts, which are planned to be achieved through reduced in-person participation in expert meetings and increased use of virtual solutions or a hybrid format (combination of in-person and virtual participation), whenever possible;
- (f) **Subprogramme 5, Population.** The decrease of \$8,700 relates to reduced requirements under experts (\$5,000) and contractual services (\$3,700), which are planned to be achieved through reduced in-person participation in expert meetings and increased use of virtual solutions or a hybrid format (combination of in-person and virtual participation), whenever possible; and reduced external printing;
- (g) **Subprogramme 6, Economic analysis and policy.** The decrease of \$7,900 relates to reduced requirements under experts, which are planned to be achieved through reduced in-person participation in expert meetings and increased use of virtual solutions or a hybrid format (combination of in-person and virtual participation), whenever possible;
- (h) **Subprogramme 7, Public institutions and digital government.** The net decrease of \$67,200 relates to:
- (i) The proposed reassignment of one post of Associate Programme Management Officer (P-2) as an Associate Information Systems Officer (P-2) in the Digital Government Branch, in order to address increased requirements for technical support in large-scale database management and server network management of several online platforms, including the e-government knowledge base, the online e-government assessment platform and the online evaluation platforms of the United Nations Public Service Awards and the United Nations Public Administration Network (\$58,000);
 - (ii) Reduced requirements under other staff costs (\$1,000), experts (\$11,000), travel of staff (\$10,400), contractual services (\$8,600), supplies and materials (\$1,400) and furniture

and equipment (\$5,600), which are planned to be achieved through reduced physical office presence of staff and improved planning of assignments during peak workload periods, thereby reducing requirements for overtime, supplies and materials, and furniture and equipment; reduced in-person participation in meetings and increased use of virtual solutions or a hybrid format (combination of in-person and virtual participation), whenever possible, thereby reducing requirements for travel of staff and experts; and increased digital production and distribution of promotional materials, thereby reducing requirements for external printing. The decrease is offset in part by increased requirements under consultants (\$28,800) to further advance the analytical and technical work of the subprogramme by engaging consultants with specialized expertise not available in-house;

- (i) **Subprogramme 8, Sustainable forest management.** The net decrease of \$8,600 relates to:
 - (i) The proposed downward reclassification of one post of Programme Management Officer, Forest Affairs (P-3) to Associate Programme Management Officer, Forest Affairs (P-2), offset in part by the upward reclassification of one post of Senior Programme Management Officer, Forest Affairs (P-5) to Deputy Director, Forests Affairs (D-1) (\$3,600). The Deputy Director will strengthen the substantive and operational capacity of the subprogramme to carry out its mandates in aspects related to the promotion of sustainable forest management and financing, and improvement of the monitoring and appraisal of progress and gaps in achieving the global forest goals and associated targets. Further, the post will provide high-level policy advice and support to forthcoming forest-related processes and events, existing institutional arrangements and the response of the United Nations system to current global challenges related to deforestation, forest degradation, climate change, biodiversity loss and zoonotic diseases. The Associate Programme Management Officer will strengthen the focus on data collection and analyses and the application of digital technologies in the subprogramme's outreach and communication activities;
 - (ii) Reduced requirements under consultants (\$5,300), experts (\$6,700), supplies and materials (\$800) and furniture and equipment (\$2,500), which are planned to be achieved through reduced physical office presence of staff, thereby reducing requirements for supplies and materials, and furniture and equipment; and reduced in-person participation in expert meetings and increased use of virtual solutions or a hybrid format (combination of in-person and virtual participation), whenever possible. The decrease is offset in part by increased requirements under contractual services (\$10,300) for the engagement of individual contractors to provide additional support to expert group meetings and for the upgrading and maintenance of the subprogramme's website;
- (j) **Subprogramme 9, Financing for sustainable development.** The decrease of \$5,800 relates to reduced requirements under general operating expenses (\$4,000) and supplies and materials (\$1,800), which are planned to be achieved through increased production of publications in electronic format, thereby reducing requirements for in-house printing and for postage and pouch services for the distribution of documentation; and reduced physical office presence of staff and reduced printing, thereby reducing requirements for paper and printing supplies;
- (k) **Programme support.** The decrease of \$91,600 relates to:
 - (i) The proposed reassignment of one post of Staff Assistant (General Service (Other level)) as a Finance and Budget Assistant (General Service (Other level)) in the Executive Office in order to strengthen financial and budgetary management support capacity, including data analysis and reporting, in view of the enhanced delegation of authority (\$37,500). The Executive Office supports the Department in meeting all key performance indicators and ensures compliance with all management authority delegated to the Department, including in relation to the proactive management of risks and the implementation of mitigation and internal control measures;

- (ii) Reduced requirements under general operating expenses (\$54,100), in particular for communications and the Department's managed output service with the Office of Information and Communications Technology for leased printers and other information technology equipment, which are planned to be achieved through increased use of flexible working arrangements and online tools, thereby reducing requirements for communication charges and printing.

Extrabudgetary resources

- 9.271 As reflected in tables 9.35 (2) and 9.36 (2), the Department expects to continue to receive both cash and in-kind contributions, which would complement regular budget resources. In 2022, extrabudgetary resources (cash contributions) are estimated at \$88,122,300 and would provide for 40 posts, as presented in table 9.36 (2). The resources would be used mainly to provide for various substantive and capacity development activities, including consultancies, expert group meetings, travel, technical advisory services, training, workshops, seminars and field projects. Examples of such activities include analytical work for the quadrennial comprehensive policy review of operational activities for development of the United Nations system and the participation of governmental experts of developing countries in the presentation of their countries' voluntary national reviews at the high-level political forum on sustainable development (under subprogramme 1); issues related to persons with disabilities, young people, ageing, family activities and indigenous peoples, as well as sport for development and peace (under subprogramme 2); a wide range of cross-cutting sustainable development-related issues, such as stakeholder engagement, partnerships for sustainable development, strengthening of the role of science, technology and innovation and of micro-, small and medium-sized enterprises, as well as issues relating to water, energy, climate change, oceans, sustainable transport, smart cities, sustainable production and consumption and agriculture, and their interlinkages (under subprogramme 3); modernization and transformation of the national statistical and geospatial information systems of developing countries, and monitoring of the achievement of the Sustainable Development Goals, natural capital accounting and valuation of ecosystem services (under subprogramme 4); support for the production of the annual update of the global data set and model-based estimates of family planning indicators (under subprogramme 5); work to strengthen the capacity of developing countries to implement the 2030 Agenda (under subprogramme 6); activities to strengthen skills and the capacities of schools of public administration to promote ethical leadership (under subprogramme 7); support activities related to the Global Forest Financing Facilitation Network and the work of the secretariat of the United Nations Forum on Forests on communications and outreach in connection with the implementation of the United Nations strategic plan for forests 2017–2030 (under subprogramme 8); and intergovernmental support, analytical work and capacity development to Member States to implement the outcomes of International Conferences on Financing for Development, in particular the Addis Ababa Action Agenda (under subprogramme 9). Extrabudgetary estimates also include resources in the amount of \$58,200,600 for the trust funds for the Junior Professional Officers Programme and the United Nations Assistance to the Khmer Rouge Trials, which the Department administers (both reflected under programme support). The expected net decrease of \$8,568,800 is attributable mainly to the anticipated full implementation and completion of various projects by the end of 2021 and an estimated reduction in the number of projects in 2022, together with a decrease in contributions for the United Nations Assistance to the Khmer Rouge Trials, offset in part by an anticipated increase in contributions for the Junior Professional Officers Programme. Extrabudgetary resources represent 51.4 per cent of the total resources for this section.
- 9.272 Anticipated in-kind contributions will provide for donated right of use of premises for project offices with an estimated value of \$306,000 (\$272,000 under subprogramme 3 and \$34,000 under subprogramme 7), and other services such as expert advice, use of training facilities and provision of equipment, with an estimated value of \$301,000 (\$102,000 under subprogramme 3 and \$199,000 under subprogramme 7).
- 9.273 The extrabudgetary resources under this section are subject to the oversight of the Department, which has delegated authority from the Secretary-General.

Policymaking organs

- 9.274 The resources proposed under this component would provide for requirements relating to standing intergovernmental organs and expert bodies, special sessions of the General Assembly and intergovernmental processes, the servicing of which is the responsibility of the Department. The provisions for experts serving on committees in their individual capacity are in accordance with Assembly resolution [2491 \(XXIII\)](#), as amended by resolutions [41/176](#), [42/25](#), section VI, and [43/217](#), section IX, while the provisions for members of the functional commissions are in accordance with Assembly resolutions [1798 \(XVII\)](#), [2128 \(XX\)](#) and [2245 \(XXI\)](#). Table 9.38 provides information on the standing intergovernmental organs and expert bodies and related resource requirements under the regular budget.

Table 9.38

Policymaking organs

(Thousands of United States dollars)

<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2021 appropriation</i>	<i>2022 estimate (before recosting)</i>
High-level political forum on sustainable development	<p>In 2012, the General Assembly, in the outcome document of the United Nations Conference on Sustainable Development entitled “The future we want”, decided to establish a universal, intergovernmental, high-level political forum on sustainable development.</p> <p>According to the mandates from the General Assembly, the forum provides political leadership, guidance and recommendations for sustainable development, follows up on and reviews progress in the implementation of sustainable development commitments, enhances the integration of the 3 dimensions of sustainable development and has a focused, dynamic and action-oriented agenda, ensuring the appropriate consideration of new and emerging sustainable development challenges.</p> <p>With the adoption of the 2030 Agenda for Sustainable Development, the forum was tasked with reviewing progress in the implementation of the 2030 Agenda and the achievement of the Sustainable Development Goals and overseeing a network of follow-up and review processes at the global level. The forum conducts voluntary national reviews and thematic reviews every year under the auspices of the Economic and Social Council.</p> <p>The meetings of the forum are convened under the auspices of the Economic and Social Council annually, and the travel of representatives from the least developed countries to the meetings is facilitated. The meetings of the forum under the auspices of the General Assembly are convened every 4 years at the Head of State level. The outcome of the meetings of the forum under the auspices of the Council is a negotiated ministerial declaration. In those years when the forum also meets under the auspices of the</p>	<p>Mandate: General Assembly resolutions 66/288, 67/290 and 70/299</p> <p>Membership: All States Members of the United Nations and States members of the specialized agencies</p> <p>Number of sessions in 2022: 1 annual session under the auspices of the Economic and Social Council (1 session under the auspices of the General Assembly is convened every 4 years, with the next session to be held in 2023)</p>	402.3	402.3

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<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2021 appropriation</i>	<i>2022 estimate (before recosting)</i>
Commission for Social Development	<p>Assembly, a negotiated political declaration is adopted only by the forum convened under the auspices of the Assembly.</p> <p>The Social Commission was established in 1946 as a functional commission of the Economic and Social Council. In 1966, the Council renamed it the Commission for Social Development to clarify its role as a preparatory body of the Council for the entire range of social development policy issues. In 1996, the Council decided that the Commission would have the primary responsibility for follow-up to the World Summit for Social Development and review of the implementation of the Copenhagen Declaration on Social Development and the Programme of Action of the World Summit for Social Development. In 2016, the Council affirmed that the Commission would contribute to the follow-up to the 2030 Agenda, within its existing mandate, by supporting the thematic reviews of the high-level political forum on sustainable development on progress on the achievement of the Sustainable Development Goals.</p>	<p>Mandate: Economic and Social Council resolutions 10 (II), 1139 (XLI), 1996/7 and 2016/6</p> <p>Membership: 46 government officials</p> <p>Number of sessions in 2022: 1 (sixtieth)</p>	110.1	110.1
Permanent Forum on Indigenous Issues	<p>The Permanent Forum was established in 2000 as a subsidiary organ of the Economic and Social Council. It consists of 16 members serving in their personal capacity as independent experts on indigenous issues. The Permanent Forum serves as an advisory body to the Council with a mandate to discuss indigenous issues within the mandate of the Council relating to economic and social development, culture, the environment, education, health and human rights.</p>	<p>Mandate: Economic and Social Council resolution 2000/22</p> <p>Membership: 16 experts</p> <p>Number of sessions in 2022: 1 (twenty-first)</p>	190.7	190.7
Statistical Commission	<p>The Commission was established in 1947 as a functional commission of the Economic and Social Council. Its terms of reference are to assist the Council in promoting the development of national statistics and the improvement of their comparability, coordinating the statistical work of the specialized agencies, developing the central statistical services of the Secretariat, advising the organs of the United Nations on general questions relating to the collection, analysis and dissemination of statistical information and promoting the improvement of statistics and statistical methods in general.</p>	<p>Mandate: Economic and Social Council resolution 1566 (L), reaffirming its resolution 8 (I), as amended by 8 (II) of 1946; and resolutions 2006/6 and 2020/5</p> <p>Membership: 24 government officials</p> <p>Number of sessions in 2022: 1 (fifty-third)</p>	57.2	57.2
Committee of Experts on Global Geospatial Information Management	<p>The Committee was established in 2011 as a subsidiary body of the Economic and Social Council. It comprises experts from all Member States, as well as experts from international organizations, who participate as observers. In accordance with its terms of reference, contained in the annex to Council resolution 2011/24, the objectives of the Committee are to make joint decisions and set directions on the production,</p>	<p>Mandate: Economic and Social Council resolution 2011/24 and 2016/27</p> <p>Membership: 193 government officials</p> <p>Number of sessions in 2022: 1 (twelfth)</p>	—	—

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Policymaking organ	Description	Additional information	2021	2022
			appropriation	estimate (before recosting)
	availability and application of geospatial information within national and global policy frameworks, promote common principles, policies, methods, mechanisms and standards for the interoperability of geospatial data and services, and provide a platform for the development of effective strategies on how to build and strengthen national capacity concerning geospatial information, especially in developing countries. The Council decided that the Committee would be administered within existing resources and organized accordingly.			
Commission on Population and Development	The Population Commission was established by the Economic and Social Council in 1946 as a functional commission of the Council. In 1994, the General Assembly decided that the revitalized Population Commission would be renamed the Commission on Population and Development. Under its terms of reference, the Commission is to assist the Council by: (a) arranging for studies and advising the Council on population issues and trends, the integration of population and development strategies, population and related development policies and programmes and the provision of population assistance, as well as addressing population and development questions on which either the principal or the subsidiary organs of the United Nations or the specialized agencies may seek advice; (b) monitoring, reviewing and assessing the implementation of the Programme of Action of the International Conference on Population and Development at the national, regional and global levels, identifying reasons for success and failure and advising the Council thereon; and (c) reviewing the findings of research and analysis pertaining to the interrelationships between population and development at the national, regional and international levels and advising the Council thereon.	Mandate: Economic and Social Council resolutions 3 (III) , 150 (VII) and 2016/25 and decision 1995/320, and General Assembly resolution 49/128 Membership: 47 government officials Number of sessions in 2022: 1 (fifty-fifth)	66.0	66.0
Committee for Development Policy	In 1998, the Economic and Social Council restructured and revitalized the Committee for Development Planning and renamed it the Committee for Development Policy. The Committee is a subsidiary body of the Council comprising 24 experts serving in their personal capacity, drawn from the fields of economic development, social development and environmental protection. In line with its mandate, the Committee considers the annual theme of the Economic and Social Council and is called upon to undertake a triennial review of the status of least developed countries and to meet on that issue once every 3 years. In its resolution 67/221 , the General Assembly requested the Committee to monitor the development progress of graduated countries on a yearly basis for a period of 3 years after	Mandate: Economic and Social Council resolutions 1998/46 and 2017/29 and General Assembly resolution 67/221 Membership: 24 experts Number of sessions in 2022: 1 (twenty-fourth)	186.1	186.1

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<i>Policy-making organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2021 appropriation</i>	<i>2022 estimate (before recosting)</i>
	<p>graduation became effective, and triennially thereafter, as a complement to the 2 triennial reviews of the list of least developed countries carried out by the Committee.</p> <p>In its resolution 2017/29, the Economic and Social Council invited the Committee to brief the Council every 4 years, in the year preceding the quadrennial comprehensive policy review, on how the United Nations development system is applying the least developed country category.</p>			
Committee of Experts on Public Administration	<p>In 2001, the Economic and Social Council restructured and revitalized the Group of Experts on the United Nations Programme in Public Administration and Finance and renamed it the Committee of Experts on Public Administration. The Committee is a subsidiary body of the Council comprising 24 experts serving in their personal capacity, drawn from the interrelated fields of public economics, public administration and public finance.</p> <p>The Committee's role is to support intergovernmental deliberations by providing policy advice and programmatic guidance to improve governance and public administration structures and processes for development. It assists the Council by reviewing trends, issues and priorities in public administration and institution-building, notably in relation to the 2030 Agenda and in support of the implementation and progress reviews of the Sustainable Development Goals.</p>	<p>Mandate: Economic and Social Council resolutions 2001/45 and 2003/60</p> <p>Membership: 24 experts</p> <p>Number of sessions in 2022: 1 (twenty-first)</p>	180.1	180.1
United Nations Forum on Forests	<p>The Forum was established by the Economic and Social Council in 2000 as an intergovernmental subsidiary body of the Council. In 2015, the Council decided to strengthen the international arrangement on forests and extend it to 2030. The Council also decided to improve and strengthen the functioning of the Forum beyond 2015 and requested it to carry out its core functions on the basis of a strategic plan for forests for the period 2017–2030. The core functions of the Forum are to: (a) provide a coherent, open, transparent and participatory global platform for policy development, dialogue, cooperation and coordination on issues related to the sustainable management of all types of forests, including emerging issues, in an integrated and holistic manner, including through cross-sectoral approaches; (b) promote, monitor and assess the implementation of sustainable forest management, in particular the United Nations strategic plan for forests and the achievement of its global forest goals and associated targets and the United Nations forest instrument, and mobilize, catalyse and facilitate access to financial, technical and scientific resources to</p>	<p>Mandate: Economic and Social Council resolutions 2000/35 and 2015/33 and General Assembly resolution 71/285</p> <p>Membership: 197 government officials</p> <p>Number of sessions in 2022: 1 (seventeenth)</p>	54.5	54.5

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Policymaking organ	Description	Additional information	2021	2022
			appropriation	estimate (before recosting)
	that end; (c) promote governance frameworks and enabling conditions at all levels to achieve sustainable forest management; (d) promote coherent and collaborative international policy development on issues related to all types of forests; and (e) strengthen high-level political engagement, with the participation of major groups and other stakeholders, in support of sustainable forest management.			
Committee of Experts on International Cooperation in Tax Matters	<p>The Committee of Experts on International Cooperation in Tax Matters is globally recognized for its work in shaping international tax norms and providing policy and practical guidance to assist countries in mobilizing domestic resources for sustainable development. A subsidiary body of the Economic and Social Council since 1968, the Committee comprises 25 members nominated by Governments and acting in their expert capacity. By its resolution 69/313, the General Assembly decided to increase the frequency of the Committee's meetings to 2 sessions annually and to increase the engagement of the Committee with the Council through the Council's annual special meeting on international cooperation in tax matters, with a view to enhancing intergovernmental consideration of tax issues.</p> <p>By Economic and Social Council resolution 2004/69, the Committee is mandated to: (a) keep under review and update as necessary the United Nations Model Double Taxation Convention between Developed and Developing Countries and the Manual for the Negotiation of Bilateral Tax Treaties between Developed and Developing Countries; (b) provide a framework for dialogue with a view to enhancing and promoting international tax cooperation among national tax authorities; (c) consider how new and emerging issues could affect international cooperation in tax matters and develop assessments, commentaries and appropriate recommendations; (d) make recommendations on capacity-building and the provision of technical assistance to developing countries and countries with economies in transition; and (e) give special attention to developing countries and countries with economies in transition in dealing with all the above issues.</p>	<p>Mandate: Economic and Social Council resolutions 1273 (XLIII), 2004/69 and 2017/2 and General Assembly resolution 69/313</p> <p>Membership: 25 experts</p> <p>Number of sessions in 2022: 2 (twenty-fourth and twenty-fifth)</p>	442.1	442.1
Total			1 689.1	1 689.1

- 9.275 The proposed regular budget resources for 2022 amount to \$1,689,100 and reflect no change in the resource level, compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 9.39.

Table 9.39

Policymaking organs: evolution of financial resources

(Thousands of United States dollars)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Non-post								
Travel of representatives	333.9	1 689.1	–	–	–	–	–	1 689.1
Total	333.9	1 689.1	–	–	–	–	–	1 689.1

Executive direction and management

- 9.276 The Under-Secretary-General for Economic and Social Affairs is responsible for the overall management, supervision and administration of the Department in the implementation of its mandates and its approved programme of work. As head of the Department, the Under-Secretary-General is delegated managerial authority over human, financial and physical resources to allow for the effective delivery of the Department's mandates. Within the United Nations system, he serves as the convener of the Executive Committee on Economic and Social Affairs, as well as the Programme Manager of the United Nations Development Account, and is responsible for the overall management of capacity development activities. He is also a member of the United Nations Sustainable Development Group, a joint policy and decision-making body for development operations in countries. The Under-Secretary-General is assisted by the Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs and the Assistant Secretary-General for Economic Development, who also serves as the Chief Economist.
- 9.277 The Assistant Secretary-General for Economic Development and Chief Economist serves as the principal economic adviser to the Under-Secretary-General, whom he assists by providing thought leadership and guidance on the policy research and analysis work of the Department, including on frontier and emerging issues. He is also responsible for the coordination and review of the publications of the Department, reports of the Secretary-General and other technical products that provide a platform for amplifying and delivering the work of the Department on global development policy. The Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs supports the Under-Secretary-General by providing substantive support and policy advice on departmental support to intergovernmental processes, including the General Assembly, the Economic and Social Council and its subsidiary bodies, and the high-level political forum on sustainable development. She is also responsible for inter-agency coordination, including support to the Under-Secretary-General in the work of the United Nations Sustainable Development Group and the United Nations System Chief Executives Board for Coordination.
- 9.278 The Office of the Under-Secretary-General supports the senior leadership of the Department in the overall coordination and management of its programmes and resources, as well as the implementation of Department-wide initiatives. It assists the Under-Secretary-General in implementing the Department's overall programming, monitoring and evaluation activities, including its representation in intergovernmental and expert oversight bodies and internal and external audit entities. The Office coordinates the Department's support for the resident coordinator system, in collaboration with the Development Coordination Office. It also facilitates the work of the Department's gender and disability inclusion focal points and is responsible for the review of legislative reports and flagship publications of the Department.
- 9.279 The Strategic Planning and Communications Service supports the Under-Secretary-General in advancing the Department's strategic direction, integration and policy coherence, including its collaborative work with other Secretariat entities in the areas of knowledge management, communications, websites, social and multimedia outreach, publishing and information technology.

It supports the Department's engagement in the Secretary-General's Executive Committee and coordinating mechanisms or bodies and represents the Department in relevant Secretariat policy and normative bodies, including the Publications Board, the Information and Communications Technology Board and the United Nations Communications Group. The Service plays a central role in the programme delivery of the Department through its support for information systems and enterprise applications. It also supports the Department's editorial board and departmental strategic planning and communications networks, and is responsible for the Department's strategic communications framework, including its implementation.

- 9.280 The Programme, Monitoring and Evaluation Unit coordinates the preparation of the Department's annual programme plan and programme performance reports and is responsible for the internal monitoring and evaluation of the Department's work. The Unit serves as the focal point for evaluations by oversight bodies and provides support to the Executive Office and the Capacity Development Programme Management Office on audits of the Department. It is also responsible for producing monitoring reports for decision-making in close collaboration with the Department's relevant subprogrammes. The Unit reports to the Under-Secretary-General through the Chief of Office of the Under-Secretary-General. The Unit operates independently from other operational and management functions within the Department.
- 9.281 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. Drawing on its experience in 2020, the Department uses online platform tools and organizes meetings and workshops in a virtual or hybrid format, whenever possible. In 2022, the Department will review its information technology infrastructure with a view to increasing the availability of online meetings and workshops, as well as digital distribution, and reducing printed documentation and physical promotion materials. It will also contribute to the implementation of the Secretariat's climate neutrality plan.
- 9.282 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 9.40. The outbreak of the COVID-19 pandemic has resulted in uncertainty in air travel and penalty fees for cancelled tickets, and advance planning for travel has been increasingly challenging. As official travel slowly resumes, the Department plans to issue updated internal guidance to its staff on the advance booking policy with clear timelines for all travel categories, especially those related to intergovernmental meetings, workshops and events organized by the Department. The continued liquidity constraints under the regular budget, which resulted in the incremental issuance of allotments, the late receipt of voluntary contributions and late nominations of non-staff travellers, also contributed to non-compliance in 2020. The Department will continue to make efforts to improve the compliance rate by, among other things, promoting advance planning for all Department events, working more closely with Governments on the nominations of representatives, working more closely with the Travel Unit to reserve tickets on the basis of preliminary itinerary in order to secure tickets at the lowest price and minimizing instances of exceptions.

Table 9.40
Compliance rate
(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Planned 2021</i>	<i>Planned 2022</i>
Timely submission of documentation	97	98	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	43	51	100	100

- 9.283 The proposed regular budget resources for 2022 amount to \$4,938,100 and reflect a net decrease of \$12,500 compared with the appropriation for 2021. The proposed net decrease is explained in paragraph 9.270 (a). Additional details on the distribution of the proposed resources for 2022 are reflected in table 9.41 and figure 9.XVI.

Table 9.41

Executive direction and management: evolution of financial and post resources

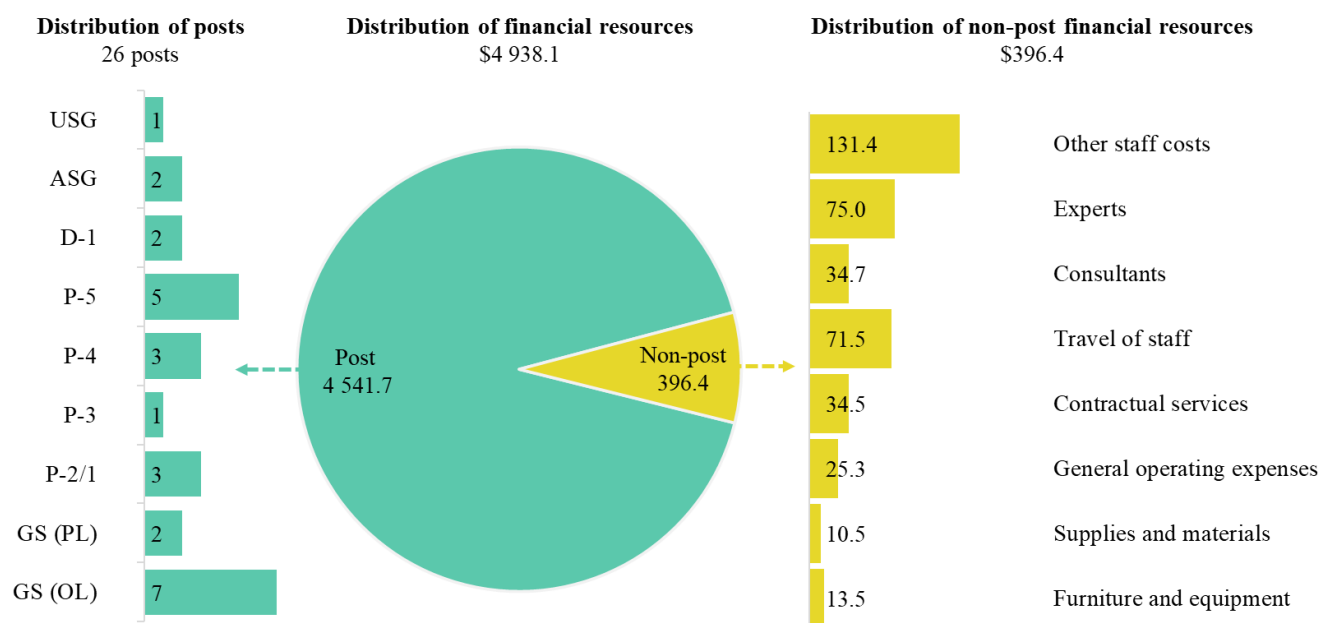
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	5 057.8	4 541.7	—	—	—	—	—	4 541.7
Non-post	259.5	408.9	—	—	(12.5)	(12.5)	(3.1)	396.4
Total	5 317.2	4 950.6	—	—	(12.5)	(12.5)	(0.3)	4 938.1
Post resources by category								
Professional and higher		17	—	—	—	—	—	17
General Service and related		9	—	—	—	—	—	9
Total		26	—	—	—	—	—	26

Figure 9.XVI

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

(Number of posts/thousands of United States dollars)

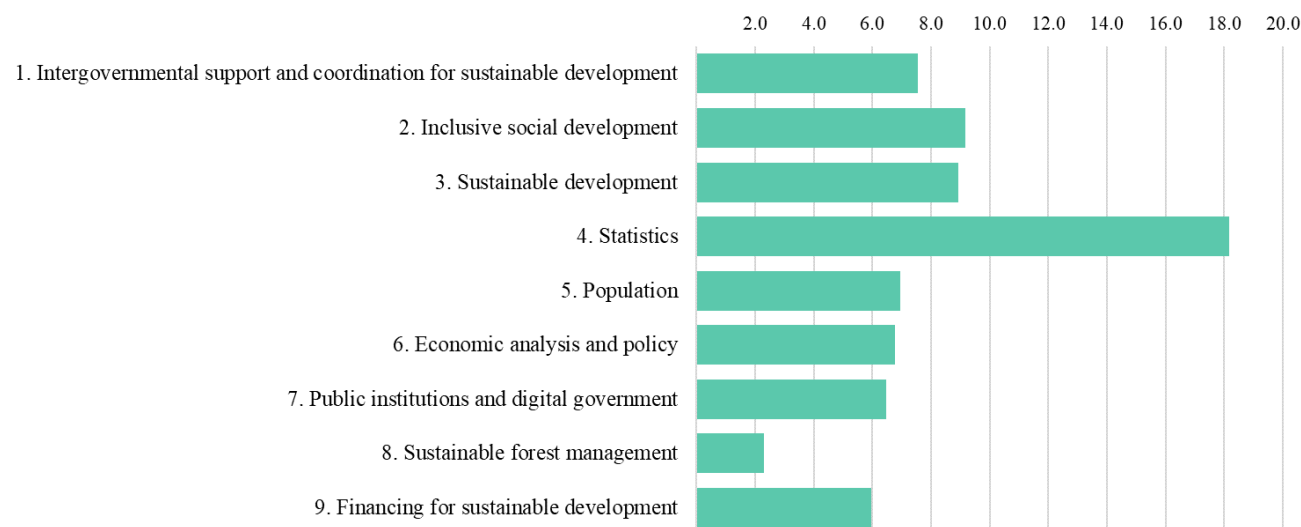
**Extrabudgetary resources**

- 9.284 Extrabudgetary resources for the component are estimated at \$989,900 and would provide for non-post resources. The resources would be used mainly to support activities: (a) to increase understanding and awareness of the 2030 Agenda and expand partnerships for implementation through global policy dialogues; and (b) to strengthen United Nations thought leadership on sustainable and inclusive development during the decade of action for the Sustainable Development Goals. The expected increase of \$172,900 is due mainly to initiatives funded from extrabudgetary resources to enhance the Department's thought leadership efforts.

Programme of work

9.285 The proposed regular budget resources for 2022 amount to \$72,277,700 and reflect a decrease of \$231,300 compared with the appropriation for 2021. The proposed decrease is explained in paragraph 9.270 (b) to (j) above. The distribution of resources by subprogramme is reflected in figure 9.XVII.

Figure 9.XVII
Distribution of proposed resources for 2022 by subprogramme
(Millions of United States dollars)



Subprogramme 1 Intergovernmental support and coordination for sustainable development

9.286 The proposed regular budget resources for 2022 amount to \$7,562,000 and reflect a net decrease of \$20,100 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 9.42 and figure 9.XVIII.

Table 9.42
Subprogramme 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

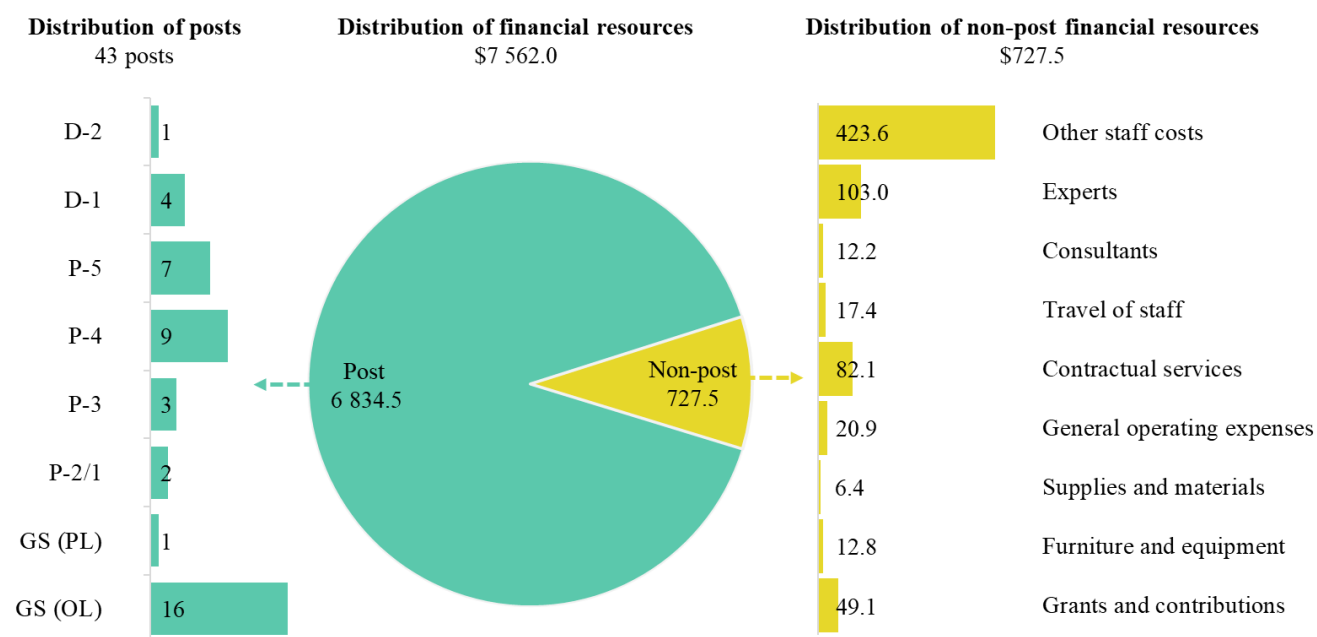
	2020 expenditure	2021 appropriation	Technical adjustments	Changes				2022 estimate (before recosting)
				New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	7 210.9	6 834.5	—	—	—	—	—	6 834.5
Non-post	698.2	747.6	—	—	(20.1)	(20.1)	(2.7)	727.5
Total	7 909.1	7 582.1	—	—	(20.1)	(20.1)	(0.3)	7 562.0
Post resources by category								
Professional and higher		26	—	—	—	—	—	26

	2020 expenditure	2021 appropriation	Changes				2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	
General Service and related		17	–	–	–	–	17
Total		43	–	–	–	–	43

Figure 9.XVIII

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

(Number of posts/thousands of United States dollars)

**Extrabudgetary resources**

9.287 Extrabudgetary resources for the subprogramme are estimated at \$384,000 and would provide for non-post resources. The resources would be used mainly to provide for: (a) the engagement of external expertise to improve the analytical work for the quadrennial comprehensive policy review of operational activities for development of the United Nations system, including the follow-up and monitoring of the implementation of General Assembly resolution [75/233](#) on the implementation of the 2020 quadrennial comprehensive policy review and resolution [72/279](#) on the repositioning of the United Nations development system; and (b) the participation of government experts of developing countries in presenting their countries' voluntary national reviews at the high-level political forum on sustainable development in preparatory workshops at the global level. The expected increase of \$273,300 is due mainly to an anticipated increase in contributions to support developing countries' participation in the voluntary national review workshops.

Subprogramme 2
Inclusive social development

9.288 The proposed regular budget resources for 2022 amount to \$9,163,200 and reflect a net decrease of \$13,200 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 9.43 and figure 9.XIX.

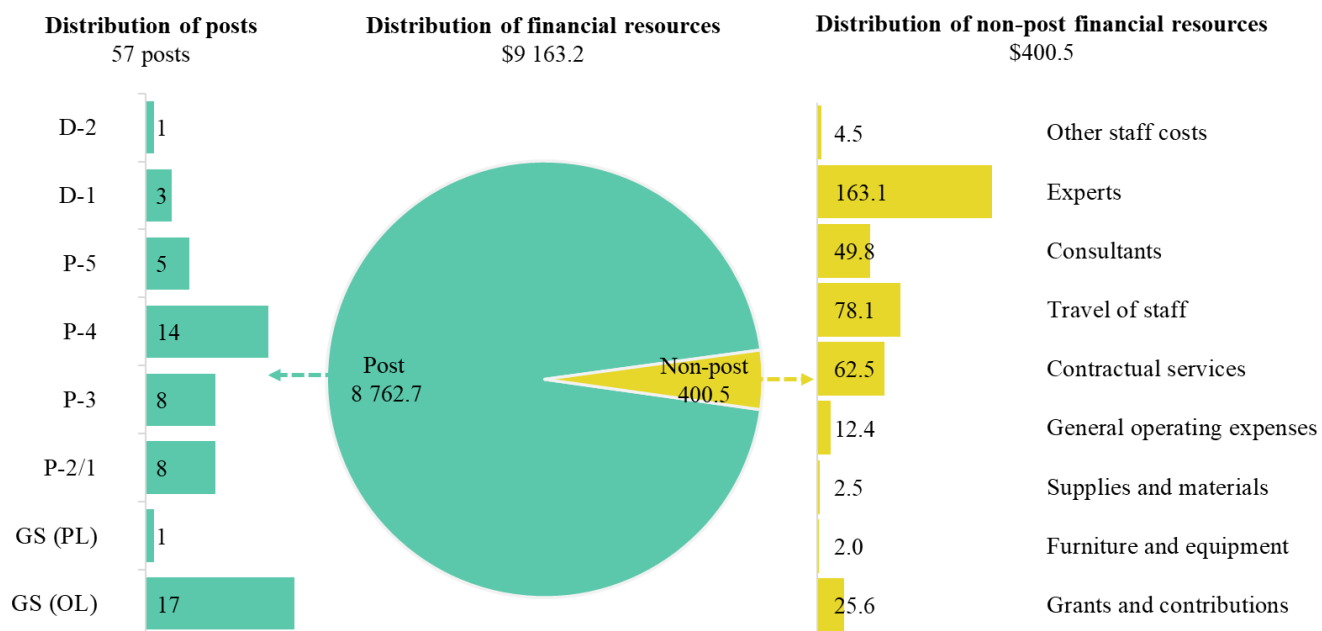
Table 9.43
Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	9 151.9	8 762.7	—	—	—	—	—	8 762.7
Non-post	413.1	413.7	—	—	(13.2)	(13.2)	(3.2)	400.5
Total	9 565.0	9 176.4	—	—	(13.2)	(13.2)	(0.1)	9 163.2
Post resources by category								
Professional and higher		39	—	—	—	—	—	39
General Service and related		18	—	—	—	—	—	18
Total		57	—	—	—	—	—	57

Figure 9.XIX
Subprogramme 2: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 9.289 Extrabudgetary resources for the subprogramme are estimated at \$727,600 and would provide for non-post resources. The resources would be used mainly to support: (a) the implementation of activities related to persons with disabilities, young people, ageing, family activities and indigenous peoples; and (b) capacity development projects and activities related to sport for development and peace. The expected decrease of \$198,300 is due mainly to the anticipated full implementation of some capacity development projects, in particular in the areas of social protection and youth employment, by the end of 2021.

Subprogramme 3
Sustainable development

- 9.290 The proposed regular budget resources for 2022 amount to \$8,917,100 and reflect a decrease of \$72,200 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 9.44 and figure 9.XX.

Table 9.44

Subprogramme 3: evolution of financial and post resources

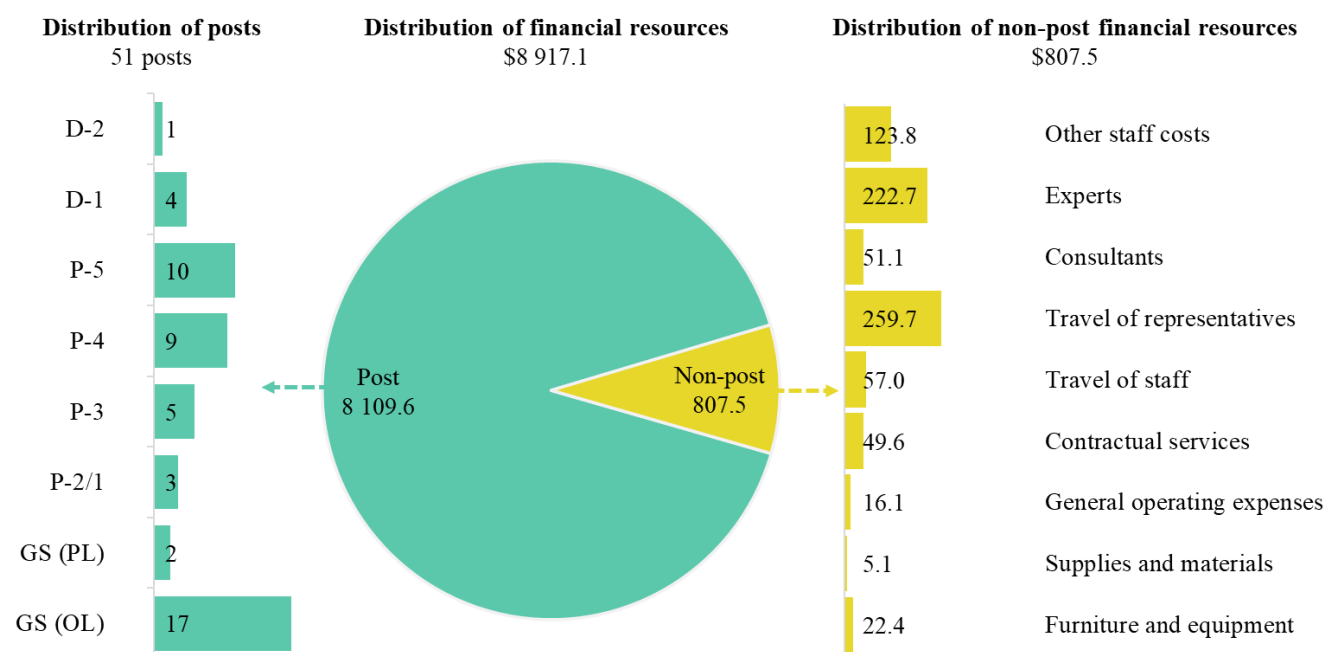
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	7 511.2	8 154.7	—	—	(45.1)	(45.1)	(0.6)	8 109.6
Non-post	819.4	834.6	—	—	(27.1)	(27.1)	(3.2)	807.5
Total	8 330.6	8 989.3	—	—	(72.2)	(72.2)	(0.8)	8 917.1
Post resources by category								
Professional and higher		32	—	—	—	—	—	32
General Service and related		19	—	—	—	—	—	19
Total		51	—	—	—	—	—	51

Figure 9.XX

Subprogramme 3: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)

**Extrabudgetary resources**

- 9.291 Extrabudgetary resources for the subprogramme are estimated at \$6,016,500 and would provide for two P-5 posts, as well as non-post resources. The resources would be used mainly to support analytical work and the implementation of capacity-building projects on a wide range of cross-cutting topics of sustainable development, such as stakeholder engagement, partnerships for sustainable development, strengthening of the role of science, technology and innovation and of micro-, small and medium-sized enterprises for the implementation of the 2030 Agenda, and integration of the Sustainable Development Goals into national sustainable development strategies. It also covers sectoral topics such as water, energy, climate change, oceans, sustainable transport, smart cities, sustainable production and consumption and agriculture, and their interlinkages. While its extrabudgetary work is of global relevance, the subprogramme maintains its focus on countries in special situations, such as least developed countries, landlocked developing countries, countries in Africa and small island developing States. The expected decrease of \$4,777,100 is due mainly to the anticipated full implementation of some projects by the end of 2021.

**Subprogramme 4
Statistics**

- 9.292 The proposed regular budget resources for 2022 amount to \$18,158,700 and reflect a decrease of \$27,600 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 9.45 and figure 9.XXI.

Table 9.45

Subprogramme 4: evolution of financial and post resources

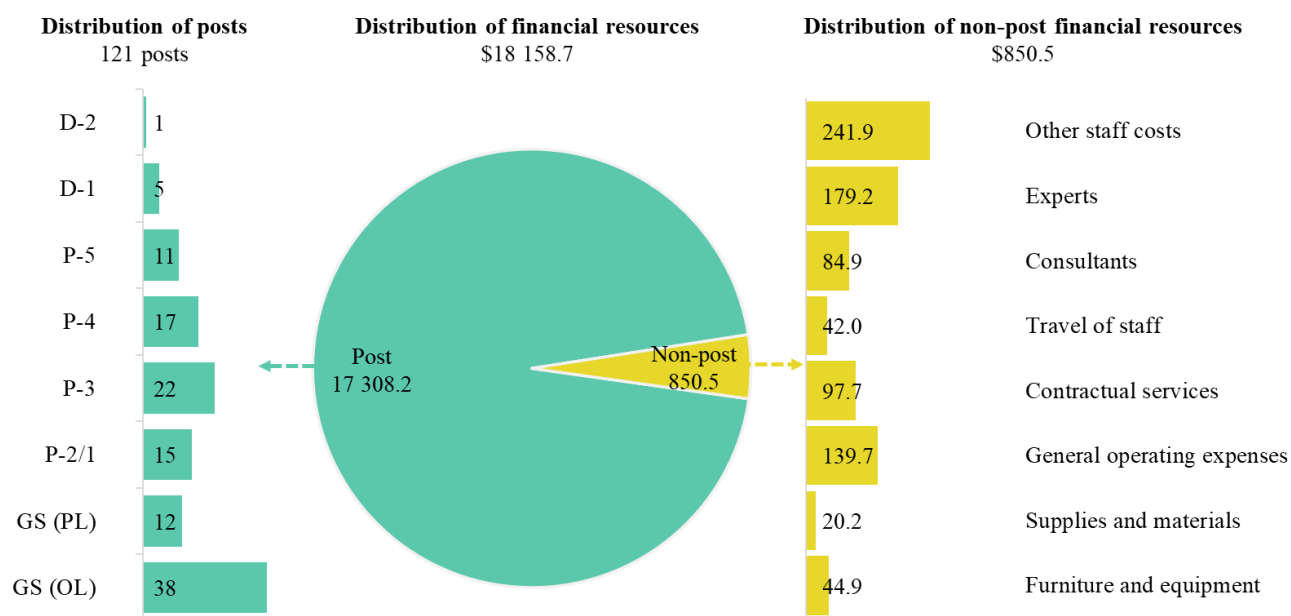
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	17 909.7	17 308.2	—	—	—	—	—	17 308.2
Non-post	956.3	878.1	—	—	(27.6)	(27.6)	(3.1)	850.5
Total	18 866.0	18 186.3	—	—	(27.6)	(27.6)	(0.2)	18 158.7
Post resources by category								
Professional and higher		71	—	—	—	—	—	71
General Service and related		50	—	—	—	—	—	50
Total		121	—	—	—	—	—	121

Figure 9.XXI

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

(Number of posts/thousands of United States dollars)

**Extrabudgetary resources**

- 9.293 Extrabudgetary resources for the subprogramme are estimated at \$6,208,500 and would provide for one P-5 post, as well as non-post resources. The resources would be used mainly to support: (a) the modernization and transformation of the national statistical and geospatial information systems of developing countries to meet the increased demand for data for the implementation of the 2030 Agenda; and (b) capacity development projects and activities for monitoring the achievement of the Sustainable Development Goals, natural capital accounting and valuation of ecosystem services, as well as geospatial information management. The expected decrease of \$1,103,800 is due mainly to the anticipated completion in 2021 of several multi-year capacity development projects and other extrabudgetary projects carried out by the subprogramme.

Subprogramme 5 Population

9.294 The proposed regular budget resources for 2022 amount to \$6,964,300 and reflect a decrease of \$8,700 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 9.46 and figure 9.XXII.

Table 9.46

Subprogramme 5: evolution of financial and post resources

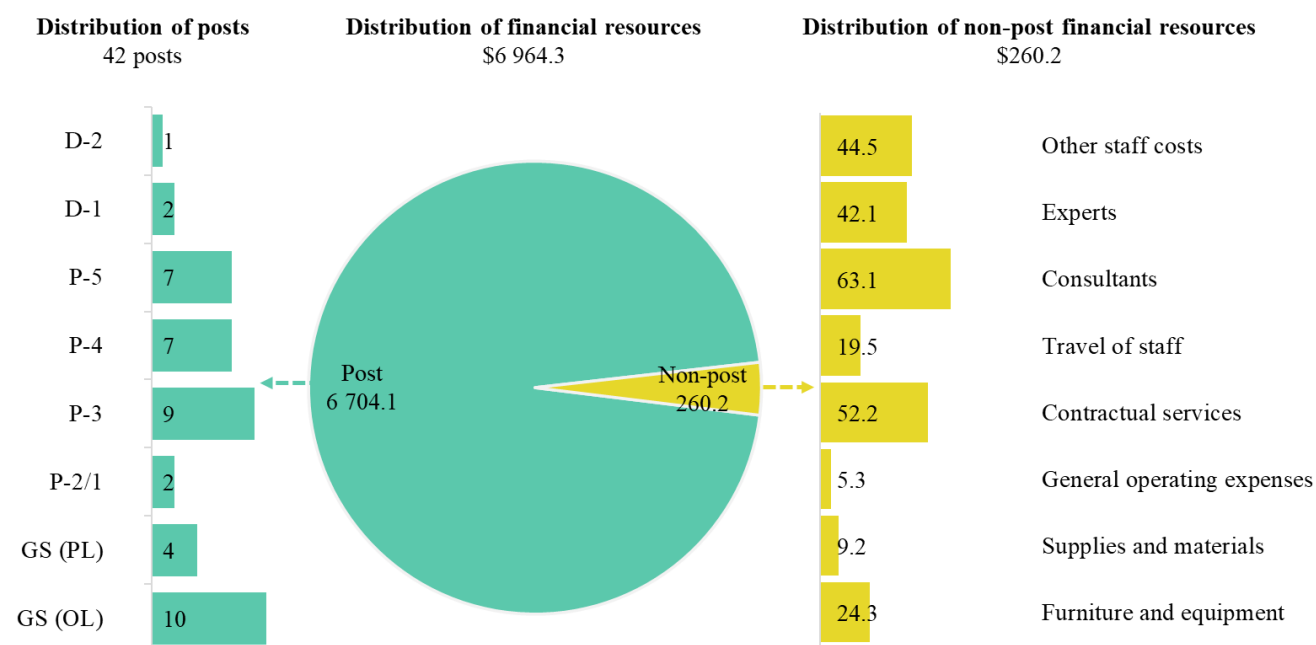
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	6 264.4	6 704.1	—	—	—	—	—	6 704.1
Non-post	256.3	268.9	—	—	(8.7)	(8.7)	(3.2)	260.2
Total	6 520.6	6 973.0	—	—	(8.7)	(8.7)	(0.1)	6 964.3
Post resources by category								
Professional and higher		28	—	—	—	—	—	28
General Service and related		14	—	—	—	—	—	14
Total		42	—	—	—	—	—	42

Figure 9.XXII

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

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 9.295 Extrabudgetary resources for the subprogramme are estimated at \$1,580,500 and would provide for five posts (1 P-4, 1 P-3 and 3 P-2/1), as well as non-post resources. The resources would be used mainly to support the production of the annual update of the global data set and model-based estimates of family planning indicators, a public-use version of statistical modelling software packages used for producing the estimates, the finalization of the web-based data dissemination platform (data portal), which will permit the dissemination of key family planning and population data, and the preparation of a technical paper on family planning and population topics. The expected increase of \$226,600 is due mainly to anticipated additional requirements for consultancies for data portal development.

Subprogramme 6
Economic analysis and policy

- 9.296 The proposed regular budget resources for 2022 amount to \$6,768,700 and reflect a decrease of \$7,900 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 9.47 and figure 9.XXIII.

Table 9.47

Subprogramme 6: evolution of financial and post resources

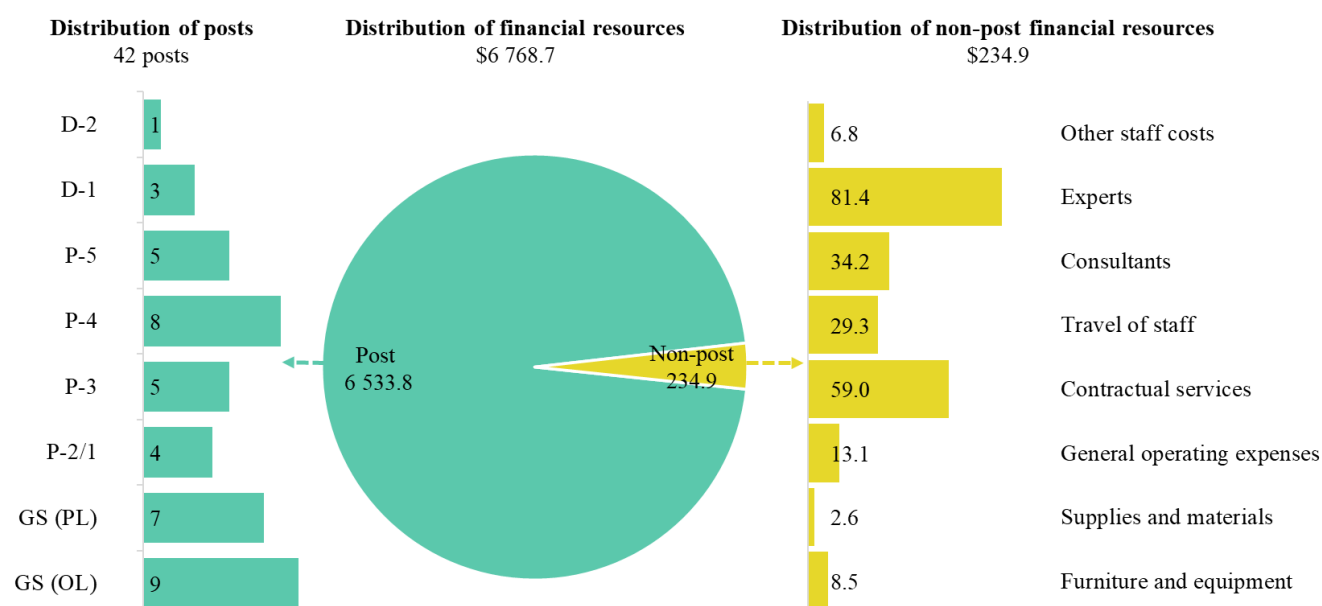
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	6 217.5	6 533.8	—	—	—	—	—	6 533.8
Non-post	257.9	242.8	—	—	(7.9)	(7.9)	(3.3)	234.9
Total	6 475.4	6 776.6	—	—	(7.9)	(7.9)	(0.1)	6 768.7
Post resources by category								
Professional and higher		26	—	—	—	—	—	26
General Service and related		16	—	—	—	—	—	16
Total		42	—	—	—	—	—	42

Figure 9.XXIII

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

(Number of posts/thousands of United States dollars)


Extrabudgetary resources

9.297 Extrabudgetary resources for the subprogramme are estimated at \$138,000 and would provide for non-post resources. The resources would be used mainly to support capacity development projects and activities to strengthen the capacity of developing countries to implement the 2030 Agenda. The expected decrease of \$949,400 is due mainly to the anticipated closure of two projects on the implementation of the 2030 Agenda in the course of 2021 and the completion of another project in mid-2022.

**Subprogramme 7
Public institutions and digital government**

9.298 The proposed regular budget resources for 2022 amount to \$6,466,500 and reflect a net decrease of \$67,200 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 9.48 and figure 9.XXIV.

Table 9.48

Subprogramme 7: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

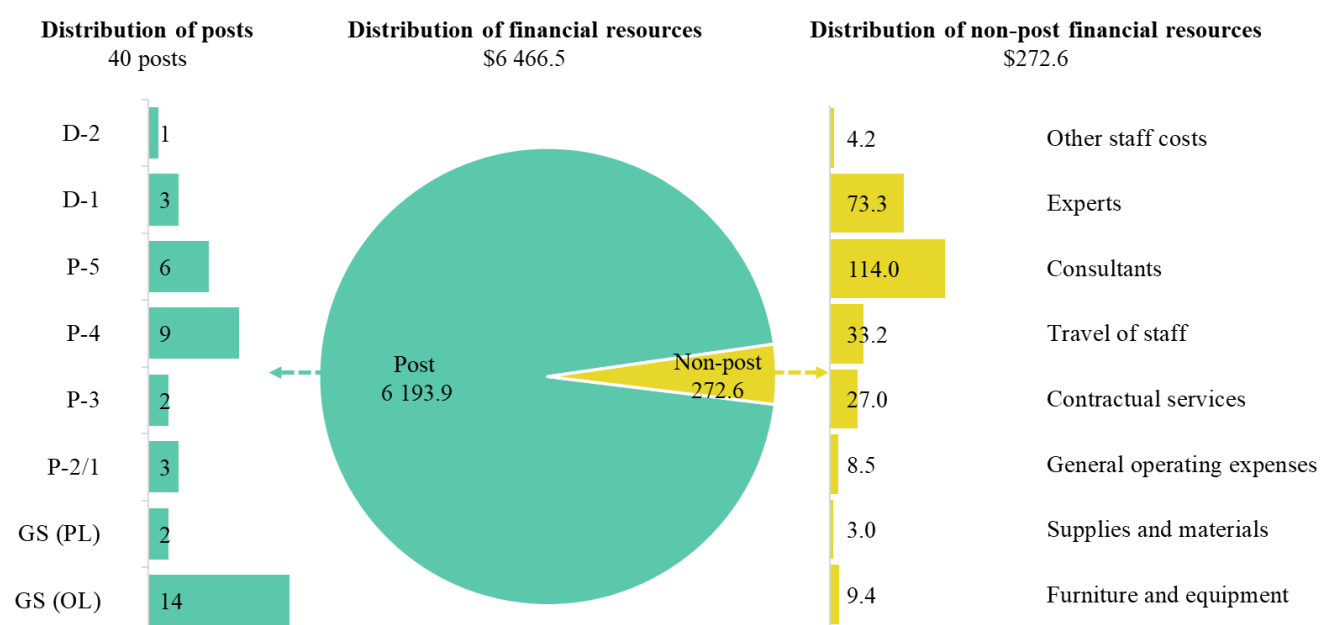
	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	5 921.8	6 251.9	—	—	(58.0)	(58.0)	(0.9)	6 193.9
Non-post	358.1	281.8	—	—	(9.2)	(9.2)	(3.3)	272.6
Total	6 279.9	6 533.7	—	—	(67.2)	(67.2)	(1.0)	6 466.5

	2020 expenditure	2021 appropriation	Changes				2022 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Post resources by category								
Professional and higher		24	—	—	—	—	—	24
General Service and related		16	—	—	—	—	—	16
Total		40	—	—	—	—	—	40

Figure 9.XXIV

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

(Number of posts/thousands of United States dollars)

**Extrabudgetary resources**

- 9.299 Extrabudgetary resources for the subprogramme are estimated at \$2,195,800 and would provide for non-post resources. The resources would be used mainly to support capacity development projects and activities for developing countries to strengthen skills and the capacities of schools of public administration to promote ethical leadership, as well as coherent and integrated approaches to the implementation of the 2030 Agenda at the local, national and regional levels. The expected decrease of \$2,364,900 is due mainly to the anticipated completion of a large-scale fellowship project in 2021.

Subprogramme 8

Sustainable forest management

- 9.300 The proposed regular budget resources for 2022 amount to \$2,306,700 and reflect a net decrease of \$8,600 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 9.49 and figure 9.XXV.

Table 9.49

Subprogramme 8: evolution of financial and post resources

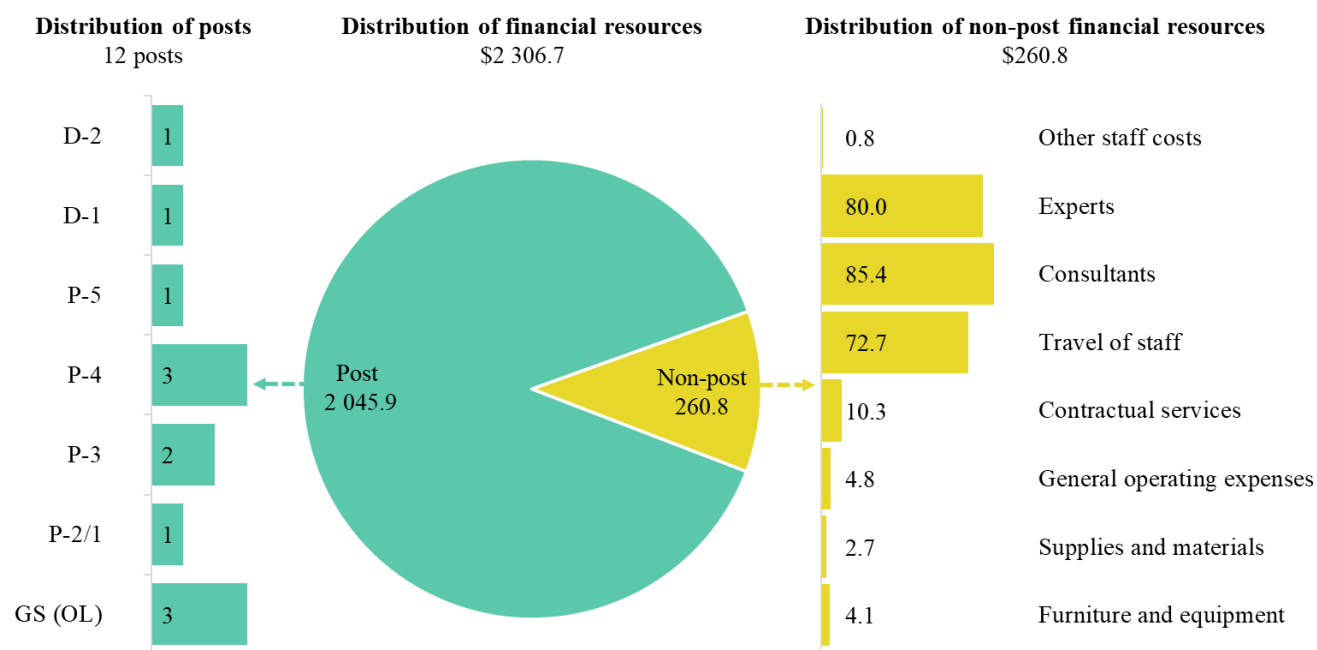
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 727.2	2 049.5	—	—	(3.6)	(3.6)	(0.2)	2 045.9
Non-post	285.3	265.8	—	—	(5.0)	(5.0)	(1.9)	260.8
Total	2 012.5	2 315.3	—	—	(8.6)	(8.6)	(0.4)	2 306.7
Post resources by category								
Professional and higher		9	—	—	—	—	—	9
General Service and related		3	—	—	—	—	—	3
Total		12	—	—	—	—	—	12

Figure 9.XXV

Subprogramme 8: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)


Extrabudgetary resources

- 9.301 Extrabudgetary resources for the subprogramme are estimated at \$894,600 and would provide for three posts (2 P-3 and 1 General Service (Other level)), as well as non-post resources. The resources would be used mainly to support activities related to the Global Forest Financing Facilitation Network and the work of the secretariat of the United Nations Forum on Forests on communications and outreach in connection with the implementation of the United Nations strategic plan for forests 2017–2030. The expected decrease of \$139,600 is due mainly to the anticipated full implementation of some capacity development projects related to the Global Forest Financing Facilitation Network by the end of 2021.

Subprogramme 9

Financing for sustainable development

9.302 The proposed regular budget resources for 2022 amount to \$5,970,500 and reflect a decrease of \$5,800 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 9.50 and figure 9.XXVI.

Table 9.50

Subprogramme 9: evolution of financial and post resources

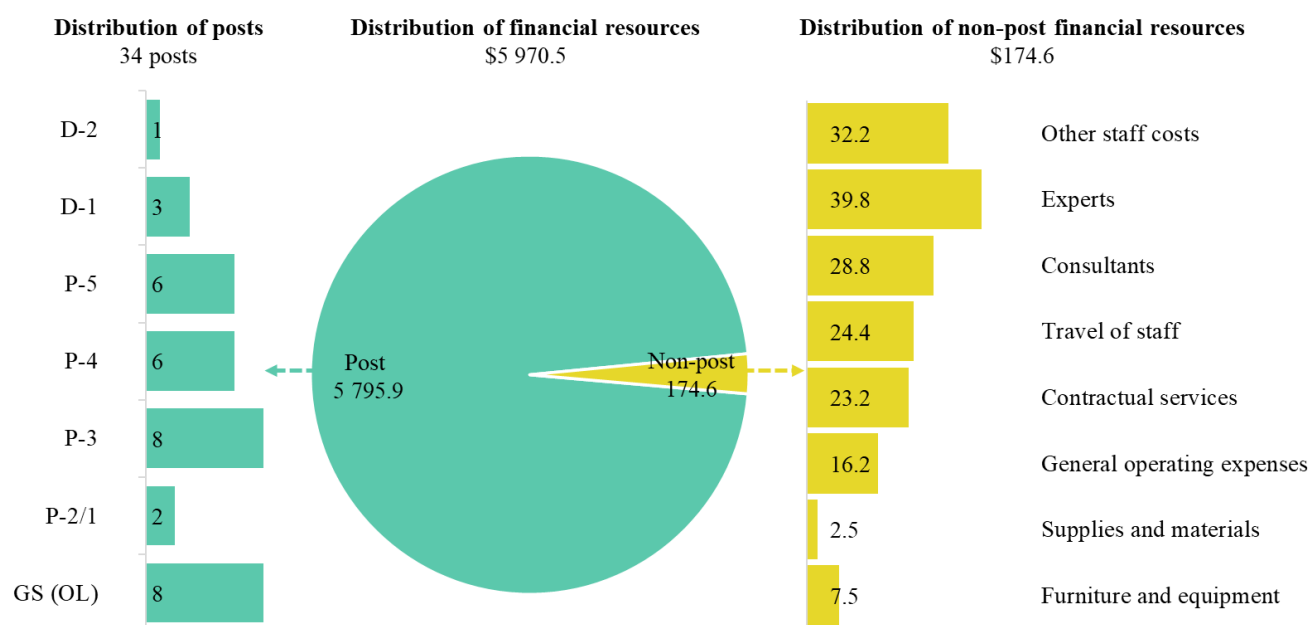
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	5 096.7	5 795.9	—	—	—	—	—	5 795.9
Non-post	261.9	180.4	—	—	(5.8)	(5.8)	(3.2)	174.6
Total	5 358.5	5 976.3	—	—	(5.8)	(5.8)	(0.1)	5 970.5
Post resources by category								
Professional and higher		26	—	—	—	—	—	26
General Service and related		8	—	—	—	—	—	8
Total		34	—	—	—	—	—	34

Figure 9.XXVI

Subprogramme 9: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 9.303 Extrabudgetary resources for the subprogramme are estimated at \$3,090,000 and would provide for non-post resources. The resources would be used mainly to provide intergovernmental support, analytical work and capacity development to Member States to implement the outcomes of International Conferences on Financing for Development, in particular the Addis Ababa Action Agenda. Activities would include: (a) policy papers; (b) implementable options for countries to respond to the COVID-19 crisis; (c) strategic advice and support for capacity development in key areas, such as international cooperation in tax matters; (d) the strengthening of dialogue with international financial institutions and organizations to steer flows to alleviate the impact of COVID-19; (e) multi-stakeholder engagement, in particular with the private sector; and (f) support for development cooperation. The expected decrease of \$2,803,700 is due mainly to the anticipated completion of a project relating to the High-level Panel on International Financial Accountability, Transparency and Integrity for Achieving the 2030 Agenda.

Programme support

- 9.304 Programme support comprises the Executive Office and the Capacity Development Programme Management Office.
- 9.305 The Executive Office supports the Under-Secretary-General in his exercise of the delegation of authority to manage the human, financial and physical resources of the Department, ensuring the highest standards of professionalism and integrity in accordance with the Organization's financial and staff regulations and rules, and administrative policies. The Office's functions include:
- (a) The management of post and non-post resources approved by the General Assembly in the regular budget, substantive trust funds, and overhead and revenue accounts;
 - (b) The full range of human resources management for both staff and non-staff personnel, including implementation of policies and initiatives, recruitment and staff selection, workforce planning and talent management, administration of contracts, benefits and entitlements, performance management, staff development, staff-management relations, conflict resolution, conduct and discipline, litigation and internship programmes;
 - (c) The review of programme budget implications arising from draft resolutions in coordination with the Office of Programme Planning, Finance and Budget;
 - (d) The management of Secretariat administrative arrangements, including service-level agreements for centrally delivered services;
 - (e) The administration of donor agreements, memorandums of understanding, host country agreements for global conferences and other arrangements for various activities organized in collaboration with other United Nations entities and/or other institutions;
 - (f) The administration of funding and travel arrangements for delegates to all intergovernmental and expert meetings serviced by the Department;
 - (g) The management of contingency plans to ensure business continuity for the Department's programmes;
 - (h) Compliance with all management authority delegated to the Department, including the proactive management of risks and the implementation of mitigation and internal control measures.
- 9.306 The Executive Office also supports the Under-Secretary-General in meeting the expectations of the monitoring and accountability framework and is his main interlocutor with the Department of Management Strategy, Policy and Compliance and the Department of Operational Support, including in relation to participation in focal point networks or committees in support of various management-related reform initiatives.

- 9.307 The Executive Office also provides administrative support to the Office of the Special Adviser on Africa, the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, the New York office of the secretariat of the United Nations System Chief Executives Board for Coordination and the Regional Commissions New York Office.
- 9.308 The Capacity Development Programme Management Office manages and coordinates the capacity development function of the Department through the formulation, coordination and implementation of the Department's capacity development activities for the coherent and integrated delivery of capacity development programmes, projects and other activities and the promotion of direct and effective translation of intergovernmental outcomes into the operational programmes.
- 9.309 The Capacity Development Programme Management Office also provides management oversight, evaluation and reporting of the capacity development deliverables of the Department. It manages and coordinates the delivery of extensive capacity development training workshops, seminars, fellowships and study tours. The Office supports the Under-Secretary-General in his role as Programme Manager of the United Nations Development Account, which involves the active management of approximately 110 Development Account projects across 10 implementing entities at various stages of implementation. The Office also manages the Junior Professional Officers Programme for the Secretariat, including the resident coordinator system. This involves the administration, on average, of 350 Junior Professional Officers annually.
- 9.310 In 2022, the Office will support the Department's delivery of integrated policy advisory services and technical assistance, drawing upon the normative and analytical expertise of the Department to contribute to the formulation of national sustainable development strategies, including the identification of policy options that balance social, economic and environmental goals, as enshrined in the 2030 Agenda and the Addis Ababa Action Agenda.
- 9.311 The Office also supports the Under-Secretary-General in promoting strategic cooperation and partnerships within the Secretariat and with the United Nations development system at large, including the resident coordinator system, to promote more coherent, coordinated and cross-sectoral support for the implementation of the two agendas.
- 9.312 To maximize the effective delivery of the capacity development programme of the Department, the Office will facilitate the implementation of an integrated approach to the planning and programming of the Department's capacity development activities, ensuring full complementarity and synergies among the various strands of its capacity development portfolio, funded by the regular programme for technical cooperation, the United Nations Development Account and extrabudgetary resources.
- 9.313 The proposed regular budget resources for 2022 amount to \$4,617,000 and reflect a decrease of \$91,600 compared with the appropriation for 2021. The proposed decrease is explained in paragraph 9.270 (k) above. Additional details on the distribution of the proposed resources for 2022 are reflected in table 9.51 and figure 9.XXVII.

Table 9.51
Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

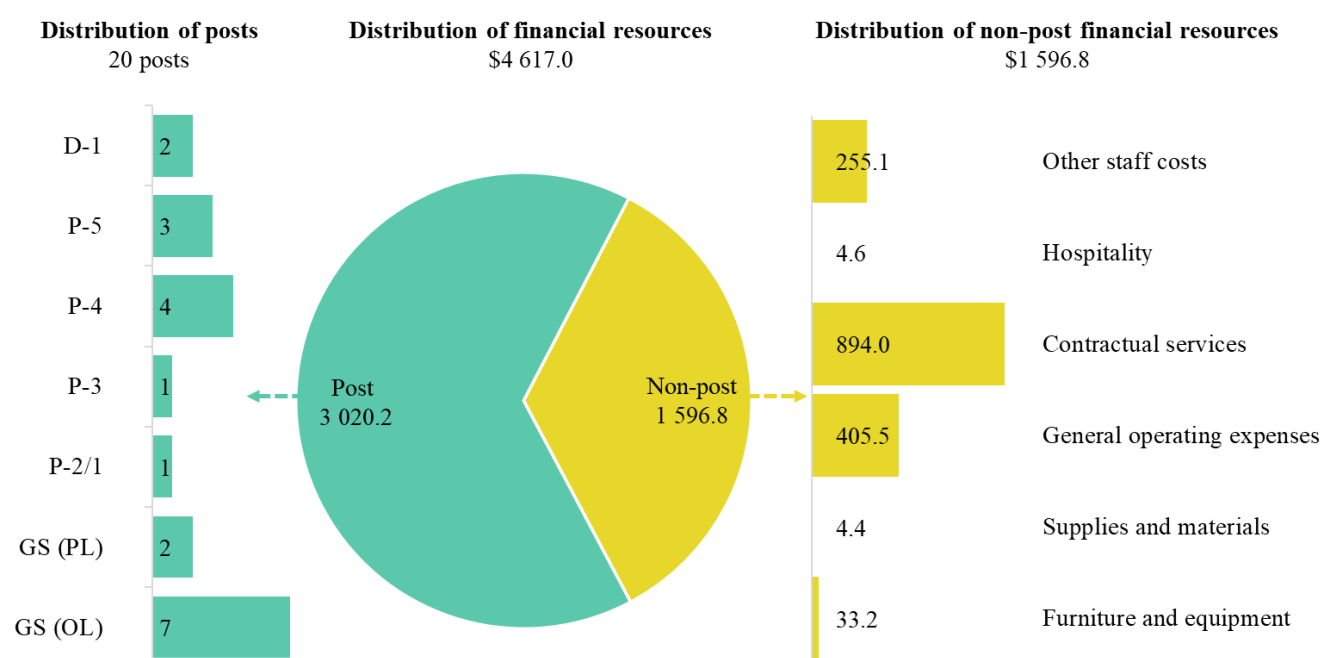
	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	3 105.3	3 057.7	—	—	(37.5)	(37.5)	(1.2)	3 020.2
Non-post	1 338.3	1 650.9	—	—	(54.1)	(54.1)	(3.3)	1 596.8
Total	4 443.7	4 708.6	—	—	(91.6)	(91.6)	(1.9)	4 617.0

	2020 expenditure	2021 appropriation	Changes				2022 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Post resources by category								
Professional and higher		11	—	—	—	—	—	11
General Service and related		9	—	—	—	—	—	9
Total		20	—	—	—	—	—	20

Figure 9.XXVII

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

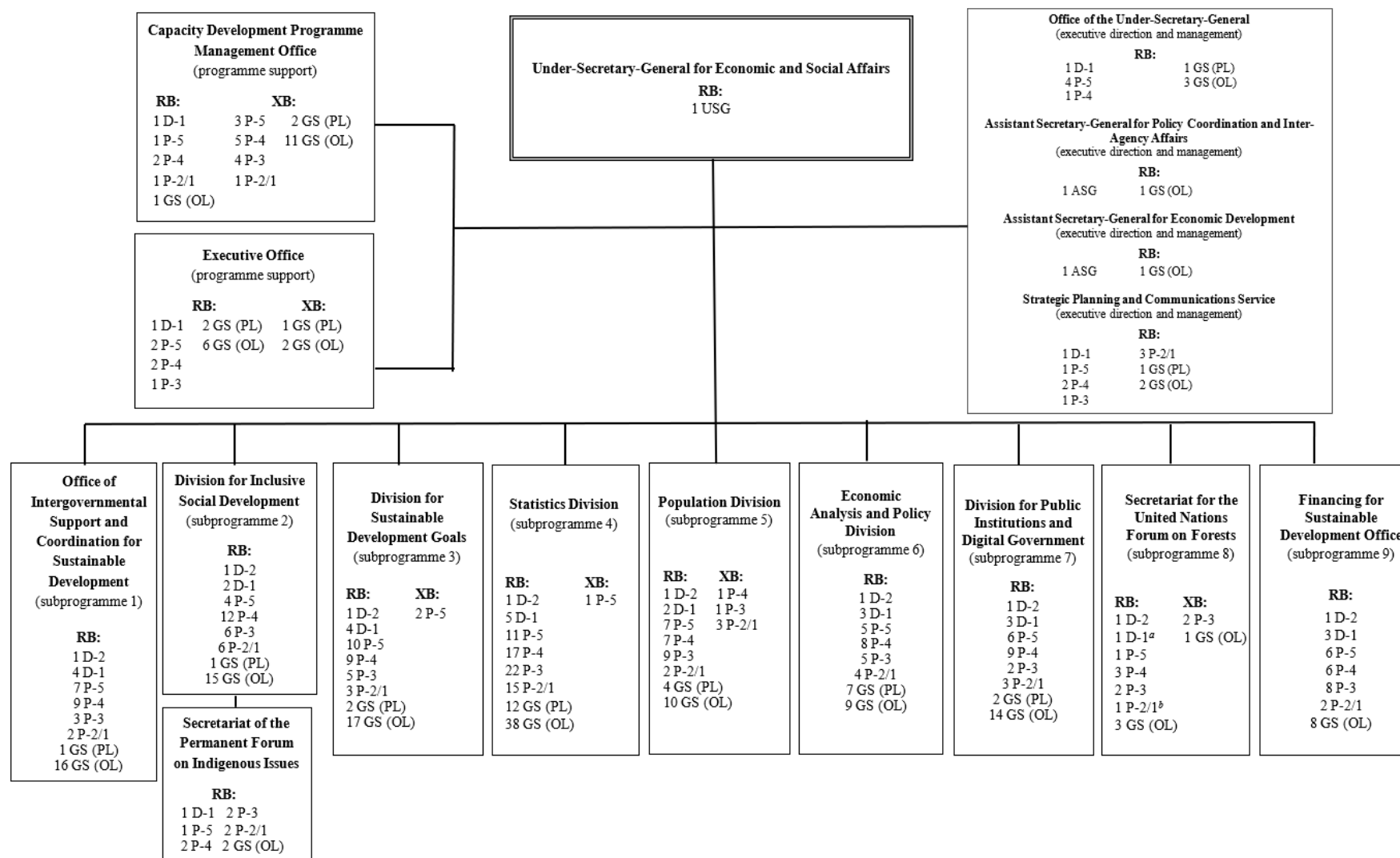
(Number of posts/thousands of United States dollars)


Extrabudgetary resources

- 9.314 Extrabudgetary resources for the component are estimated at \$65,896,900 and would provide for 29 posts (3 P-5, 5 P-4, 4 P-3, 1 P-2/1, 3 General Service (Principal level) and 13 General Service (Other level)), as well as non-post resources. The resources would be used mainly to support operational programmes of the Department and the delivery of the Department's capacity development activities, funded under donor arrangements. Extrabudgetary resources include estimates in the amount of \$58,200,600 for the trust funds for the Junior Professional Officer Programme and the United Nations Assistance to the Khmer Rouge Trials, which the Department administers. The expected increase of \$3,095,200 is due mainly to increased requirements for the Junior Professional Officer Programme, offset in part by a decrease in contributions for the United Nations Assistance to the Khmer Rouge Trials.

Annex I

Organizational structure and post distribution for 2022



Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

^a Upward reclassification.

^b Downward reclassification.

Annex II

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

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions

[A/75/7](#)

While recognizing the impact of the COVID-19 pandemic and the challenges related to the liquidity situation on the process of recruitment for the posts, the Advisory Committee reiterates its concern over the length of time that the posts have remained vacant. The Committee stresses that the related recruitment exercise needs to be conducted, in particular in view of the criticality of some high-level posts. The Committee trusts that the Secretary-General will provide an update on the recruitment status in the context of the next regular budget submission (see paras. 46 and 57 of chapter I above) (para. IV.4).

The list of posts vacant for 1 year and more, including their recruitment status, is presented in the supplementary information.

Board of Auditors

[A/74/5 \(Vol. I\)](#), chap. II

The Board, considering the large number of indicators that are in tiers II and III, including indicators for targets to be achieved by 2020, recommended that the Department of Economic and Social Affairs intensify its efforts towards the development of indicators and to ensuring the availability of data related to them, in collaboration with the custodian agencies (para. 242).

The Inter-Agency and Expert Group on Sustainable Development Goal Indicators undertook a comprehensive review of the indicator framework in accordance with the General Assembly mandate, which resulted in the elimination of all tier III indicators. The revised global indicator framework for the Sustainable Development Goals and targets of the 2030 Agenda was approved by the Statistical Commission at its fifty-first session, in March 2020. The Department continues to work collaboratively with the custodian agencies and through capacity development activities to promote progress on data coverage for tier II indicators and ensure that countries have increased capacity to produce the underlying national data. The focus of the work of the Inter-Agency and Expert Group is the continuous annual refinement of indicators until the next comprehensive review, in 2025. The Department has requested the Board to consider this recommendation as implemented.

The Board recommended that the Administration consider reflecting all capacity-building requests in the central repository, including those recorded in the voluntary national reviews, and carry out regular updating of the repository to appropriately reflect the status of the requests (para. 270).

The Department has upgraded the repository from an Excel-based version to a database with an enhanced front-end capability to facilitate the implementation of the recommendation. Data conversion and verification, as well as revisions to procedures to include requests originating from the voluntary national reviews, are ongoing. The recommendation is expected to be fully implemented by June 2021.

Brief description of the recommendation

The Board recommends that the Administration set up structured protocols in the context of reforms for collaboration among the Department of Economic and Social Affairs, the regional commissions, the United Nations country teams and concerned Member States on financing support so as to obtain feedback on the financing policies (para. 283).

The Board recommends that the Administration upgrade the information technology resources of the Non-Governmental Organizations Branch to ensure efficient and timely processing of new applications for consultative status from NGOs, as well as processing of the increasing number of quadrennial reports. The Department of Economic and Social Affairs should also monitor the initiatives by NGOs that are related to the Sustainable Development Goals (para. 303).

Action taken to implement the recommendation

The Department maintains open communication channels with the regional commissions and ensures that their work informs the policy, analytical and capacity development work of the Department through already established mechanisms such as the Executive Committee on Economic and Social Affairs, the Inter-Agency Task Force on Financing for Development, the Development Cooperation Forum and the United Nations network of experts on international tax cooperation. These platforms are designed to engage specific experts on specific issues in order to exchange knowledge, undertake joint analytical and capacity development work and respond to requests from Member States. The Task Force, for example, incorporates country-level policy recommendations into country guidance material on integrated national financing frameworks and receives feedback on implementation from UNDP and United Nations country teams. The close cooperation with regional commissions, which are part of the Inter-Agency Task Force that produces the Financing for Sustainable Development Report, guarantees a close feedback loop, whereby country and regional analysis feeds into the global analysis, which then feeds back into regional and country work. The Department has requested the Board to consider this recommendation as implemented.

The upgrading of the information technology system used by the Non-Governmental Organizations Branch is ongoing and expected to be fully implemented by the end of 2021.

With regard to the second part of the recommendation, the Committee on Non-Governmental Organizations decided, at its 2019 regular session, to amend the questionnaire for the submission of quadrennial reports to include specific information on initiatives taken by the NGOs in support of the Sustainable Development Goals. That amendment was proposed by the Non-Governmental Organizations Branch at the Committee's session (see [E/2019/32 \(Part I\)](#), paras. 21–22). Quadrennial reports by NGOs therefore now include specific information on the Sustainable Development Goals.

Brief description of the recommendation

Action taken to implement the recommendation

It is also recalled that the Non-Governmental Organizations Branch has no mandate under Economic and Social Council resolutions 1996/31 and 2008/4 or General Assembly resolution [70/1](#) to monitor the work of NGOs. The possibility of such monitoring has been discussed at meetings of the Committee on Non-Governmental Organizations, with no consensus emerging from those deliberations. The Administration requests the Board to consider this part of the recommendation as unimplementable without a mandate from the Council or the Assembly.

Annex III

Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Subprogramme 3, Sustainable development	1	GS (PL)	Reassignment of 1 Senior Administrative Assistant as Senior Programme Management Assistant	The proposed reassignment of this post in the Programme Management Unit of the subprogramme is intended to address the shift from administrative to substantive functions, in particular in aspects related to the monitoring of the implementation of mandates and related resources, among others, reporting through the Umoja strategic management application module and integrated planning management and reporting solution, coordination of responses to oversight bodies, and programme budget formulation and resource planning/forecasting. The proposed reassignment would therefore support and ensure more effective and efficient programme delivery by the subprogramme
Subprogramme 7, Public institutions and digital government	1	P-2	Reassignment of 1 Associate Programme Management Officer as Associate Information Systems Officer	The proposed reassignment of this post in the Digital Government Branch is intended to address increased subprogramme requirements for technical support in large-scale database management and server network management of several online platforms, including the e-government knowledge base, the online e-government assessment platform, and the online evaluation platforms of the United Nations Public Service Awards and the United Nations Public Administration Network
Subprogramme 8, Sustainable forest management	(1)	P-5	Reclassification of 1 post from Senior Programme Management Officer, Forest Affairs (P-5) to Deputy Director, Forest Affairs (D-1)	The proposed upward reclassification of this post will strengthen the substantive and operational capacity of the subprogramme to carry out its mandates in aspects related to the promotion of sustainable forest management and financing, and improvement of the monitoring and appraisal of progress and gaps in achieving the global forest goals and associated targets. In addition, the post will provide high-level policy advice and support to forthcoming forest-related processes and events, existing institutional arrangements and the response of the United Nations system to current global challenges related to deforestation, forest degradation, climate change, biodiversity loss and zoonotic diseases
	1	D-1		
	(1)	P-3	Reclassification of 1 post from Programme Management Officer, Forest Affairs (P-3) to Associate Programme Management Officer, Forest Affairs (P-2)	The proposed downward reclassification of this post will strengthen the focus on data collection and analyses and the application of digital technologies in the subprogramme's outreach and communication activities
	1	P-2		
Programme support	1	GS (OL)	Reassignment of 1 Staff Assistant as Finance and Budget Assistant	The proposed reassignment of this post as a Finance and Budget Assistant in the Executive Office is intended to strengthen financial and budgetary management support capacity, including data analysis and reporting, in view of the enhanced delegation of authority. The Executive Office supports the Department in meeting all key performance indicators and ensures compliance with all management authority delegated to the Department, including in relation to the proactive management of risks and the implementation of mitigation and internal control measures

Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level).